

Governance Resource Directory

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1 Purpose of this document

You are in Ontario and looking for information about governance. Where do you go? This document provides a partial list of non-profit governance organizations. I exclude most for-profit organizations such as lawyers, accountants, etc.

The type of governance I focus on is the board of directors of a corporation and its relationship with its ecosystem (e.g. shareholders and members; the CEO; etc.).

This document does not recommend any individual governance advisors or consultants. There are countless numbers of those.

My focus is Ontario. I do consider Canadian and International organizations whose governance information may be accessible and helpful to Ontario.

This document is organized into 6 broad sections:

- 1) What are the different types of governance situations?
- 2) For each situation, which organization might you go to for support?
- 3) Describe each governance organization. The focus is on what the organizations provide in terms of governance and is not intended to describe the full range of non-governance products and services. Often you can be a member of one of these organizations.
- 4) The strategy consulting firms which have free governance information available.
- 5) Universities which provide governance research information and/or governance courses.
- 6) Regulatory and governance standards organizations.

There are two major aspects to governance:

- 1) Who are the people and roles; and what decisions, actions and behaviours have the greatest impact on the purpose of the corporation? For example, some people believe the board decision with the greatest impact on the long-term value of a for-profit corporation is the appointment or termination of the CEO.
- 2) What are the laws, regulations, and standards, and how must the corporation be compliant with those laws, regulations, and standards? My personal point of view is that compliance alone is not sufficient to achieve the purpose of the corporation.

My point-of-view is that the purpose of governance is to grow and preserve the value of the corporation.

- 1) For business corporations, value is often in terms of profit and/or sale price;
- 2) For not-for-profit, value is often the social or charitable impact; and
- 3) For crown corporations, value is often the implementation of government policy.

This document is a part-time volunteer effort by Tom Koor. I do not recommend any of the listed organizations or suggest that they are appropriate for your situation. You must undertake your own due diligence. This document is guaranteed to:

- 1) Be incomplete;
- 2) Have errors;
- 3) Have typos; and
- 4) Etc.

The document will be revised as volunteer time permits.

2 What are the different types of governance situations?

There are many different types of governance situations, with different characteristics, and varying requirements. There is no one single governance approach which addresses the governance characteristics of every type of organization.

The following table is illustrative and not intended to be complete.

Governance Situation	Governance Characteristics
For-profit corporations	
Publicly listed	Focus on making money; directors act in best interest of company; lots of legal and regulatory requirements; many stakeholders, with differing needs
Private equity controlled	Focus on making money; shareholders typically make the important decisions; directors have more of an advisory & oversight role
Established co. managed by owners/founders	Limited formal governance; limited formal management processes (e.g. often no strategic plans, often no board). May be a handful of shareholders, with a shareholder's agreement.
Start-ups, venture capital	Most fail. Focus on short-term success. Successes are sold or IPOed. Founder(s), CEO, and shareholders make major decisions.
Start-ups, angel investors	Most fail. Little formal governance. Successes either become venture capital supported or an established company
Family Offices	Focus on growing and preserving the wealthy family's long-term vision, identity, legacy, values, purpose. Family office is critical role.
Not-for profits	Profit is NOT a focus. Priority is to benefit members or society.
Large/medium	Focus on the purpose of the NFP. Board may be representational. Follows many corporate governance concepts.
Small	Limited governance. Directors may be weak in many areas of governance.
Condominium corps	Directors are condo owners. Skills and capabilities will vary.
Social purpose enterprises	New concept. Legal and accounting guidelines emerging. A social purpose enterprise seeks to achieve social, cultural or environmental aims through the sale of goods and services. The social enterprise can be for-profit or not-for-profit but the majority of net profits must be directed to a social objective with limited distribution to shareholders and owners.
Government (unelected)	
Crown corporations	Directors appointed by the crown. Must follow mandates from the Ministry.
Hospitals (operational)	Very unique regulations and business model. Directors are appointed
Indigenous communities	Legislation provided a framework. Each community may have a different approach.
Government (elected)	Representatives are elected based on popular vote, not skills. Dependent upon bureaucracy to implement directions.
Federal	
Provincial	
Municipal	
Other	
Federally regulated financial institutions	
Asset managers/pension funds	Focused on the governance within their investee companies

3 For each situation, which organizations provide governance resources?

The following table shows the governance resources I am aware of. I cannot attest to the quality and effectiveness of these resources or the degree to which they meet your unique needs.

