


Good afternoon and thank you for joining us.

The webinar will take approximately 45 minutes - 15 minutes for the OACFDC presentation, and then up to 30 minutes to allow for discussion.

To familiarize you with the webinar process, we draw your attention to some of the buttons on your screen:

- 1) Our presentation should be visible in the middle of the screen
- 2) The list on the right side bar shows the participants in the call
- 3) The sections on the bottom right are available to you to chat with others online, or pose a question so that we can respond accordingly
- 4) You can also raise your hand using the button on the top right to get our attention, if you have a question you want to ask over the phone

We will have the telephone and webinar audio on mute during the presentation so that local background noise does not distract participants from the presentation and if required will open the audio lines for questions at certain points in the session.




Community Futures Network of Canada (CFNC)

Agenda

- Accomplishments
- Key Focus Areas
- Key Questions:
 - Why should the CFNC exist?
 - What should the CFNC do?
 - How can this best be achieved?
- Funding
- Discussion

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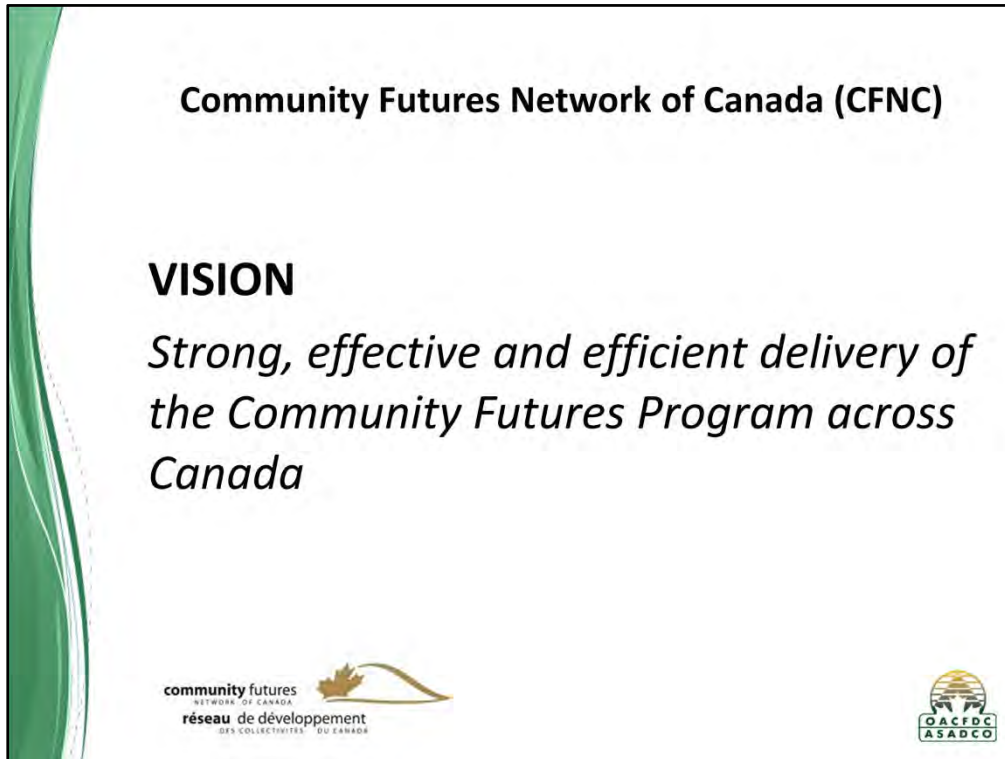


This webinar is presented for Ontario CFDCs to learn about the Community Futures Network of Canada’s “value proposition” .

We will begin with a brief summary of CFNC accomplishments, and the key focus areas as determined by the strategic planning process in June 2014.

Next we will review the organizational development transition process, followed by a summary of funding contributions since 2012.

After the presentation we encourage a discussion of how OACFDC should structure its selection of two directors and one advisory committee member to the Community Futures Network of Canada to ensure the strongest representation from our members.



The Community Futures Network of Canada (CFNC) came together in 2002 to raise awareness about the Community Futures Program, and to support the sharing of information and facilitate the exchange of ideas between Community Futures Organizations across Canada.

