

# CCEDNet



the Canadian CED Network

ANNUAL REPORT  
2000-2001



## The Story of the Geese

*When Geese fly in formation, they create their own unique form of teamwork. As each bird flaps its wings, it creates an uplift for the bird immediately following. By flying in their "V", the whole flock adds at least 71% more flying range than if each bird flew on its own.*

*When a goose falls out of formation, it suddenly feels the drag and resistance of trying to go it alone, and quickly gets back into formation to take advantage of the lifting power of the bird in front.*

*When the lead goose gets tired, it rotates back in the V, and another goose flies point.*

*Geese honk from behind to encourage those up front to keep up their speed.*

*When a goose gets sick, or is wounded and falls out of formation, two other geese fall out with their companion and follow it down to lend help and protection. They stay with the fallen goose until it is able to fly, or until it dies, and only then do they launch out on their own, or with another formation to catch up with their group.*

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## **Mission Statement**

The Canadian CED Network is the only membership based, democratically structured organization mandated to promote and develop community economic development on a national level.

The membership of CCEDNet is made up of CED practitioners, researchers, and academics from every region of the country. They bring urban, rural, and northern experience, and a diverse range of community economic development expertise.

Members are dedicated to:

- bringing a national focus to the CED agenda
- expanding the scale and effectiveness of CED
- sharing information and learning
- building capacity and skills related to CED

## **Operating Principles**

The Network is a values-oriented organization, whose members have indicated a desire to manifest the following principles:

### **Internal**

- To respect for the strengths and diversity of our members
- To ensure the Network is open and accessible to all who share our goals
- To demonstrate a commitment to professional development and standards
- To build the next generation of CED leaders

### **External**

- To expand the CED movement in Canada
- To position CED as an alternative economic development model that:
  - empowers marginalized populations and communities
  - integrates social, economic and environmental goals
  - creates measurable results that are cost-effective
  - encourages ongoing innovation and learning
- To increase the scale and effectiveness of CED practice

## **Message from the President**

The past year has been a year of exciting growth and development for CCEDNet as it has emerged from its focus on establishing a national organization committed to enhancing the scale and effectiveness of CED across Canada, into its focus on developing concrete initiatives that strengthen CED in Canada and the organization's members.

In its initial years, including 1998 to 1999, the insight, commitment and leadership of its founding members, all of whom brought tremendous expertise from the CED sector, resulted in the development of a solid foundation including a vision, a constitution, the development of a Board of Directors, the establishment of three working committees, the establishment of a business plan and the facilitation of a number of policy and technical assistance initiatives. A part time Executive Director, an Administrative Assistant and Lutherwood-CODA, a CED organization in Waterloo Region, Ontario, who fulfilled the role of administrative sponsor on an in-kind basis, provided staffing support.

In 2000, thanks to the generous support of the McConnell Family Foundation and continued support by the Levi Strauss Foundation, a key milestone in the history of the organization occurred as it hired a part time Associate Director in Quebec and expanded its work in the areas of policy development, skills training and membership recruitment, including some very significant work in developing a draft policy framework for CED in Canada. CCEDNet began to emerge from its start-up phase as it passed a number of key milestones including representation by five new members on the Board of Directors, obtaining charitable status, and the adoptions of an Ethical Fundraising and Financial Accountability Code. With its foundation solidly in place, in January 2001, the organization's Executive Director moved from part time to full time and CCEDNet formally thanked Lutherwood-CODA, its organizational sponsor in its start-up phase, for its generous support, as it assumed full control over its administrative affairs.

The organization has witnessed a great deal of growth and development as it has emerged into a national organization over a relatively short period of time. This would not have occurred without the tremendous support and commitment of many individuals and organizations. On behalf of the Board of Directors, I would like to acknowledge our appreciation for the leadership, commitment to CED and financial support shown by our funders over the past year including, Human Resources Development Canada, the J.M. McConnell Foundation, the Muttart Foundation and the Ontario Trillium Foundation. I would also like to acknowledge La Cle Cooperative in Victoriaville, Quebec, and

particularly, Bill Ninacs and Michael Toye, for the exceptional staff support which they have provided to the network over the past year. As well, I would like to acknowledge my appreciation to the current Board of Directors and to the many members of our various subcommittees for their outstanding leadership and commitment to the network over the past year. However, as the year closes, in the midst of tremendous growth and development, we have also had to say goodbye to many individuals who have played a key role in developing a strong foundation for the network. On behalf of the Board of Directors, I would like to extend our gratitude to Mark Cabaj, who has provided excellent leadership to the network in his role as Executive Director, to Naomi Stansfield who has provided exceptional administrative support over the past year and to Flo Frank, Carol Rock, and Ronnie Van Wyk, board members who will be stepping down from the Board after contributing greatly to the development of the national network.

The year ahead holds many exciting challenges as we emerge into our next stage of development including implementation of our policy framework, expansion of our role in technical assistance to our membership and growing our national membership. On behalf of the Board of Directors, I would like to thank you for your commitment and your role to enhancing the CED movement across Canada and look forward to your continued involvement in this journey.

Cathy Harrington  
CCEDNet President

## **Message from the Interim Executive Director**

In the past year, CCEDNet's contribution towards the consolidation of a true cross-Canada CED movement was considerable. When the history of CED is written in the future, the March 2001 National Policy Forum will certainly be remembered as a watershed. As things stand now, CCEDNet's capacity to articulate public and private policy needs from a value-based perspective has become pretty impressive, as exemplified by the working papers developed for the Conference and by the reports that have been produced since then. Furthermore, our capacity to mobilise a broad cross section of practitioners from every part of the country, including Québec, and to facilitate their sharing of understanding and knowledge amongst themselves as well as with policy makers and other key players can no longer be disputed.

CCEDNet has evolved as an organisation to keep up with the consequences of the entire policy formulation process. The CED Financing Authority Steering Committee and the Gender and CED Working Group, for example, stem directly out of the Vancouver event. Moreover, an even more considerable amount of staff time is being devoted to supporting the Policy Committee and its subcommittees. All told, CCEDNet, as a membership organisation, is increasingly member-driven and member-controlled.

