



## 4-H Canada Board of Directors Meeting

Tuesday, November 10, 2015,  
RAWF, Toronto, Royal Boardroom  
8:00 a.m. – 4:00 p.m. (EST)  
In person Meeting

<b>Present:</b>	Donna Bridge (Chair)	Cameron Choquette	Jennifer Christie
	Kendra Elliott	Stan Figley	Blain Hjertaas
	David Hovell	Randy Mowat (teleconference)	
	Leanne Sprung	Lyndon Stewart	Valerie Stone
	Valerie Pearson (teleconference)		
<b>Staff:</b>	Shannon Benner, CEO	Jennifer Austin	Erin Smith
	Don Singer		
<b>Guests:</b>	Ove Hansen, Corporate Secretary / Director of Member Relations of Gay Lea		
	Lisa Milligan, Recording Secretary, The Minute Maid (teleconference)		

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### Corporate Minutes

#### 1. Call to Order and Opening Comments

Donna Bridge called the meeting to order at 8:00 a.m.

It was announced that Randy Mowat, Valerie Pearson and the Recording Secretary were participating in the meeting by teleconference.

#### 2. Approval of Agenda

**Motion:** “To approve the agenda as presented.”

Seconded and passed.

#### 3. Approval of Minutes

Amendments to the September 22, 2015 Journal and Corporate minutes were noted and changed.

It was noted that the approved Corporate minutes are posted on the website.

**Motion:** “To approve the September 22, 2015 journal minutes as amended.”

Seconded and passed.

**Motion:** “To approve the September 22, 2015 corporate minutes as amended.”

Seconded and passed.

#### **4. President Report**

During board meetings the need to remain positive, constructive and respect one another's opinions was reiterated. Everyone has a valuable opinion and the right to be heard and although we may not always be in agreement with one another, a healthy debate is welcome.

It was also reported it has been wonderful representing 4-H Canada at the Royal the last few days.

#### **5. CEO REPORT**

Shannon Benner thanked everyone for attending, and thanked Donna Bridge for her Presidency and an appreciation for her most recent efforts encouraging youth at the Royal Winter Fair.

Shannon Benner provided an update on the milestones achieved through the new strategic plan with respect to the four key priorities.

##### **1. Impact on Youth**

Successfully piloted a research project with Carlton University currently rolling out across the country. Worked to pilot a number of programs relevant to young people today including career and mentorship, promoting impactful work around the world. A 240% National increase in program growth/year was reported. It was noted that a very active youth advisory committee continues to play a big role in strategic priorities.

##### **2. Identity**

Big focus this year on the impact of youth and identity and our goals of developing a clear, cohesive brand. New brands, high levels of engagement and adoption rates in terms of collaboration and working with stakeholders was noted. Also, success at strengthening the youth's voice is evident in the member contributions to articles in the magazine and through the work of the youth advisory committee's blog engaging with stakeholders. Through these entities and the marketing communications committee program, we have strengthened how we listen to this voice. Increased stakeholder communication through impact reports and regular communications is another milestone and the hire of Stacey Scott, an Alumni Relations Manager.

##### **3. Leadership Excellence**

A significant shift in the tone and intention of talking about '*4-H in Canada*' as opposed to 4-H Canada or 4-H in the province and the improvement in how we engage with the Provincial offices. The National office is continually refining their understanding of our role in this shift and noted increased leadership capacity in recent 4-H activities.

##### **4. Resources**

Increased funding to provinces. Our annual operating budget is growing an anticipated 4-5%. A funding score card was delivered this year to each of the provinces to articulate each resource and its growth. Would like to create more partnerships for flow through funding. Delivered access to more knowledge-sharing resources: with increased access to website information.

## Future strategy considerations:

### **Generation Y and millennial impact:**

- Defining generation Z is not clear however loosely defined as youth under the age of 18: We must focus on this, as generation Y is shifting out and no longer the bulk of our membership.
- Curve in 4-H enrolment is at the age 13.7 (of which 65% are females shifting to be Generation Z). Characteristics of this demographic include: technology, desire to play a role in social media, a desire to have impactful jobs that change the world and they identify with a very global border.
- Generation Z is a quarter of the population representing 2 out 7 billion people on the planet right now.
- Generation Z is the most educated, connected globally and sophisticated generation ever.
- Other Generation Z influences include: sustainable development, zero hunger, global recession, and climate change.
- Anchor in Canada – how can we make sure 4-H's business model is maintained?
- Strive to always remain relevant for continual impact on youth.
- Acknowledge a change in the value proposition for a person wanting to be a 4-Her: desire to play a role in social impact, feeding a planet and solving global issues. If we can successfully link these initiatives at a community level, we will successfully strengthen our program.