These originating goals are expressed in the vision statement: for STRONG, EFFECTIVE and EFFICIENT delivery of the CFP across Canada.

The members of the CF Network of Canada continue to be the 10 provincial and 2 territorial CF/CBDC Associations.

These 12 organizations work with the 269 Community Futures Organizations that make up the Community Futures Program.

Community Futures Network of Canada (CFNC)

Accomplishments

- Produced 9 annual reports & 3 videos with National Community Futures Program (CFP) results and success stories
- Delivered 5 national conferences
- Created a national web presence
www.communityfuturescanada.ca
- Consulted on 3 evaluations of the CFP
- Negotiated national partnerships & operational costs savings



Since 2002, the CF Network of Canada has been meeting together with the 12 provincial associations and the 4, now 6 regional development agencies to deliver a number of accomplishments that support the CF Program.

These activities include:

- Producing nine and soon 10 annual reports and 3 soon to be 4 videos that are the only documented summary of the CF Program lending results from across Canada
- Bringing together volunteers and staff from CF/CBDCs to share their experiences in delivering the CF Program and celebrating its successes. Participation has grown from just over 400 people at the first event in Mont Tremblant in May 2000 to more than 750 in Halifax in June 2013
- Creating the only national web presence for the CF Program – which brings together all the provincial web sites into one portal with links to each including the Regional Development Agencies and hosts best practices in CF/CBDC operations from across Canada. The new easier to navigate web portal is currently in translation and will be launched shortly.
- Evaluations – As you know the CFP undergoes an evaluation every 5 years. What you may not realize is that all meetings of the CF Network of Canada have included an invitation for participation from the funding agencies – most of whom attend in person but also by teleconference. Many of the discussions with the agencies have included consultation on the process used for the CF Program evaluations, the differences & similarities and the issues & recommendations that have arisen from evaluating a community based federally funded national program
- Over the years the CF Network of Canada negotiated the partnership arrangement with Business Development Bank of Canada and the Community Futures Leadership Institute as well as number of savings programs with various suppliers. In some cases, competing suppliers have reduced their rates to match those available through the CFNC.