Indeed, one of CCEDNet's major strengths is a growing and diverse membership that is more representative of the variety of models and constituencies that make up CED today. This situation poses many significant challenges for CCEDNet. Besides working on the policy and training fronts, for example, CCEDNet must ensure leadership for the movement, foster and support the development of new CED organizations, work with new regional umbrella groups, and develop strategic alliances with other partners in a way that is both democratic and visionary. To perform these tasks, it must possess a capacity to co-ordinate participation and to facilitate process since it cannot exert direct or indirect control over CED initiatives. In some ways, therefore, CCEDNet's working methods are quite similar to those used by its own members with their constituencies. The end result is most rewarding, since it provides CCEDNet with renewed energy emanating from the synergy of collective action, but it is also somewhat daunting and slower at times, since the Network must often rely on the capacity of its members rather than on its own. The results presented in the following pages should be looked at through this particular lens.

The substantial increase in our membership produced by the regional and national policy forums have brought with it a need for better internal

information and accounting systems. To meet this challenge, CCEDNet has contracted with a worker co-operative in Victoriaville, Québec, *La Coopérative de consultation en développement La Clé*, to consolidate and manage all of CCEDNet's administrative and financial functions. Since *La Clé* is also the vehicle through which the Associate Director's duties are performed — and, since May, the Executive Director's as well on an interim basis — this has increased management oversight and operational efficiency. It has also provided CCEDNet with the capacity to communicate with members in both official languages. CCEDNet's financial transactions now flow through a major savings and credit union in Québec City.

The unexpected resignation of our Executive Director also required manoeuvring on a number of fronts. On one hand, because the announcement of his departure more or less coincided with the National Policy Forum, the Board of Directors had to redirect a strategic planning process begun in January to take both of these events into account. On the other hand, staff had to deal with increased member activity and Board needs at a time when it was simply overwhelmed by the transfer and reorganisation of CCEDNet's administrative functions. Board and staff made it through this period, of course, but certain things inevitably fell through the cracks such as missed correspondence, occasional insufficient communications with strategic partners — most of whom have been very understanding and supportive — and less committee support at times. Things should be back to “normal” soon, however, since the hiring process initiated by the Board to find a new Executive Director should be completed before the Annual General Meeting in Halifax.

Staff changes during the past year could have wrought havoc. The fact that they didn't is testimony to the efforts that departing staff made to make the transition as smooth as possible as well as to the abilities of incoming staff to take on responsibilities in a most professional manner. Individual names are listed near the end of this report: each one warrants CCEDNet's appreciation.

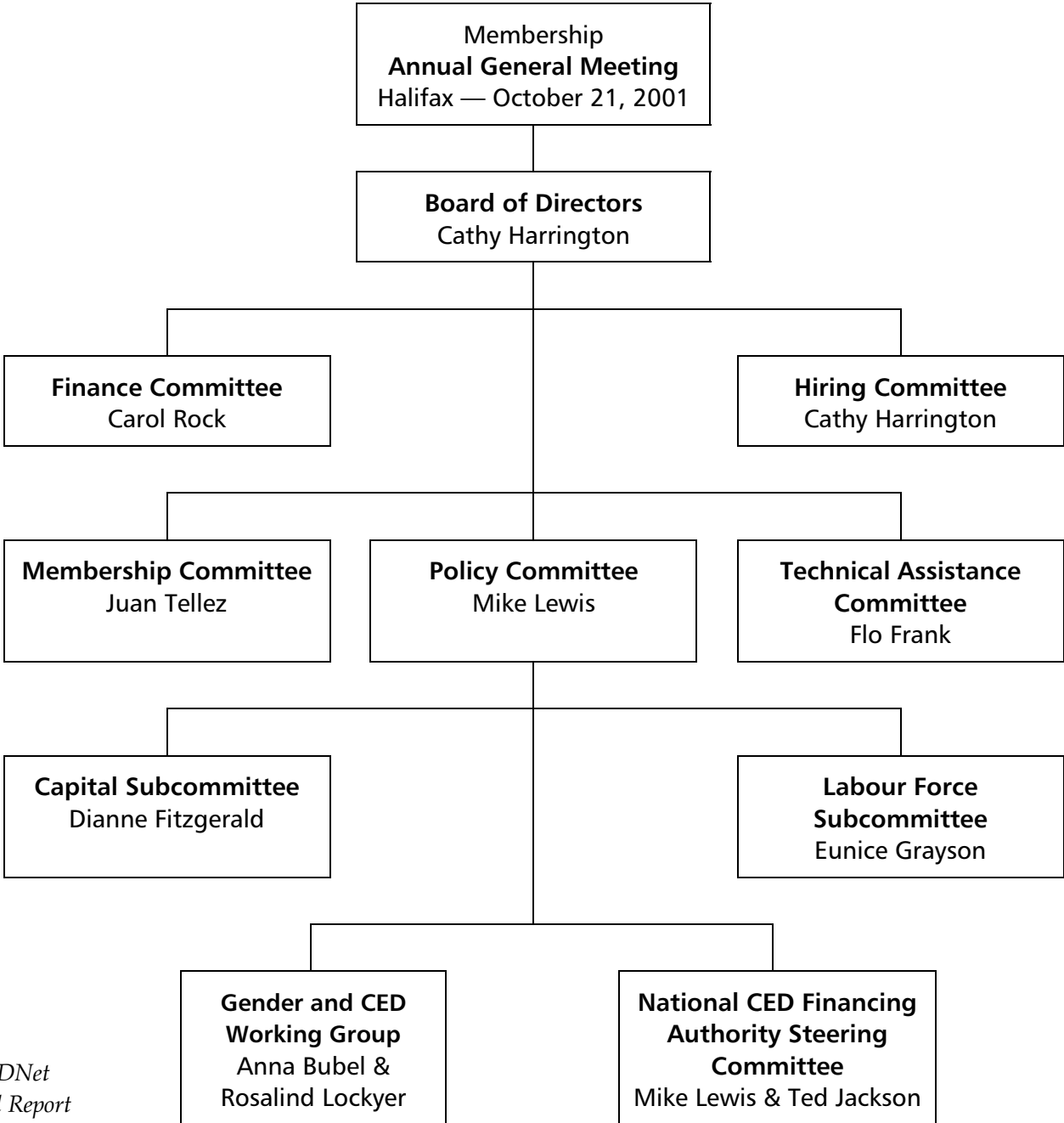
In the preceding pages, Cathy has expressed appreciation for the support from our funders and for the contributions of past and present staff and board members. I echo her sentiments wholeheartedly.