A pilot research program with Carlton University surveyed members of Manitoba and Ontario to study and understand our project program model. The end goal is to have coast-to-coast research. Early indicator statements of 4-H impact on members were discussed and the main focus moving forward involves maintaining the quality of the 4-H experience as being a life-long impactful program and continuing to tell the 4-H Canada story.

Consideration of the following to catapult 4-H Canada into the 21<sup>st</sup> century:

- Amplify leadership excellence and resources;
- Expose members to non-traditional jobs;
- Provide more training and capacity building opportunities;
- Continue to build opportunities for knowledge sharing and tap into resources;
- Develop further mechanisms and ways to support provincial capacity;
- Build on and engage alumni resources and services; consider the word 'alumni' to 'engage for life'.
- Ask provincial partners how we can support them;
- Increased retention rate of members to engage for life;
- Provincial programs encourage engagement at national level programs.

**Action:** Staff is to form a task force to further develop the Provincial research program and develop a wish list of deliverables (in 3 months) on ways to bridge the industry gaps and strengthen the world class program by addressing these concerns listed above.

**Motion:** "To accept the CEO Report and Staff Update as presented."  
Seconded and passed.

## 6. Governance Committee/Board Self-Assessment

Ove Hansen, Corporate Secretary/Director of Member Relations of Gay Lea Dairy Foods was introduced to share thoughts and experiences on creating a positive, progressive Board. Key points on Gay Lea's Board framework and culture:

- Advanced Program: Delegates oversee application and interview process of Director candidates, provide courses to delegates on how to be a Director (of any Corporation which includes 5-6 sessions over 18 months);
- Effective time management;
- Provide information in advance (at least 5-7 days prior to the meeting);
- Encourage questions and allow the Board to challenge Management;
- Training Development Committee/hiring of a Director of Training: arrange Study Tours/opportunities to visit cooperative organizations around the world. Board members take this same training as the Delegates;

It was noted that Director Terms at Gay Lea are 3-year tenures with a maximum of 15 years. The Board meets 10 times a year and for 2 days every quarter. It is approximately a 50-60 days/year commitment.

### **Empathy Deficit and how we develop a Board culture:**

It was noted that technology is a huge driver of the empathy deficit. Questions to ask yourselves are: What is our vision for this Board on a governance level? What does this mean to us? What does success look like for the Governance committee? The Governance committee can help us implement and execute the tools but it is up to the Board to define what success means. 3 Aspirations of the Governance Committee were cited and discussed in detail:

1. Support advancement of Board level leadership excellence and capacity building;
2. Ensure the Board is a high-caliber team;
3. Ensure the Board is a leader in the field of governing positive youth development.

The following observations were made:

- A self-assessment exercise allows us to improve our Board performance, see our strengths and weaknesses and clarify and define our roles and responsibilities as Directors. What are our competencies and best practices moving forward?
- Strengthening leadership capacity is crucial. What do members need to keep them in leader development?
- We are a federation only as strong as our federation across the country.
- Perhaps making the Provincial level a prerequisite for the National level.
- Positive Provincial Organization education will strengthen the National Organization.
- Continued ownership of brand, leadership and stewardship to show pride in membership.

**Action:** Consideration of the above and recognizing that the assessment piece is valuable, the Governance Committee welcome any further recommendations or tweaks to the Gay Lea Board model as guidance and direction for a revised baseline draft of the new Governance Policy/Manual. The competencies will be left blank to be completed by all, with a comments section for personal comments.

## 7. Mission statement discussion

The Board had a workshop-style discussion on the mission and vision statement. It was stated that the mission statement should address the '**What?** (*What is the outcome of the program logic model? What do we want to build/foster? What is success?*). The vision statement addresses the '**Why?**' and the boiler plate addresses the '**How?**' The general consensus is that the vision statement should come first and guide the mission statement. The Board's desire is to have a unified vision/mission statement that everyone can identify with and be a part of its development. A fill-in the blank following the mission statement that can be customized to each province or a provincial tagline added to the boiler plate was discussed as an option for enhanced provincial adoption.

