

COMMUNITY FUTURES ONTARIO Activity Report to Stakeholders
April 1, 2018 – March 31, 2019

OBJECTIVE	BY WHOM	BY WHEN		PERFORMANCE MEASURES	
		Quarter	Priority	PROCESS	PRODUCT
Goal 1 – To deliver timely and relevant products and services which support members in their delivery of the Community Futures Program					
Members Products and Services Strategies					
<i>Develop professional resources to support members in their approaches to Community Strategic Planning, Community Economic Development Projects, Business Advice and Access to Capital in their communities</i>					
A. Promote best practice governance standards					
A-1: Conduct an annual training needs assessment survey for CFDC Boards and Staff	Professional Development Committee (PD)/ Regional Networks (RN)	3 rd	Medium	120 people respond to the survey based on staff/board competencies from Community Futures Leadership Institute	<ul style="list-style-type: none"> • 148 responses (24% increase) to training needs survey (90 staff/58 board) • Analysis used for 2019/20 training plans included in CFO and Regional business plans to FDO/FN
A-2: Enhance professional skills of CFDC management and staff Promote CFDC Staff Certification Program (General Manager, CED Manager, Business Analyst, Administrative Coordinator) Note: 81 of the 225 staff have registered for certification in the last 5 years	Professional Development Committee (PD)/ CFDCs	Ongoing	HIGH	Promote with organizational succession planning and have 30% (25 more) CFDC management and staff register for certification	<ul style="list-style-type: none"> • 2018/19: 1 BA, 1 CED certified • Total since 2012: 32 certified, 31 in progress (8+3 GM; 11+ 22BA; 3+2 CED; 10+4 AC) • Marketing of new suite of CuSource Financial Lending courses – 4 students enrolled • 24 CF staff enrolled in E-Leadership course from 20 CFDCs
A-3: Enhance leadership skills of CFDC volunteer board members Promote Board Development Modules (12 topics) Note: Total potential market is 658 volunteers within 61 CFDCs)	PD/ CFDCs	Ongoing	High	Promote new Board certification streams in Leadership, Corporate Leadership, Financial & Lending Leadership; Quarterly reporting on CFDC Boards taking CFLI training modules with focus on “#3 - Legal Responsibilities of Boards”, & “#13 - Strategic Loan Fund Manual”	<ul style="list-style-type: none"> • 3 CFLI Board training sessions with 41 participants • Modules delivered: CED & the Role of Planning; Cultural Awareness; Board Leadership • 951 participants from 56 (92%) of CFDCs since 2008
B. Deliver an annual professional development event with sessions based on best practice standards in the four Community Futures business lines					
1-4: Maximize professional development value of members and stakeholders' attendance at annual conference	CFO/ CFDCs/ FedNor (FN)/ FedDev Ontario (FDO)/ Regional	1 st 2 nd	High	Session Topics based on training needs and post conference surveys; 60% of sessions delivered by CFDC staff using case studies & discussion groups;	<ul style="list-style-type: none"> • 174 attendees (45 volunteers, 78 staff, 9 govt, 42 others) + 16 spouses= 190 • 16 sessions, 5 tours, 1 keynote (8 by CFDCs) • 43 CFDCs (70%) represented

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	Networks (RN)			> 75% of Ontario CFDCs attend in Timmins; >90% satisfaction rating with event	<ul style="list-style-type: none"> • 35% response rate to survey with 85% overall satisfaction rate • Average spending \$778 x 174 delegates = \$135,372 economic impact locally • Net Loss - \$6,000 • Partnership agreement signed with Cdn CED network for EconoUs 2019 in London
C. Enhance management tools for CFDC activities					
C-5: Community Strategic Planning: Work with members, University of Guelph Rural Economic Development researchers, Northern Policy Institute to identify effective rural regional development models	PD/ CFDCs/ CFO/ RN	1 st	Medium	Comparative research paper (CFDC and European LEADER) prepared by university with participation from several CFDCs; Webinars on report results	<ul style="list-style-type: none"> • 2 Innovation award nominations; winner from Southwestern Ontario, video posted to CFO YouTube • SSHRC grant with UofG approved for comparative study of CFP Ontario to LEADER Ireland for “Charting a New Rural Economic Development Course”
C-6: Community Economic Development Projects: Provide success stories and information on funding sources	CFDCs/ CFO/ RN	Ongoing	High	Monthly success story or funding information featured in newsletter with information posted through website & social media	<ul style="list-style-type: none"> • 5 CED award nominations; winner from Northeastern Ontario. Video posed to CFO YouTube • CFP presentation to UofW LED class • Tour of Oxford County EcD best practices with UofW LED class
C-7: Business Advice: Facilitate Business Analysts regional sessions and training webinars to address identified needs	PD/ CFDCs/ CFO/ RN	1 st 2 nd	Medium	Facilitate delivery of training/webinar sessions Business Analysts (BA) design 3 sessions at annual Conference; Monthly SME success story posted through social media; Strengthen the Best Practices section of OA website	<ul style="list-style-type: none"> • 4 social enterprise webinars with 35 participants delivered & recordings posted to website, certificates issued to 14 staff • MOU signed with BDC to foster co-operation with CFDCs • 8 entrepreneur award nominations; Winner from Northeastern Ontario, video posted to CFO YouTube
C-8: Access to Capital: Share investment portfolio results measurement & reporting & tools for investment fund strategies	CFDCs/ CFO/ RN FN/FDO	Ongoing	Medium		<ul style="list-style-type: none"> • 2017-2018 preliminary loan, CED results collated for CFNC annual report • Analysis of stats to support CFNC funding request and briefing note