Bill Ninacs  
Interim Executive Director

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**CCEDNet Membership Participation Structures**



## **Membership Highlights**

The Membership Committee recruits new members, sets membership policies, provides marketing, education and conflict resolution services, and co-ordinates the Annual General Meeting.

The underlying purpose of the Membership Committee is to draw upon the wide range of CED experiences in CCEDNet's membership so that the Network successfully embraces the political, economic, social, ethnic, gender and regional diversity of the sector and the country. The first major effort to build this diversity was the National Policy Forum in Vancouver, March 2001. The "Celebrating Diversity: A National CED Conference" October 21-24, 2001 in Halifax, is another step towards strengthening and expanding the Network's membership base of. In fact, CCEDNet, can celebrate the involvement of members at the National Conference from coast to coast and from Nunavut to Southern Ontario.

The last year has seen tremendous growth and diversification in the roots of the Network's strength: its members. The Membership committee has been very active not only promoting the Network and recruiting new members, but also structuring the management of membership information, looking at benefits that could be developed for Members and Friends and exploring relationships with regional networks.

### **Categories of Membership**

There are two categories of membership in CCEDNet – "Members" and "Friends." Generally, when referring to CCEDNet's membership, we speak of both Members and Friends, although there are notable differences between the two.

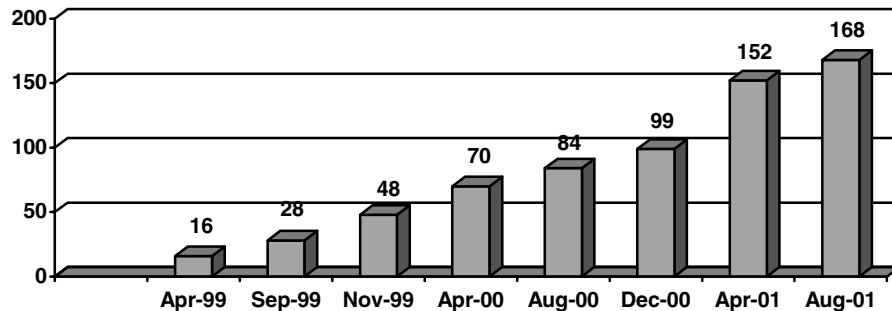
**Members** are eligible to hold office on the CCEDNet board and to vote on resolutions and in elections of the organization. Some of the other benefits of membership include the opportunity to participate in policy development, to participate in the creation of resources for the Canadian CED community, to obtain discounts when available, a free subscription to Making Waves magazine, and informative mailings about CED.

Becoming a **Friend** of CCEDNet is a way to become involved and to show one's support for the work of the Network. "Friends" pay lower membership fees than full Members. They generally receive the same benefits as Members except that they are not permitted to serve on the Board of Directors, or to vote in elections and resolutions. Some discounts and travel subsidies provided by the Network do not apply to those who have joined as Friends.

## Membership Growth

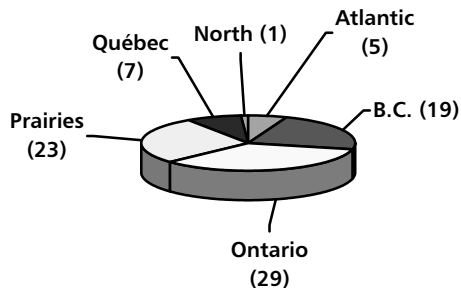
One of the motivations that led to the creation of CCEDNet was the sense that CED practitioners wanted to break down the barriers that kept people working in isolation. The remarkable growth in membership in two and a half years is a testament to the reality of that need. From its beginnings in early 1999 with 16 members, the Network has rapidly grown. In August of 2000, the membership had expanded to 84, with 57 Members, and 27 Friends. A year later, by the end of August 2001, the membership had doubled again to 168 – 84 Members and 84 Friends.

Over the last year, outreach via activities such as the Regional and National Policy Forums increased CCEDNet's profile and stature, attracting increasing numbers of CED organizations and practitioners to the fold.

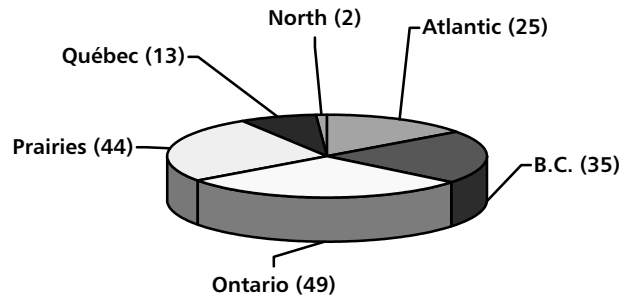


## Regional Distribution of Membership

Year 2000 (Total 84)



Year 2001 (Total 168)



## Members and Friends by Province and Territory

Region	Members 2000	Members 2001	Friends 2000	Friends 2001	Total 2000	Total 2001
B.C	13	17	6	18	19	35
Alberta	5	7	3	11	8	18
Saskatchewan	4	5	2	6	6	11
Manitoba	7	12	2	3	9	15
Ontario	22	28	7	21	29	49
Québec	2	5	5	8	7	13
New Brunswick	1	2	-	1	1	3
Nova Scotia	2	6	1	12	3	18
Prince Edward Island	-	-	-	-	-	-
Newfoundland	-	-	1	4	1	4
Yukon	-	-	-	-	-	-
Northwest Territories	1	-	-	-	1	-
Nunavut	-	2	-	-	-	2
<b>Totals</b>	<b>57</b>	<b>84</b>	<b>27</b>	<b>84</b>	<b>84</b>	<b>168</b>

## Committee Work

This was the first year of Juan Tellez's mandate as chair of the Membership committee. His term continues until the 2003 AGM. Under his purview, the Membership Committee met ten times<sup>1</sup> since the Annual General Meeting in Calgary, addressing a wide number of issues.