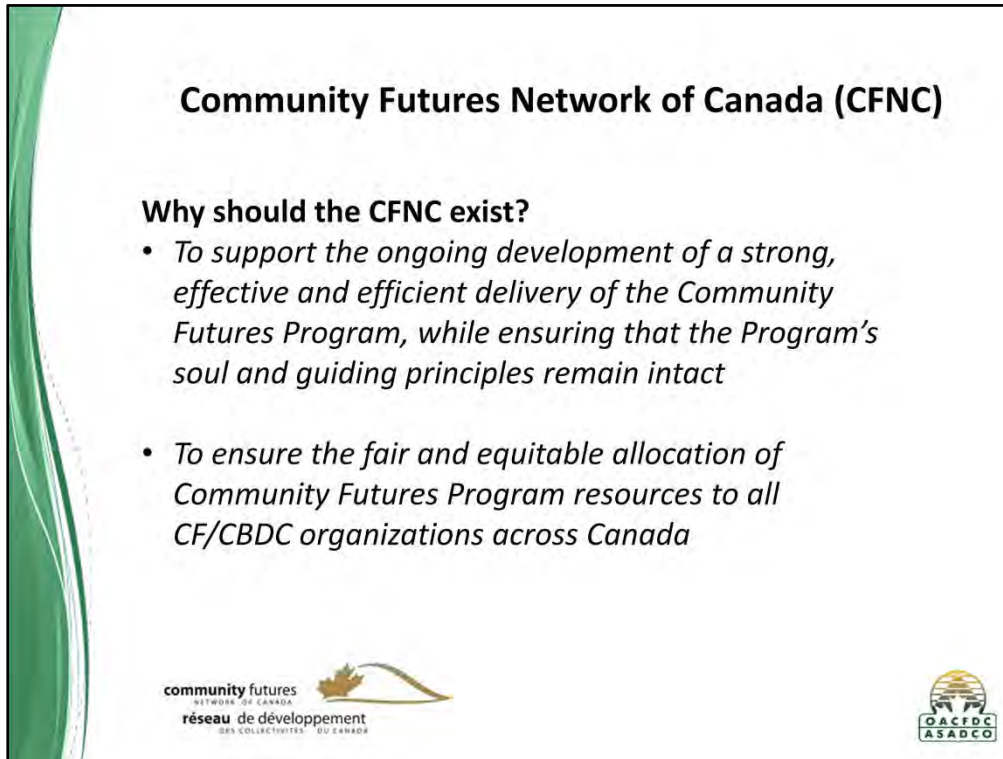


So these are great things that have been done over the years but times change and current technology makes it easier for anyone to link with their colleagues. The members of the CF Network realized that same issue, and came together in June 2014 to develop strategic directions for the next 3 years.

The key focus areas are listed here. You see that organizational development is number one. We recognized that we have experienced difficulties in building a national organization that has the strong support and unwavering commitment of all the provincial, territorial and regional CF/CBDC associations from across the country. Its hard work and while we may be skilled at working with our own provincial governance structures, governance at the national level is not easy. We realized we had cumbersome decision-making processes, weaknesses in the organization's bylaws, confusion over staff accountability, and a lack of clear terms of reference for committees.

Since June 2014 we have been in a transitional period, with a part time coordinator – Ron Trepanier – one of the CFNC originators in 1998 – helping us towards structural changes. The OACFDC then took on the financial administration when Atlantic Canada determined they had fulfilled their rotation of more than 7 years of providing this service.

The rest of the focus areas, can only be accomplished, if the structure that governs the activity is effective.




On the road to change a smaller group of association Executive Directors met in November in Quebec (Jon Close – Alberta; Jason Denbow – Sask/Man; Colette Close, PanWest; Diana Jedig – Ont; Hélène Deslauriers – Que; Martina MacDonald – PEI; Roseanne Leonard NL; Line Doiron – NB; Basil Ryan-Atlantic; Ron Trepanier CFNC) and debated some key questions:

Why should the CFNC exist?

These statements reflect the discussions of the 10 representatives who met. While we maintained the CF Network Vision, we are also concerned about preserving the core values of the CF Program and equitable funding to carry out this work.

Those core values include:

- Community based decisions by autonomous organizations
- The ability to respond to local economic issues effectively and without the bureaucracy to slow down the process (think of how CFDCs have helped businesses respond to major employer shutdowns, flooding, mall collapse and ice storm disasters)
- Building local community capacity based on what makes sense not because of political motivations
- And being funded fairly to do the work




Community Futures Network of Canada (CFNC)

What should the CFNC do?

- Representation to Government / Stakeholder Relations
 - The gathering of pertinent data
 - The aggregation of relevant statistics
 - The packaging of information (annual reports, proposals, position papers)
- Organization of a National Event (every 3 years)
- Sharing of Best Practices
 - Exploring and sharing opportunities for cost efficiencies
 - Sharing of best practices primarily through the website and other means yet to be determined



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We then asked ourselves, What should the CFNC do?

We narrowed the activities down to three objectives that contribute to the vision

To preserve the national CF Program, someone needs to carry forward the dialogue, someone needs to bring together the information from within the regions, and shine a light on the impact the CF program is having on the daily lives of people in rural Canada from coast to coast to coast.

To preserve the national CF Program, we need a way to learn from each other, to maintain meaningful contact and share lessons learned with newcomers to the program.

While each provincial association can do these things at their own level, some form of coordinating body is needed to present the whole picture.

The Community Futures Program is recognized internationally by the OECD (Organization for Economic Cooperation & Development), who best to tell the story of the Community Futures Program, the community or the government

When researchers ask, what is the value of the responsible investment portfolios in rural Canada – someone needs to aggregate that \$1.177 Billion dollar statistic


The members of the CF Network of Canada, the 10 provincial and 2 territorial associations believe that the CF Network of Canada provides value to the CF Program and to those at the community level who deliver it. It's not always an obvious direct measurable benefit to each CF/CBDC, but it's knowing that while the 269 organizations are autonomous they are not isolated in the work that they do and the impact that they have as part of a larger group.