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					<ul style="list-style-type: none"> • Analysis of impact of increased operating funds for CFDCs to support CFNC request
C-9: CF Program Reporting: Maintain FDO/FN web-based forms for CFDCs	CFO/ FN/FDO	Ongoing	Medium	Provide FN/FDO access to CFO website	<ul style="list-style-type: none"> • Government inclusivity measures added to FDO/FN performance reports
D. Deliver other government programs that benefit/complement CFDC services					
D-10: Report annually on ongoing results of Sand Plains Community Development Fund (SPCDF) Access to Capital loans	CFO	Ongoing	Low	Quarterly report of access to capital outcomes; posting of SME success stories through website & social media; work with CFDCs on March 2019 succession	<ul style="list-style-type: none"> • Results 2012-18 – 36 loans of \$6.4 M; net portfolio growth 15.08%; \$5.0 M available to lend • SME Stories posted to Web • Release letter for CFDCs to retain funds at end of 7-year term
<i>Offer products and services that encourage operational efficiency</i>					
E. Review and evaluate current group services offered to members					
E-11: Maintain group services based on member satisfaction and tender group services when appropriate	CFO/ Benefits Advisory (BA)	2 nd 3 rd	Medium	Maintain group service quality standards; Annual webinars by service providers	<ul style="list-style-type: none"> • Added TFSA investment options to Manulife structured RRSP • Loan insurance product enhancements for May 1 2019 launch • Negotiated 4.1% decrease in health benefits premiums • Health Plan admin and fraud webinars for __ participants
F. Establish and maintain an annual compensation analysis					
F-12: Communicate results of annual on-line salary survey	CFO/ BA	3 rd	Medium	Effective compensation comparison amongst CFDCs; >80% participation rate;	<ul style="list-style-type: none"> • Salary & benefits survey completed with 88% participation
G. Investigate other desired member services					
G-13: Solicit preferred supplier recommendations from CFDCs	CFO/ BA	1 st	Medium	3 new suppliers based on CFDC testimonials about the service	<ul style="list-style-type: none"> • Investigation of Ontario Non-Profit pension plan through OP Trust • Affinity programs with Westmount Hospitality Hotels, Delta Hotels Ontario
H. Facilitate increased operating efficiency for members					
H-14: Develop best practices in operations management using	CFO/ CFDCs/	Ongoing	High	Support Provincial and regional MIS Committees; Manage IM-	<ul style="list-style-type: none"> • Secured FedNor funding for Northern CFDC MIS support

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common software and technology platforms	RN			IT supplier relationships	<ul style="list-style-type: none"> • Renewed MIS supplier agreements • Project for enhanced tracking for pool loans underway • Cybersecurity practices memo to CFs
I. Research legislative issues that impact CFDC operations -> CHANGED TO CFDC FINANCIAL MANAGEMENT AND EMPLOYEE POLICIES					
I-15: Monitor Federal & Provincial Legislation changes for issues that impact CFDCs	CFO/ RN	1 st	Medium	Webinars on CFDC requirements	<ul style="list-style-type: none"> • Update of HR policy to reflect Cannabis Legalization • Provided security breach notification policy template to comply with Nov 1st revised PIPEDA
Goal 2: To nurture relationships on behalf of our members, with government, partners and stakeholders that impact rural communities					
Advocacy and Government Relations Strategies					
<i>Provide a consistent message to stakeholders to recognize members as leaders in rural development</i>					
J. Build alliances with government officials					
J-16: Facilitate input to policy discussions on CF Program issues through a Government Relations Committee with Regional Network Representatives	CFO/ CFDCs/ RN Government Relations Committee (GR) FN/FDO	Ongoing	High	Monitor progress of new GR Toolkit – “MP Engagement on CFNC Brief for CFP Modernization”	<ul style="list-style-type: none"> • Two CFNC meetings with RDAs re CFP budget 2019 recommendations • Facilitated client data collection for National CFP evaluation • Input through CFNC to FINA pre-budget consultation
J-17: Provide CFDCs and Regional Networks with tools to communicate a common message to government officials (collaboration opportunities)	CFO/ CFDCs/ RN GR FN/FDO	1 st 2 nd	Medium	Monitor promotion of new GR Toolkit – “MP Engagement on CFNC Brief for CFP Modernization” messaging	<ul style="list-style-type: none"> • MP toolkit for CFDCs to meet over the summer to update on local activities and support for budget 2019 CFP funding request • Pre-budget report findings to CFs to use in local meetings with MPs • 2019 federal budget highlights to CFDCs
J-18: Communicate annually with key federal Ministers and critics (Innovation, Science & Economic Development (ISED)/Small Business & Tourism/Science/Finance)	CFO/ RN GR	1 st	High	CFDC activities are consistent with government priorities	<ul style="list-style-type: none"> • Meetings with FDO Director General and CED Director • CFNC MP event on parliament hill with 110 in attendance: 20 MPs; 9 Ont/4 Que CFs; 3 Ont/4 Que entrepreneurs • CFNC mtgs with Minister Bains/Morneau staff and MP Marc