The toll-free number set up in the spring of 1999 has continued to function and allows the membership to reach staff easily. The website has also undergone updates, adding a French section for the National Policy Forum. The Network intends to complete the translation and offer a fully bilingual site in the near future. Email newsletters were sent out to the membership in December 2000, April and May 2001, with updates in June and September 2001. Regular articles in *Making Waves*, as well as advertising and the publication of the National Policy Forum proceedings has helped us keep in touch with our membership and the field more broadly.

## Partnerships

This year the membership committee negotiated and proposed to the board the first Memorandum of Understanding outlining collaboration with a regional network. The agreement, adopted by CCEDNet's board in September, outlines

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<sup>1</sup> October 24<sup>th</sup> and December 5<sup>th</sup> 2000, January 9<sup>th</sup>, February 13<sup>th</sup>, March 22<sup>nd</sup>, June 21<sup>st</sup>, July 12<sup>th</sup>, August 10<sup>th</sup>, September 6<sup>th</sup>, and September 24<sup>th</sup>, 2001.

the partnership between CCEDNet and the British Columbia CED Network and is expected to be a constructive and mutually beneficial arrangement both to strengthen the national network, and to address regional issues.

**Membership committee:**

Juan Tellez, *Chair*  
Monique Beaudoin  
Peter Frampton  
Thérèse McComber  
Derek Pachal  
Donette Phillips  
Shelagh Thurlbeck  
Darryl Willoughby

## **Technical Assistance Highlights**

The Technical Assistance Committee enhances the capacity and skills of the CED community by providing resources, best practice tools, learning events and professional development opportunities.

One of the principle benefits the Network offers to its members is the possibility to network with other CED practitioners and learn from others involved in similar work across the country. A significant way in which knowledge is transferred among the broad base of experienced practitioners across the country is through Learning Events. CCEDNet has organized or contributed to a significant number of events over the past year, including the following:

<b>Date</b>	<b>Location</b>	<b>Event</b>
September 7-8, 2000	Saskatoon	Prairie Regional Policy Forum
September 14-15, 2000	Tatamagouche	Atlantic Regional Policy Forum
November 9-10, 2000	Toronto	Ontario Regional Policy Forum
November 16, 2000	Southern Ontario	With Women and Rural Economic Development
November 30, 2000	Drummondville	Québec Regional Policy Forum
November 30- December 1, 2000	Vancouver	B.C. Regional Policy Forum
February 22-24, 2001	Saint John, NB	Non-profit enterprise best practice
March 22-24, 2001	Vancouver	National Policy Forum
April 27-28, 2001	Sudbury	Results chain
June 5, 2001	Guelph	With the Foundation for Rural Living on Social Accountability
June 12, 2001	Montréal	Summer Program of the Institute in Management and Community Development of Concordia University
September 18, 2001	William's Lake, BC	Counting Communities IN! CED Regional Policy Forum
September 28, 2001	Vancouver	Counting Communities IN! CED Regional Policy Forum
October 2, 2001	Port McNeil	Counting Communities IN! CED Regional Policy Forum
October 5, 2001	Abbotsford	Counting Communities IN! CED Regional Policy Forum
October 10, 2001	Victoria	Counting Communities IN! CED Regional Policy Forum
October 17, 2001	Kamloops	Counting Communities IN! CED Regional Policy Forum
October 21-24, 2001	Halifax	National Conference on CED "Celebrating Diversity"

It should be noted that this list includes only those events we were involved with as a Network. Independently, our members and friends have provided leadership to many more events. In many instances, participation in each

others' events was the result of relationships that had been created or strengthened through the Network.

### **Committee Work**

This was Flo Frank's final year of her three-year mandate as Chair of the Technical Assistance Committee. Under her leadership, the committee met seven times<sup>2</sup> since the Calgary AGM to develop a variety of projects aimed at promoting CED practitioner development across the country.

#### *From Technical Assistance to Practitioner Development*

In February 2001, the committee undertook a review of its original mandate which emphasises skills development and building CED tools. The committee wanted to know how the Network might best make progress in the area and ensure that its overall approach is responding to the needs expressed by CED practitioners in Canada.. These discussions led to three major conclusions.

The first is a confirmation of the need for CCEDNet to continue to work to improve the knowledge and skills base of CED practitioners as well as identify, refine and replicate best practice tools for their use. This was one of the motivations for establishing the organization and continues to be one of the major reasons members join.

The second conclusion is that CCEDNet must do more to increase the skills and tool base of practitioners -- there is a need to expand the number of new practitioners coming into the field and to retain those that are currently active in it.

Finally, related to the issue of bringing in new practitioners is the need to 'retain' existing CED practitioners. The field is losing many practitioners who are securing positions with better salary levels, benefit packages and with greater job security as they enter middle to later age, and avoiding the modest wage, few benefits, and contract nature of CED work. CED for many is like a "Peace Corps" assignment - fun while young, but not a way to make a livelihood.

Clearly, therefore, strengthening the field of CED requires more than just an emphasis on policy and 'technical assistance' alone. It means getting involved directly on working with partners to promote CED as a field of work, to

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<sup>2</sup> December 18<sup>th</sup>, 2000, January 8<sup>th</sup>, February 10<sup>th</sup>, March 22<sup>nd</sup>, May 4<sup>th</sup>, June 14<sup>th</sup> and September 7<sup>th</sup>, 2001.

continue to contribute to skills development via education, continuing education and professional development, furthering tool development and research, and finally addressing the issue of ensuring appropriate economic benefits for practitioners.

These are long term goals that will continue to be addressed not only by the Technical Assistance Committee, but also by CCEDNet's Board in its ongoing strategic planning.

#### *Learning Events*

In addition to the events listed above, the Technical Assistance Committee has worked to facilitate knowledge and tools exchange at learning events. The CCEDNet Tool Shed is becoming a regular sight at Conferences, providing a venue for all participants to share the work they are doing, tools they have developed and lessons they have learned.