In this 30th year of the CF Program, we will have surpassed \$4 billion dollars in loans to small businesses in rural Canada, supported almost 120,000 entrepreneurs and influenced almost 500,000 jobs. These are the kind of results the need to be shared with stakeholders across the Country.


Community Futures Network of Canada (CFNC)

How can this best be achieved?

- Members of the CFNC would continue to be the provincial & territorial CF/CBDC Associations, with one vote per member;
- 2 representatives from each Member of the CFNC would be invited to attend the Annual General Meeting, to provide input into the development of the organization's strategic business plan;
- Members of the CFNC would appoint a Board of Directors comprised of 9 people:
 - 2 directors from each of the Atlantic, Ontario, Quebec and Western regions and 1 director from the Far North
- An Advisory Committee of 3 people appointed by the Atlantic, PanWest and Southern Ontario regional groups to make recommendations to the Board on regional and sub-regional issues



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The last question debated was how best can these activities of the CFNC be supported:

The recommendations are:

- Members of the CFNC would continue to be the provincial & territorial associations
- 2 Representatives from each member would attend the AGM at their own cost
- Members of the CFNC would appoint a Board of Directors comprised of 2 voting directors from each of the four regions of Canada and 1 from the Far North
 - This is a dramatic change from the current 24 member Board of Directors

To ensure that cross-provincial (like the Atlantic and Panwest) and sub-provincial groups (like the newer Southern Ontario, East and West regional networks) are engaged, it is also proposed that an Advisory Committee of 3 people appointed by these networks be formed to study, report and make recommendations to the Board of Directors.

The Advisory Committee members would attend all meetings of the Members and the Board of Directors to participate in the organization's strategic business plan including input and reaching agreement regarding the vision, mission and key goals/objectives of the CFNC.

Community Futures Network of Canada (CFNC)

The Board of Directors would be charged with:

- Refining the strategic business plan developed by all the Members and the Advisory Committee;
- Developing a more detailed action plan for the year;
- Developing and overseeing an annual budget for the CFNC;
- Engaging the services of a qualified coordinator to manage the affairs of the CFNC;
- Ensuring tangible, measurable results are achieved.



The Board of Directors would be charged with:

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 - Developing a more detailed action plan for the year
 - Developing and overseeing an annual budget for the CFNC
 - Engaging the services of a qualified coordinator to manage the affairs of the CFNC
 - Ensuring tangible, measurable results are achieved.
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- The Board of Directors would submit their detailed business plan and budget to the Members for their approval;
 - The Board of Directors would provide reports to the CFNC Members on a quarterly basis to keep them abreast of the progress the Board is making in achieving the organization's goals;
 - At the AGM, the Board of Directors would provide an annual report to the CFNC Members, detailing the work that has been undertaken during the year and the results that have been achieved.



Community Futures Network of Canada (CFNC)

CFNC Board of Directors Qualifications:

- A person who is, at the time of his election or appointment (or becomes so within 10 days thereafter) a Director or Executive Director of a Member Association

CFNC Advisory Committee Qualifications:

- All members of the Advisory Committee shall be Directors or Executive Directors of the respective Regional or Sub-Regional association that appoints them



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The recommendations of the group are that the qualifications for Directors and Advisory Committee members include persons who currently serve on or work within the organizations that elect or appoint them.

Each province will choose from among its qualified candidates, who is designated to vote on behalf of each Member organization and to determine who ultimately will be chosen as the voting Directors on the CFNC Board.

Each regional association or Sub-regional association is free to use its own methods to determine who from among qualified candidates will be their appointee to the Advisory Committee

You should also know that the only elected volunteer directors from a CF Provincial Association are eligible to serve as President or Vice President of the CFNC, no association or CF/CBDC staff can hold either of these Executive positions.

What will ensure the future success of the CF Network of Canada is a group of leaders that are committed to making the organization work. This success requires the best people at the table with the drive and passion to make well informed decisions to ensure that the Community Futures Program's soul and guiding principles remain intact.