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					<ul style="list-style-type: none"> Sérre Welcome letter to Minister Jordan
J-19: Develop strategic alliances with partners on common issues where CFDC priorities are strengthened (CF Network of Canada, Rural Ontario Institute, CCED Network, Ont CED Network, EDCO, Prosper Canada)	CFO/ Partners	Ongoing	Medium	Regular communication with potential partners; attendance at CFNC National Event in Winnipeg	<ul style="list-style-type: none"> CFNC strategy meeting 2018 National Event attendance 2021 National Event hotels contracted Meetings with Pillar Non-Profit on social enterprise funding application to FDO Rural Employment Initiative (REI) job fair presentation; final evaluation interview; \$10,000 revenue to Board Fund
K. Support the CFDC network delivery of Ontario Government Programs					
K-20: Awareness of capacity for CFDCs to deliver Provincial programs	CFO/ RN	2 nd	High	Provincial programs delivered in rural communities by CFDCs	<ul style="list-style-type: none"> listing of MPPs in CF areas MPP event with EDCO; promoted CF capacity to Minister of MEDJCT Todd Smith; thank you letter & CF stats
L. Develop models for CFDC delivery of programs from various sources					
L-21: Make presentations to provincial ministries and federal departments to promote CFDCs as viable delivery agents for communities facing economic transition (AAFC, OMAFRA, MTCU, MEDEI, ESDC, etc.)	CFO/ RN GR	2 nd	Medium	All levels of government are aware of the capacity of CFDCs as preferred partners for rural economic development initiatives	<ul style="list-style-type: none"> Participation in consultation on getting Ontario ready for social finance fund
M. Actively assist CFDCs in developing external partnerships					
M-22: Facilitate discussions for regional or local delivery of Innovation Agenda initiatives	CFO/ FedNor/FDO RN	Ongoing	Medium	CFDCs participate in Innovation Agenda Programs	<ul style="list-style-type: none"> Innovation training for CFO Board/RN Chairs/FDO/FN staff in partnership with WOCFDCA
Goal 3: To facilitate effective communication and networking among members and stakeholders					
Communications Strategies					
<i>Implement communication tools to facilitate networking among members and stakeholders</i>					
N. Focus annual meeting discussions on common themes and province wide issues					
N-23: Organize round table discussions for all-member participation to clarify current issues and long-term goals	CFO	2 nd	High	Regional web-based forums and face to face discussions on 2018-2023 Strategic Directions; Conversation Café at Annual General Meeting	<ul style="list-style-type: none"> 87 (12.7%) Online survey responses to rank strategic directions objectives & strategies; verified with member consultation at AGM

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O. Utilize annual professional development event, regional network meetings and other opportunities for two-way communication of activities, issues and Board consultation					
O-24: Ensure CFDCs are familiar with CFO services; survey members to determine how widely reports are distributed	CFO	Ongoing	High	Monthly reports & newsletter; quarterly & annual activity summary; efficient web-based resources	<ul style="list-style-type: none"> Implemented member database to track participation in CFO programs
O-25: Undertake quarterly meetings of CFO and Regional Network Chairpeople (face to face OACFDC Board meetings)	RN/ CFO	Each Quarter	High	100% participation in quarterly meetings	<ul style="list-style-type: none"> Sharing of activities amongst Regional Networks 2 Face to Face meetings (Ottawa, St. Thomas)
O-26: Collaborate with Regional Networks to raise awareness and enhance visibility of CFDC services	RN CFO/ FN/FDO	Ongoing	High	Establish protocols for common naming convention & logo usage – “Community Futures of”	<ul style="list-style-type: none"> Participate in marketing committee meetings Five organizations CFDC using “CF...” naming protocol
P. Facilitate regular CFO Board member contact with CFDCs in their region					
P-27: CFO Board members act as liaison/resource members to Regional Network executive committees	CFO	Ongoing	High	Attendance with each RN twice a year to liaise on common issues (training needs, marketing)	<ul style="list-style-type: none"> Elections in NW, W, SC, E regions Orientation with all new Board reps
Q. Research and introduce leading edge communication tools					
Q-28: Coordinate Provincial social media strategy with Regional Networks	CFO/ RN	Ongoing	Low	Integrated Regional & CFO social media strategies (SM Calendar - Client Profiles, Business Tips & News, CFDC Profiles)	<ul style="list-style-type: none"> 53 new of 824 twitter followers (+7%); total 272 tweets (-12%) 238 Facebook posts (-38%), avg weekly page reach 488 to 806; avg weekly engaged users 33 to 58 24,224 website visits (+4%), by 14,158 (-29%) unique visitors with 85,352 (-18%) page views You Tube awards videos 8,396 views to date (+59%)

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