#### *Technology and CED*

The role technology can play to facilitate learning, networking and locating resources is enormous. One example that CCEDNet played a supporting role was the Ontario Rural Capacity Assessment (ORCA) project, which recently finished its pilot phase. This distributed database of resources for rural development is an impressive tool for communities that demonstrates a variety of promising applications. CCEDNet will continue to work with its partners to develop technological tools to best serve practitioners.

#### *Mapping CED in Canada*

One of the impediments to best working with CED practitioners is not knowing who or where they are. An overall census or measurement of the scope of the field would benefit CCEDNet when addressing its constituency, and likely contribute to increased recognition and legitimacy for the sector. The Technical Assistance Committee is in the process of developing a project that would profile the scope and impacts of CED work in Canada.

#### *CED Roles: Occupations and Career Pathing*

If the field is to grow and develop, we need to better identify the types of work and occupations that CED offers, and make them attractive to both retain existing practitioners and to usher in the next generation. A number of tools towards that end are being considered by the Technical Assistance Committee and this will be a significant project for the coming year.



*Collaboration with CEDTAP*

When talking about CED technical assistance provision in Canada, CEDTAP is the first name that comes to many minds. CCEDNet's Technical Assistance Committee continues to develop its links with CEDTAP to put the expertise of both organizations to the greatest benefit of Canadian CED practitioners.

**Technical Assistance Committee:**

Flo Frank, *Chair*  
Robert Annis  
Steve Brewster  
Dal Brodhead  
Mark Cabaj  
Diana Jedig  
Sandra Mark  
Lynne Markell  
Vern Vautour  
Damon Zirnhelt

## **Policy Highlights**

The Policy Committee develops and promotes national & local policy frameworks to increase the role of CED in renewing marginalized communities. The work of the main committee is supported by two specialised subcommittees (the Capital and Labour Force subcommittees) as well as by the Gender and CED Working Group.

The Policy Committee has had some major accomplishments over the last year. In this second year of Mike Lewis' three-year term as Chair, the Committee itself, the Subcommittees, the National Policy Forum Planning Committee and the Gender and CED Working Group met on a total of 17 occasions<sup>3</sup> since last year's Annual General Meeting.

### **A National Policy for CED**

The process that was undertaken to build a National CED Policy Framework has been an extremely valuable and successful one not only for the Network, but ultimately for the field of CED in Canada. Over 200 people participated in the five regional policy forums held in the autumn of 2000, providing constructive feedback to the Draft Policy Framework that had been developed by the Network.

With revised proposals and a series of five background papers, over 160 CED practitioners, government representatives and partners from a variety of fields came together in Vancouver on March 22-24, 2001 to debate and further refine the recommendations put forward.

Overall evaluations of the National Policy Forum indicated that over half of participants rated it "excellent," and another 45% found it "satisfactory." Of the 87 evaluations returned (out of 165 registered participants), only one respondent rated the event "unsatisfactory." Delegates appreciated the level of participation at the Forum, opportunities to network, meet people and to share information. Criticisms focused on the conference workload, the shortness of time and the need for more representation from women, youth and people of colour.

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<sup>3</sup> The Policy Committee met on November 17, 2000, May 18-19 and June 27, 2001. The Labour Force Subcommittee met on May 14, 2001. The Capital Subcommittee met on February 2, February 15, April 27, and June 13, 2001. The Gender and CED Working Group met on August 27, 2001. The National Policy Forum Planning Subcommittee met on January 19-20, January 29, February 5, February 12, February 19, February 26, March 5, and March 12, 2001.

Less than two months after the Forum, CCEDNet's Policy Committee met in Ottawa to take stock of the energy, ideas and mobilization catalysed by the Forum process and build on its momentum.

The National Policy Forum Report was disseminated in *Making Waves*, one of the largest CED-specific publications in Canada. It was also sent out to all participants in the event, as well as to CCEDNet Members and Friends and is publicly available on our website

Integrating the feedback received over a year of consultations, the ultimate outcome of this entire process was the adoption of a comprehensive Policy Platform by CCEDNet's Board of Directors in June, 2001. This valuable tool is already being used by the Network and member organizations to support their efforts for policy and programmatic improvements in a variety of contexts. It too is available on the Network's website.

### **A National CED Financing Authority**

There was much creative energy at the National Policy Forum, but one idea in particular that was put forward there is receiving particular attention. CCEDNet is pleased to have joined forces with CEDTAP to co-chair a steering committee that will further develop the concept of a National CED Financing Authority (previously referred to as the National Foundation). Although still in the initial stages, this idea is arousing a good deal of interest and will be a principal project of the Policy Committee in the coming year.

### **Building Community Equity**

In partnership with CEDTAP, the Canadian Youth Business Foundation, the Canadian Centre for Philanthropy and the Atlantic Co-operative Council, the Capital Subcommittee carried out a research project into the different financing mechanisms, including tax credits, that exist and could be replicated or adapted to finance CED in Canada. Brock Dickinson was selected to carry out the research, and his considerable work was submitted to the Policy Committee in September. This document will serve as an excellent vehicle both for education and to move the discussion forward on a potential Canadian pilot.

### **The Financial Consumer Agency of Canada Act**

Responding to a request from the Canadian Community Reinvestment Coalition (CCRC) in May of 2001, the Policy Committee joined in efforts to improve accountability requirements in the proposed legislation. CCEDNet's membership was mobilized with an Action Alert, and a number of organizations

and individuals responded with communications to Standing Committee members, the Ministers of Finance and Industry, and their MPs. While the Act was given Royal Assent in June, 2001 without the desired changes, the Policy Committee will continue to work with the CCRC to improve the accountability of financial institutions and their responsiveness to communities' needs for accessible capital.

### **Gender and CED Working Group**

In late Spring 2001 the Gender and CED Working Group was created as a subgroup of the policy committee to review the Policy Platform with a sensitivity to gender issues. Once this was accomplished, it was then to propose formal terms of reference and suggest a location from within CCEDNet's organizational structure from which to best play this role.

