

## ***Strategic Plan***

The following Strategic Plan for the Eastern Ontario Community Futures Development Corporations Network Inc. is intended to significantly increase the value of the Network to all of eastern Ontario, the fifteen member CFDCs and to FedDev. It has the potential to dramatically enhance economic development and promote prosperity in eastern Ontario. This Strategic Plan builds upon the existing base of Network activities by substantially expanding them and increasing involvement in delivering other FedDev programs in eastern Ontario. It assumes that financial resources will be available to acquire the services of an experienced Executive Director and supporting staff to increase the efficiency of products and services offered by the Network. This being the case, there would be less reliance on the time of volunteer Board members.

## **Vision and Mission**

### **Vision**

To foster economic growth, diversification and prosperity in eastern Ontario through the acquisition and efficient deployment of human and financial resources.

### **Mission**

To be a catalyst and facilitator of partnerships among EOCFDCs, FedDev and other organisations in eastern Ontario to foster the delivery of programs and initiatives consistent with achieving the Vision.

## **Goals**

The Vision will be fulfilled and the Mission achieved by pursuing the following Goals.

- Advocate on behalf of all of eastern Ontario and its CFDCs with all levels of Government, the private sector and Not-For-Profit organisations
- Be a catalyst/facilitator for regional development initiatives
- Ensure continuing vitality and effectiveness of EODP
- Manage and expand the Investment Pool
- Work with FedDev to deliver its programs
- Market and enhance the profile of the Network, its 15 CFDCs and FedDev
- Provide professional development programs for the CFDCs
- Be a role model for CFDC Networks in other regions
- Assess and clarify Network's relationship with OACFDC
- Monitor and measure Network performance and impact
- Review the Network Board composition and structure
- Attract and retain the staff necessary to pursue the strategy
- Secure the ongoing financial support to sustain the Network and achieve its potential

## **Objectives Within Each Goal**

### **Advocacy**

- Meet with CFDC General Managers and Board Chairs to identify issues of concern
- Acquire and distribute relevant socio-economic data that supports Network and CFDC activities and eastern Ontario needs based on this research
- Meet with MPs, MPPs, and regional and local politicians to ensure their ongoing awareness of and support for the Network
- Provide a strong rural voice for eastern Ontario
- On a formal basis, meet with EOWC and OEEDC twice yearly to solicit their input and ensure their support in achieving the Network's Vision

### **Catalyst/Facilitator**

- Strengthen and expand existing relationships and partnerships
- Maintain frequent contact with all appropriate federal and provincial agencies, EOWC, OEEDC, economic development and tourism organisations, Chambers of Commerce, PSIs and business and industry representatives to identify potential new initiatives and partnerships
- Potentially be the mechanism which the Eastern Ontario Advisory Panel, if established, can use for the coordination, administration and implementation of their initiatives
- Work with other organisations to ensure relevant and timely data related to economic conditions and opportunities is collected and utilised

### **EODP Vitality and Effectiveness**

- Promote EODP in eastern Ontario
- Ensure the best regional initiatives are identified and pursued
- Document and publicize EODP successes and impact

### **Manage Investment Pool**

- Continue the successful management of the Investment Pool
- Seek further capital inflows for the Pool
- Work closely with CFDC General Managers to identify other investment opportunities which may or may not link to the various FedDev programs

### **FedDev Programs**

- Assist FedDev in its efforts to generate more and more suitable applications for its Southern Ontario Programs
- Discuss with FedDev the potential to be more actively involved in delivering federal programs in addition to CF
- Demonstrate the Network's ability to reach out to prospective applicants, beyond existing FedDev staff capabilities (due to their workloads)
- Take advantage of the Network's Board and CFDCs staff and Board's contacts with SMEs and PSIs

- Establish the Network's reputation as an extremely effective, indispensable mechanism for the fulfillment of FedDev's mandate
- Improve the two-way communication between FedDev and the Network to ensure the most effective delivery of FedDev related initiatives in eastern Ontario and with the fifteen member CFDCs

### **Marketing and Communication**

- Establish mechanisms to assess, to the extent possible, the effectiveness of various marketing initiatives
- Review current marketing practices and make a preliminary assessment of their effectiveness
- Market the Network and FedDev's services and programs to PSIs and SMEs
- Seek formal feedback from all 15 CFDCs regarding effectiveness
- Ensure that the CFDCs and other organisations in the region recognize the value of the Network even if EODP ceases to exist
- Discuss with FedDev and OACFDC the potential for joint marketing initiatives

### **Professional Development**

- Work with OACFDC to implement province-wide professional development initiatives
- Consult with the EOCFDCs to identify specific needs not currently addressed
- Solicit from the 15 CFDCs and OACFDC ideas relating to best practices and select one as a featured theme on a monthly basis

### **Role Model**

- Share lessons learned and best practices with other regions
- Visit other CFDC regions to undertake presentations relating to Network activities

### **OACFDC**

- Review current allocation of responsibilities to determine if more effective alternatives exist
- Work together to share Network experiences in other locales
- Coordinate advocacy initiatives
- Coordinate marketing efforts

### **Network Performance**

- Determine if FedDev has performance standards against which the Network will be measured
- Establish own internal qualitative and quantitative performance benchmarks relevant to Board decision making
- Align, to the extent possible, with performance information required of CFDCs by FedDev

### **Board and Staff Reorganization/Restructuring**

- Review the size of the Board
- Reexamine eligibility for Board membership (e.g. volunteers vs. CFDC staff)
- Identify the specific skills and areas of knowledge required on the Board
- Establish appropriate standing committees (e.g. Finance, Marketing, Advocacy, etc.)
- Establish ad hoc committees as required to oversee specific regional initiatives
- Consider the possibility of including non-Board members on the ad hoc committees
- Develop job description for the Executive Director position
- Assess additional staffing requirements and develop appropriate job descriptions
- Recruit contract staff as warranted for the completion of specific initiatives

### **Attract Staff**

- Recruit an experienced, well-connected Executive Director
- Identify other staff requirements based on a thorough analysis of the most productive, cost-effective way to support the Executive Director and Board

### **Secure Financial Support**

- Negotiate interim and multi-year contributions from FedDev
- Investigate potential annual contributions from EOWC
- Secure administrative contributions for partnership initiatives spearheaded by the Network
- Continuously seek other short- and long-term sources of revenue
- Ensure that new sources of financial support and the related activities required remain consistent with the Network's Vision and Mission