Community Futures Network of Canada (CFNC)

Funding History

Region	2011/12	2012/13	2013/14	2014/15
Western - through Panwest	\$45,000	\$36,500	\$35,000	\$26,400
Atlantic – through Reg Assoc	45,000	36,500	35,000	26,400
Territories – NUN and NWT	14,450	11,950	15,550	11,450
Ontario – Northern (FN)	18,000	14,600	14,000	10,560
Ontario - Southern (FD/OA/RN)	27,000	21,900	21,000	15,840
Actual Paid by OA/EN/WN	FD -27,000	15,000/0/0	7,000/5,675/8,325	5,280/0/0
Prov Assoc - \$900@	8,100	8,100	8,100	8,100
PEI, Terr - \$450 @	450	450	1,350	1,350
Total Funding	\$158,000	\$130,000/123,100	\$130,000	\$100,100/89,540
National Event Net Income		\$87,000		(\$40,000)
Annual Expenses	\$158,000	\$123,100	\$130,000	\$87,480



Over the years, the Regional Development Agencies have provided an equal amount of funding to the operations of the CF Network of Canada. In the West, Western Economic Diversification (WD) funds flow through the PanWest network of the 4 Western provincial associations. In the East, Atlantic Canada Opportunities Agency (ACOA) funds flow through the Atlantic Association of CBDCs which links the 4 Eastern provincial associations. In the territories each of their economic development departments provide funds through the lead CFDC.

Ontario funding is split 40% from FedNor; 60% from FedDev. In 2012 FedDev made its 10% cut to the Community Futures Program. That same year OACFDC changed its conference to a September date and used its normal FedDev provincial conference allocation to contribute \$15,000 or as much as it could given the overall budget cuts. This was a \$6,900 shortfall compared to the rest of the country.

In 2013/2014 FedDev allocated \$370,000 for all association and network activities. The funding is split as \$185,000 to the two regional networks on a proportionate basis and \$185,000 to the OACFDC. OACFDC proposed a cost sharing arrangement with regional networks as 1/3 from OACFDC, the balance split proportionately between the networks. The same proposal was made for 2014/2015(OA-\$5,280, E-\$4,280, W-\$6,280).


Quebec has agreed to rejoin the CFNC as a full partner and is contributing \$30,000 of its operating funds from CEDQ to the National Event this year and next fiscal.

It should be noted that the National Event held in Halifax in 2012 generated a surplus of \$87,000 which is being held in reserve for future events. As in past year's, the CFNC has contributed to the National Event organizing costs and agreed to allocated \$40,000 from the reserve fund to the 2015 National Event. Any surpluses earned above this amount will be returned to the reserve fund.


Community Futures Network of Canada (CFNC)

Discussion:

- How should OACFDC select its delegates to the CFNC Board of Directors?
 - Have CFDCs choose a Northern & Southern delegate from the 10 OACFDC Board & staff who meet the CFNC qualifications
 - Have CFDCs choose 2 delegates from the 10 OACFDC Board & staff who meet the CFNC qualifications
- How should the Southern Networks select its delegate to the CFNC Advisory Committee?
 - Have Southern CFDCs choose a delegate from the 36 (20+15+1) network Board & staff who meet the CFNC qualifications



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The OACFDC Board is seeking your guidance on how it should structure its selection of the two Directors and Advisory Committee members to the CFNC.

There are specific qualifications within the CFNC bylaws for the 3 positions. There are 9 OACFDC Board members and one staff member. Of the 9 Board members, there are currently 4 Northern Ontario and 5 Southern Ontario representatives. When Dianne Adshead completes her term as President in 2016, there will be 6 Southern and 3 Northern representatives on the OACFDC Board.

The qualified Southern network representatives include the 20 Western Ontario CFDC Association Board Members, the 15 Eastern Ontario CFDC Network Board members and its Executive Director.

To ensure we hear from all our members, we will conduct an online survey of the options we discussed today with links to the recorded webinar and the slide deck and notes as background material.

The meeting to approve the CFNC proposed re-structuring takes place on February 24th.

It should be noted that the Southern Ontario Regional Networks have proposed an amendment that qualified candidates for one of the Director positions include any Board or staff member of any Southern Ontario CFDC.