### **Advancing the Policy Agenda**

Using the Policy Platform as an advocacy tool, the Labour Force Subcommittee has partnered with the Atkinson Foundation to begin discussions with high-level business representatives and political decision-makers. These discussions seek to sensitise politicians and influential business leaders to the pressing needs for programmatic and policy reforms on CED issues, particularly in the delivery of employability development services. Support is already building for planks of the Policy Platform, and CCEDNet representatives have succeeded in obtaining resolutions of support from the North York, Ontario, and Canadian Chambers of Commerce. Finally, a proposal submitted under the auspices of the Voluntary Sector Initiative would generate valuable research on populations, communities and groups currently underserved by government training, income security and assistance programs, as well as examine the voluntary sector organizations meeting those needs – research that would likely reinforce the validity of changes to labour force policy as recommended in the Policy Platform.

**Policy Committee, Subcommittees,  
Working Group, Planning and Steering Committees**

**Policy Committee**

Mike Lewis – *Chair*  
Dal Brodhead  
Raymond Des Rochers  
Dianne Fitzgerald  
Eunice Grayson  
Eric Leviten-Reid  
Stewart Perry  
Chris Pinney  
Les Routledge  
Katherine Turner

**Gender and CED Working  
Group**

Anna Bubel & Rosalind  
Lockyer - *Co-chairs*  
Deborah Chabah  
Jenny Kain  
Nuzhath Leedham  
Carol Rock  
Marcia Tait

**Capital Subcommittee**

Dianne Fitzgerald - *Chair*  
Dal Brodhead  
Kevin Edwards  
Marty Frost  
Derek Gent  
Stewart Perry  
Katherine Turner  
Paul Wilkinson

**National Policy Forum  
Planning Committee**

Mike Lewis – *Chair*  
Dal Brodhead  
Dianne Fitzgerald  
Carlos Gasca  
Eric Leviten-Reid  
Garry Loewen  
Stewart Perry

**Labour Force Subcommittee**

Eunice Grayson - *Chair*  
Eric Leviten-Reid  
Les Routledge  
Keith Treffrey  
Joe Valvasori  
Ronnie Van Wyk

**National CED Financing  
Authority Steering  
Committee**

Mike Lewis and Ted Jackson  
– *Co-chairs*  
Kevin Edwards  
Christian Fortin  
Garry Loewen  
Lynne Markell  
Linda McFadyen

## **Financial Report**

At its Annual General Meeting in May, 1999, the Network changed its fiscal year end from March 31 to December 31. It is for this reason that the comparison to the 1999 statement of revenue and expense is for the nine month period April 1, 1999 to December 31, 1999.

For the financial year 2000, the organization's finances were administered by Lutherwood-CODA of Waterloo, Ontario. The following statements were audited by the Chartered Accounting firm of Malcolm, Gilson & Co. of Elmira, Ontario.

### **Statement of Revenues & Expenses**

	<b>January 1, 2000 to December 31, 2000</b>	<b>April 1, 1999 to December 31, 1999</b>	
<b><u>REVENUES</u></b>			
Service Fee Revenue	\$ 11,720	\$ 533	
GST Recovery	-	1,632	
Grants & Donations	115,341	51,335	
Membership Fees	20,145	10,700	
Conference Fees	-	1,529	
Revenue Carried Forward from Previous Year	-	49,552	
<b>Total Revenues</b>	<b>\$ 147,206</b>	<b>\$ 115,281</b>	
<b><u>EXPENSES</u></b>			
Travel	\$ 26,118	\$ 1,825	
Conference Expenses	6,289	3,222	
Admin/Finance Support	20,736	6,730	
Executive and Associate Directors	50,287	19,744	
Communications	13,944	7,384	
Professional Services	22,468	4,161	
Policy Committee	-	2,425	
Advertising/Promotion	5,366	5,182	
Miscellaneous Office Expenses	1,613	932	
Project expenses (Policy Forums)	34,801	-	
Expenses relating to 1999	5,000	-	
<b>TOTAL EXPENSES</b>	<b>\$ 186,622</b>	<b>\$ 51,592</b>	<i>CCEDNet Annual Report 2000-2001</i>
<b>EXCESS OF REVENUES OVER EXPENSES</b>	<b>\$ (39,416)</b>	<b>\$ 63,689</b>	19

## Members of CCEDNet

The members of CCEDNet represent many of the leading CED practitioners in Canada, from every region of the country. They include both urban and rural practitioners, and a diverse range of community economic development experience. The following are members of CCEDNet as of September 1<sup>st</sup>, 2001.

<b>Organisation</b>	<b>Province</b>	<b>Contact Person</b>
Aboriginal Business Development Centre	Manitoba	Gabriel Dufault
Acadia Centre for Small Business & Entrepreneurship	Nova Scotia	Chris Pelham
Atlantic Canada Opportunities Agency (ACOA)	New Brunswick	Philippe Dupuis
Atlantic CED Institute	Nova Scotia	Juan Tellez
Baffin Business Development Centre	Nunavut	Bob Long
Beverly Towne Community Development Society	Alberta	Ann Nicolai
Cabaj & Associates	Ontario	Mark Cabaj
CALDECH	Ontario	Raymond Des Rochers
Caledon Institute of Social Policy	Ontario	Eric Leviten-Reid
Calgary Community Works	Alberta	Carlos Gasca
Calgary Inc.	Alberta	Leann Hackman-Carty
Canadian Business Resource Centre	Ontario	Vern Vautour
Canadian Centre for Philanthropy (Imagine)	Ontario	Chris Pinney
Canadian Youth Business Foundation	Ontario	David Pell
Career Training Programs	British Columbia	Catherine Simpson
CDÉC Centre-Nord	Québec	Denis Sirois
CED HEADS	Québec	Marc Nisbet
CEDCO Victoria	British Columbia	Lynne Markell
Centre for Community Enterprise	British Columbia	Mike Lewis
Centre for Community Leadership Ltd.	British Columbia	Greg Tolliday
CFDC - Nadina	British Columbia	Jerry Botti
Common Ground Consultants, Inc.	Saskatchewan	Flo Frank
Community & Economic Development Committee, Government of Manitoba	Manitoba	Shauna MacKinnon
Community Education Development Association	Manitoba	Tom Simms
Community Futures Development Association of British Columbia	British Columbia	Ron Trepanier
Community Futures Development Corporation of Bound	British Columbia	David Arsenault
Community Opportunity & Innovation Network Inc. (COIN)	Ontario	Kevin Edwards
Community Ownership Solutions	Manitoba	Joyce Rankin