### **Mission Statement:**

The Board discussed and provided feedback on the proposed mission statement which has already received buy-in and feedback at a provincial level: '**4H in Canada inspires youth to be responsible, caring and contributing leaders that effect positive change**'.

The unilateral mission statement is approved in principal with the caveat that the vision and mission will be launched together.

### **Vision Statement:**

The Board discussed and provided feedback on the proposed vision statement which has not yet been presented to the provinces. **Youth and Leaders that make an impactful difference in the communities around them.**

**Motion:** "To task the staff with the role of developing a vision and mission statement and boilerplate guide with a timeline to report back to the staff after the February Leadership Summit, prior to the Board's March meeting, for launch at the AGM".  
Seconded and passed.

## 8. Other Business

### a. Update on 2017 Global Summit

Shannon Benner and Jennifer Austin presented updated 2017 Global Summit initiatives.

The 4-H Global network in Seoul Korea resulted in: the formation of a global board, the finding of a global declaration and how 4-H aligns globally in terms of brand, youth development, impact and resources.

The proposal for the current model is combining the Members Forum with the Leadership Summit (with an added youth voice) in Ottawa. This will reach a broader audience with the concept of a unified Canadian/North American and global perspective.

The July 11, 12, 13 and 14 day long events are devoted to 4 key schematic areas:

1. Communications and community engagements in 4-H
2. Sustainable Agriculture and Security
3. Environment
4. Science and Technology.

The high-level concept for these 4 days include: a full spectrum of presenters and workshops, North American alumni and US guests and the opportunity for the Agriculture and Food museum to host a barn dance on the last night.

Achievable goals and outcomes:

- Building on an existing program;
- Building a capacity of leaders and resources;
- Learn from global counterparts through workshops, sessions and shared learning;
- foster youth leadership and youth participation and collaborate on discussions for developing and strengthening the program;

Ideas, Concepts and Challenges:

- Expanding reach by opening to the public, not just 4-Hers;
- Find the skill gaps of the world with regards to Agriculture and pair with National and International opportunities, while also catering to our own members.
- Engage the right people by qualifying up front.
- Provide sensational keynotes and record and reuse throughout the system later: turn it into a resource replication opportunity. With technology the opportunities are endless.

It was noted that the by-laws state English as the official language and consideration for some translation services may be provided, however, there will be a screening process and participants will be expected to have some level of English.

In order to be transparent, the proposed budget and current flow-through funding showing the amendment to the current agreement and the summary of the current contribution agreement, was shared and reviewed at a high level. It was noted that the total operating budget was requested to be increased, leaving us well within the match. (The matched amount is already inherited within the numbers shared). Also, to support online registration, the flow-through funding was doubled.

**Action:** It was suggested to double check the formulas as there may be some carry-overs that didn't happen.

Other key hi-lights of this discussion:

- Discussion about advocating for capping the numbers. (If this was a conference of 1000 members, registration would be \$332K alone).
- Another 50 was added with the intention to ask the global board for a sponsorship/grant to send a kid to camp scenario.
- University of Ottawa is a large enough venue and is pending final approval.
- The Ministry of Agriculture wants to move forward.

**Next Steps/Action:** Further review and return to the Board at the January meeting with: elected Chair, Committee selection, early timelines and Gantt charts on when the website and registration would go live, an inventory of who is interested and wants to be engaged (Board Development Matrix). Further discussion of this initiative recommended to take place at the next AGM.

**Post Summit impact:** There will be an initial survey done on the experience, then another 6 months after the Summit and again a year down the road to follow-up on the success and impact of the Summit. This Summit poses a real opportunity for a Global youth and an adult

network to keep Global citizens and overseas 4-Hers connected and enabling them to share resources.

To sustain normal operations during this summit, 3 short-term contractual employees will be hired: a Marketing Coordinator, a Project Manager and a Programs Coordinator.

**Motion:** “To accept the CEO’s recommendation to elect Jennifer Christie as Chair for the 2017 Global Summit Initiatives”.  
Seconded and passed.

Since the Province leaders are already here for the Leadership Summit, it was recommended to have further discussion of the 2017 Global Summit initiatives at a 2-hour AGM in a manner as to not take away from the established AGM framework and opportunities to network.