## Members (cont'd)

Organisation	Province	Contact Person
Community Venture Development Services	British Columbia	Sandra Mark
Connections Clubhouse	Nova Scotia	Linda Brown
Conseil Canadien de la Coopération	Ontario	Sylvie St-Pierre Babin
Conseil de la coopération de Saskatchewan	Saskatchewan	Robert Therrien
Coopérative de consultation en développement La Clé	Québec	William A. Ninacs
Economic Development Network, Mennonite Central Committee Canada	Manitoba	Rick Z. Cornelsen
Edmonton Community Loan Fund	Alberta	Deborah Chabah
Eskasoni Economic Development Corporation	Nova Scotia	Gerard MacAdam
ESP Consulting Ltd	British Columbia	Damon Zirnhelt
Haida Gwaii Community Futures	British Columbia	Art Lew
Inner City Health, St. Michael's Hospital	Ontario	Gail Yardy
Innovative Services, Community Services	Alberta	Jenny Kain
Institute in Management & Community Development, Concordia University	Québec	Lance Evoy
LIFE SPIN	Ontario	Jacqueline Thompson
Lutherwood-CODA	Ontario	Cathy Harrington
MCC B.C.	British Columbia	Ronnie Van Wyk
Mennonite Central Committee - Employment Development	Alberta	Walter Hossli
New Dawn Enterprises Ltd.	Nova Scotia	Rankin MacSween
New Economy Development Group Inc.	Ontario	Dal Brodhead
Niagara Enterprise Agency	Ontario	Glenn Stansfield
North End Community Renewal Corp.	Manitoba	Garry Loewen
Nottawasaga Community Economic Development Corporation	Ontario	Valerie Ryan
NPH Community Resources	Ontario	Betty Ann Baker
Ontario Association of Community Futures Development Corporations	Ontario	Diana Jedig
Ontario Healthy Communities Coalition	Ontario	Anna Jacobs
Opportunities for Employment	Manitoba	Ted Klassen
PARO: A Northerwestern Ontario Women's Community Loan Fund	Ontario	Rosalind Lockyer
Quint Development Corporation	Saskatchewan	Len Usiskin
Revelstoke Enterprise Centre	British Columbia	Darryl Willoughby
Rising Tide Development Corp.	British Columbia	Peter Fast
Riverdale Community Business Centre	Ontario	Kevin Perkins
Rural Development Institute	Manitoba	Robert Annis
Rural Economic Development Initiative	Manitoba	Bob Newell



## Members (cont'd)

<b>Organisation</b>	<b>Province</b>	<b>Contact Person</b>
Rural & Small Town Programme	New Brunswick	David Bruce
S.U.C.C.E.S.S.	British Columbia	Thomas Yeung
Saskatchewan Northern Affairs	Saskatchewan	Alex Campbell
SEED Society	British Columbia	Gary Wilson
SEED Winnipeg, Inc.	Manitoba	Derek Pachal
SMT Development Group	Alberta	Shelagh Thurlbeck
Social and Enterprise Development Innovations	Ontario	Peter Nares
Spruce River Research	Saskatchewan	Ray Funk
Sustainable Development, Gov't of Nunavut	Nunavut	Ed McKenna
The Co-operators	Ontario	Laura Gregson
The Learning Enrichment Foundation	Ontario	Peter Frampton
The Tamarack Institute	Ontario	Paul Born
The Toronto CED Learning Network	Ontario	Terry Baker
Toronto Community Ventures Inc.	Ontario	Frerichs Eilert
Tradeworks Training Society	British Columbia	Bob Gilson
Truro Power Centre-Millbrook First Nation	Nova Scotia	Ray Merriam
VanCity Community Foundation	British Columbia	David Driscoll
West Broadway Development Corporation	Manitoba	Paul Chorney
WESTARC Group Inc.	Manitoba	Les Routledge
Women and Rural Economic Development	Ontario	Carol Rock
YWCA of Greater Toronto	Ontario	Marilda Tselepis
	Ontario	Allan Day
	Québec	John M. Gancz

## Friends of CCEDNet as of September 1<sup>st</sup> 2001

### Organisation

Abbotsford Chamber of Commerce  
 ACEM- Fonds communautaire d'emprunt de Montréal  
 Alexandra Community Health Centre  
 Assiniboine Credit Union  
 Black Creek Business Area Association  
 Canadian Co-operative Association  
 Canadian Worker Co-operative Federation  
 Carrefour québécois de développement local  
 Community Action Co-op Regina Ltd.  
 Community Futures Development Corp. of the North Okanagan  
 Économie communautaire de Francheville  
 Ecotrust Canada/Shorebank Enterprise Pacific  
 Great Northern Peninsula Development Corp.  
 Local Economic Development Program  
 Mariner Resource Opportunities Network  
 Mennonite Economic Development Associates  
 Metro Credit Union  
 New Westminster Community Development  
 People Services, City of Ottawa  
 Réseau québécois de Villes et Villages en santé  
 Saskatchewan Social Services  
 School of Community & Public Affairs, Concordia University  
 Winnipeg River Brokenhead CFDC  
 WomenFutures  
 YWCA of Prince Albert

### Province

British Columbia  
 Québec  
 Alberta  
 Manitoba  
 Ontario  
 Ontario  
 Alberta  
 Québec  
 Saskatchewan  
 British Columbia  
 Québec  
 British Columbia  
 Newfoundland  
 Ontario  
 Newfoundland  
 Manitoba  
 Ontario  
 British Columbia  
 Ontario  
 Québec  
 Saskatchewan  
 Québec  
 Manitoba  
 British Columbia  
 Saskatchewan

### Contact Person

Chris Smith  
 Anne Kettenbeil  
 Christine MacFarlane  
 Russ Rothney  
 Lorne S. Berg  
 Lynne Toupin  
 Hazel Corcoran  
 Marie-Claude Ménard  
 Christine Nenson  
 Mary Jo O'Keefe  
 Jean-François Aubin  
 Bill Girard  
 David Simms  
 Paul Parker  
 George Parsons  
 W. Kroeker  
 Kimberley Ney  
 Vicki Austad  
 Colleen Hendrick  
 Julie Lévesque  
 Paul Wilkinson  
 Michael Chervin  
 Mary Greber  
 Melanie Conn  
 Shawna Lukowski

### Individual

Elizabeth Allingham  
 Stephen Ameyaw  
 Judy M. Andrigo  
 Lynne Armstrong  
 Tony Atuanya  
 Robert Audet  
 Merv Bender  
 Deb Bischoff  
 Alan John Blanes

### Province

Ontario  
 British Columbia  
 Ontario  
 Ontario  
 Nova Scotia  
 Ontario  
 Saskatchewan  
 British Columbia  
 Alberta

## Friends (cont'd)

### Individual

Suzanne Bradley  
Steven Brewster  
Anna Bubel  
Julie Burch  
Cheryl Butler  
Ronald Alexander Cairns  
Michelle Colussi  
Ethel Côté  
Jo Deslippe  
Terry Dixon  
Lisa Dunn  
Linda Franc  
Cecil Garfin  
Peter Gillespie  
Sheelagh Greek  
Norman Greenberg  
Louis Grenier  
Tony Haynes  
Bruce Hegaret  
Joanna A.A. Hoad  
Natasha Jackson  
Curtis B. Jarvis  
Yvette Jarvis  
Bernie Jones  
Nuzhath Leedham  
David Lepage  
Mary Lindsay  
Carol A. Madsen  
Thérèse McComber  
Clara McCue  
Angel McKay  
Norman R. McLeod  
Hanna Mlodzianowska  
Jennifer Moore  
Frank Moreland  
Stephen Morrissey  
Paul Neufeld  
Marcia Nozick  
Ambrose Raftis  
Marianne Roy

### Province

Ontario  
Alberta  
Alberta  
Ontario  
Nova Scotia  
Alberta  
British Columbia  
Ontario  
Ontario  
Nova Scotia  
British Columbia  
Saskatchewan  
Alberta  
Ontario  
New Brunswick  
Nova Scotia  
Alberta  
Saskatchewan  
Alberta  
Québec  
Nova Scotia  
Nova Scotia  
Nova Scotia  
British Columbia  
Ontario  
British Columbia  
British Columbia  
British Columbia  
Québec  
Newfoundland  
Alberta  
Ontario  
Ontario  
British Columbia  
British Columbia  
Ontario  
British Columbia  
British Columbia  
Ontario  
Québec

## Friends (cont'd)

<b>Individual</b>	<b>Province</b>
Jeanette Schmid	Ontario
Brenda Simpson	Alberta
Rebekah Skeete	Nova Scotia
Carolyn G. Thomas	Nova Scotia
Neil Tilley	Newfoundland
Katherine Turner	Ontario
Kelly Vodden	British Columbia
Danielle Wright	Nova Scotia
Terry Wright	Nova Scotia
Ivan Wyse	Nova Scotia

## Appreciations

A young and rapidly growing national network cannot thrive without support from many sources. First and foremost, the accomplishments of the Network are a direct result of the involvement, commitment and generous contributions of the members who have played an active role in making happen the long list of accomplishments listed in this report . Thank you to all of you for your investment in the advancement of CED.

The infrastructure and overhead to co-ordinate and channel all this energy also requires significant financial support. Currently, CCEDNet has four principle partners to thank for contributions to our operating expenses and special projects this year.<sup>4</sup>

### **The J.W. McConnell Family Foundation**

This year was the second year of a four-year contribution from the J.W. McConnell Family Foundation. McConnell's commitment to CCEDNet's vision, mission and mandate has been a strong base from which we have been able to leverage other resources for the Network. CCEDNet and the whole CED

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<sup>4</sup> Please note that the most significant portion of these contributions have been made in financial year 2001, and are therefore not reflected in the financial statements presented above.

community owe a great debt of gratitude for the many gifts that McConnell has made to this field of endeavour.

### **Human Resources Development Canada**

The regional and National Policy Forums leading to the adoption of CCEDNet's Policy Platform was a watershed process in the Network's development. Not only did it allow the Network to consult with and involve an ever-widening body of CED practitioners, but it led to the creation of the first set of comprehensive national policy recommendations for CED in Canada – tools that will be invaluable in advancing the field. The Social Development Partnerships Program of Human Resources Development Canada deserves particular appreciation for its leadership in supporting this project.

### **The Ontario Trillium Foundation**

The Network was pleased to sign a four-year contribution agreement with the Ontario Trillium Foundation earlier this year to support a number of CCEDNet's technical assistance projects, with a special emphasis on professional development activities in Ontario. As the largest regional membership of CCEDNet, Ontario members will continue to benefit from the sharing of resources, tools and learning that the Network facilitates both in Ontario and across the country. We thank Trillium for its support.

### **The Muttart Foundation**

This year also saw the signing of a three-year agreement with the Muttart Foundation. This grant is directed to building CCEDNet's organizational capacity to support CED practitioners and organizations across Canada. We welcome Muttart's endorsement of the importance of the Network's mission and thank them for their valued support in building the Network's organizational capacity.

## **Board and Staff** (October 2000 to October 2001)

### **Board**

President: Cathy Harrington  
Vice-President: Walter Hossli  
Secretary-Treasurer: Carol Rock  
Peter Frampton  
Flo Frank *Chair, Technical Assistance Committee*  
Mike Lewis *Chair, Policy Committee*  
Lynne Markell  
Juan Tellez, *Chair, Membership Committee*  
Ronnie Van Wyk

### **Staff**

Mark Cabaj Executive Director (October 2000 – April 2001)  
Bill Ninacs Associate Director (October 2000 – April 2001) and  
Interim Executive Director (April – October 2001)  
Michael Toye Interim Associate Director (April – October 2001)  
Administrative  
Assistants: Sharalynn Krahn (October to December)  
Naomi Stansfield (January to April)  
Francine Gareau, Isabelle Gélinas, Josée Longchamps (April to October)

*Ce document est aussi disponible en français.*