**Motion:** “Subject to AAFC budget approval for the 2017 Global Summit, vote on a functional AGM architecture to allow for planning discussions at the start or end of the meeting”.  
Seconded and passed.

**Motion:** “Approve the CEO report and 2017 Global Summit Update”.  
Seconded and passed.

#### **9. Audit and Finance Chair Report by David Hovell and Don Singer**

Don Singer, Director of Finance and Administration was welcomed to the team.

A revised Terms of Reference for the committee will be presented at the next quarterly meeting. March 31, 2016 is the end of our fiscal year and a finalized statement will be available in advance of our 2016 AGM.

**Action:** Staff is to provide a summary of all future funding commitments for review at the next Audit/Finance Committee meeting.

There is a new policy in place that requires any multiple-year funding to be transferred immediately over to the Foundation. It was also confirmed that the Foundation and the Council are two separate entities with unique books of account. It was noted that the multi-year investment policy is a conservative one. Within this policy, there are various mechanisms or components to assist protecting the capital.

**Motion:** “To receive the second quarter financial statements for Council which includes the income, expenditures and balance sheet”.  
Seconded and passed.

#### **10. Governance Committee Chair Report by Lyndon Stewart**

The Governance policy review process was started. The board is broken into pairs (buddies) and will be tasked with a set number of policies in between Board meetings to review, to test for relevancy and understandability, to align definitions on how they would be applied, and to follow-up with recommendations and edits.

**Action:** Policies will be scheduled on a calendar and assigned to partnered groups. In December, each working group will be assigned a policy for review by the next Board meeting in January 2016 and will be provided a policy schedule for the upcoming year.

### **Self-Assessment**

Board member skills matrix will be developed from the results of a survey to assess people's skills and competencies. A degree of anonymity will apply for phase 1. However, in the future, it may be used as a tool by a Nominations Committee.

**Action:** The previous Nominations Chair will be consulted on the possession of a similar list of Board competencies and skills.

### **In Camera Procedure**

The Board conducted an experience-based survey/discussion on their understanding and use of in camera sessions in corporate meetings.

**Action:** An articulation on this in-camera tool, including a definition, how it shall be executed, defining any applicable language involved. Review, input and a recommendation from the Governance Committee will follow.

**Motion:** "To receive the Governance Chair report".  
Seconded and passed.

## **11. Risk Management Chair Report by Stan Figley**

The Risk Management Committee reportedly met on November 4, 2015.

In June, the CEO put out a Request for Proposal for an overall Enterprise Risk Management assessment, however only one proposal was returned and it was discovered that this proposal was inadequate in addressing 4-H Canada's needs. This assessment is expected to examine our practices through a number of lenses with regards to our youth practices and expertise in business crisis management and financial practices. The most difficult to solicit is our youth practices due to our unique/niche programming. The CEO met a number of times with a Colleague and Professor of the University of Georgia who has agreed to have her students analyze this initiative and come up with a matrix/scorecard of best practices for each province. It was noted that the cost for the RFP has already been included in the budget. This proposal is ongoing.

The CEO met with insurance companies on how they can work with 4-H with regards to risk management and how it relates to insurance and exposure. It was noted that although we are staying with the same insurance provider, the Manager that brokers our policy has left and we are waiting for a new contact. It was reported that there have been no new claims to date since the time of the last received report.

The Board discussed a recent development involving the Roland Museum in Manitoba and concerns over the museum building not being able to sustain itself in terms of funding and remain open throughout the winter. An article that appeared in the Manitoba Cooperator states that the ball is in their court to come up with a strategic plan that perhaps 4-H Canada can support.

**Motion:** "To approve the Risk Management chair report".  
Seconded and passed.

## **12. YAC Mentor by Valerie Stone**

A recent teleconference resulted in an excellent YAC rotation for next year. It was reported that there will be two new YAC Representatives by the March Board meeting. The updated bios and blogs are a recommended read on the 4-H website.

**Motion:** "To accept the YAC Mentor chair report".  
Seconded and passed.

**13. Board Team Building exercise**

The Board completed a team-building exercise as part of Gay-Lea's recommendation of getting to know your fellow board members, making for a more cohesive and better team.

**14. Next Board Meeting**

February 16, 2016 at 6 pm EST by teleconference.

**15. Meeting Adjournment**

Meeting adjourned at 3:59 EST, followed by a reception with Global 4-H Board of Directors in the Royal Ballroom.