Governance Situation	Governance resources
For-profit corporations	
Publicly listed	CPA, CSA, Directors College, GL, ICD, IMD, ISS, NACD
Private equity controlled	
Established co. managed by owners/founders	BDC-ABP
Start-ups, has MVP	Accelerators, AIG
Start-ups, no MVP	AIG
Family Offices	FEX, IMD, INSEAD, NCFP, UBC, Wharton
Not-for profits	
Large/medium	CPA, ICD, NACD
Small	
Condominium corps	CCI
Charities	Imagine Canada
Churches and Christian charities	CCCC
Foundations	NCFP, PFC
Social purpose enterprises	CPA – has a document “20 questions directors of NFPs should ask about social enterprise” INSEAD – has a six-day course, targeted at the founders, CEOs and senior management of social enterprises
Government (unelected)	
Crown corporations	ICD
Local Health Integration Networks (Crown Agency)	LHINS
Hospitals (operational board)	OHA-GCE
Indigenous communities	IOG
Universities	AGB
Government (elected)	
Federal	
Provincial	
Municipal	
Other	
Asset Managers/Pension Funds	CCGG, FCLT, PRI
Charities	Imagine Canada, Muttart
Churches and Christian charities	CCCC
Corporate Secretaries	GPC
Federally regulated financial institutions	OSFI

4 What potential governance support might an organization provide?

The following is the framework which will be used to describe each governance organization:

- 1) Seminars (face-to-face, Webinars, videos);
- 2) Conferences;
- 3) Peer groups;
- 4) Networking with governance colleagues;
- 5) Training and education courses;
- 6) Website with governance information;
- 7) Documents available for download
- 8) Newsletter;
- 9) Collaboration Tools such as: LinkedIn group, social media or other collaborative software;
- 10) Other support, e.g. the ICD (Institute of Corporate Directors) maintains a Directors Register to help organizations looking for a director.

DRAFT

5 What are the governance resource organizations?

5.1 Accelerator¹

Who is the target audience?

An early stage company that already has an MVP (Minimum Viable Product).

Are there members?

No. Accelerators select companies to participate in the Accelerator program and draws upon experts and investors

What is an Accelerator?

- 1) The accelerator process is a very structured 3-4 months, with the goal of quickly growing the size and value in order to enable future funding.
- 2) The accelerator puts company's through a vetting process so that higher likelihood of success companies are made available to investors. This reduces investors' due diligence time and costs.
- 3) Mentorship is provided by start-up executives and investors. They provide governance advice.

Note: An incubator helps a founder get to the MVP point.

How do you obtain governance information?

Governance information is provided by the coaches, mentors, advisors, investors, and others who are part of the Accelerator program.

How do you find an Accelerator?

To find a list of accelerators (and incubators), associated with universities and colleges:

- 1) Go to www.uce-ontario.org.
- 2) Click on "Entrepreneurship Programs"
- 3) Click on "CLA Campus Linked Accelerators"

There are other accelerators, with private companies, who provide support in return for equity.

¹ Last reviewed: 2018 March 14
Governance Resource Organizations 2018 08 02

5.2 AIG: Angel Investor Group²

Who is the target audience?

- 1) Small companies seeking angel investors
- 2) Angel investors

Are there members?

Yes – investors are members of an individual Angel Investor Group

How do you obtain governance information?

Governance information is provided by the investors, and others who are part of the Angel Investor Group.

What is an Angel Investor Group?

- 1) Angel Investor Groups are not-for-profits, with government funding for operations.
- 2) All investments come from private investors. Each group and its individual investors have governance experience and may assist with governance.
- 3) Some Angel Investor Groups have free newsletters.

Where do you find an Angel Investor Group?

AIO (Angel Investors Ontario) is the umbrella organization for individual angel investor groups. The AIO website will link to videos and material concerning governance for early-stage companies.

www.angelinvestorsontario.ca

5.3 BDC-ABP: Business Development Corporation-Advisory Board Program³

Who is the target audience?

Small and medium business CEOs who wish to create an advisory board. BDC does not help companies establish a board of directors.

Are there members?

No. CEOs make an application for BDC's consulting help. BDC charges for the service.

What is the BDC Advisory Board Program?⁴

Advisory boards are one of the best-kept secrets of successful entrepreneurs. They can help significantly boost performance, revenue and productivity. Most importantly, an advisory board provides you with expert advice, complementary expertise and support in decision-making without the burden of vested interests or hidden agendas.

Advisory boards can provide many benefits, including:

- Expert knowledge specific to the needs of your business;
- A sounding board to help validate your strategies;
- An outside perspective to help identify gaps and opportunities;
- A cost-effective source of ideas and expertise; and
- Honest advice free of vested interests.

How do you obtain governance information?

The CEO applies for (and if accepted, pays for) the Advisory Board Program. The Program will assist the CEO in creating and launching an advisory board.

Go to the BDC website (www.bdc.ca) and type "advisory board program" into the search function on the home page to connect with the Program. You can submit a request to get started via the website.

³ Last reviewed 2018 March 14

⁴ From BDC Website 2018 March 14

5.4 AGN: Association of Governing Boards of Universities and Colleges⁵

Who is the target audience?

Boards and directors of colleges and universities. AGN is focused on governance. The bulk of the members are U.S. based, with many Canadian universities and some international universities.

Are there members?

Yes. Only the board of a college or university can join. Membership fees depend upon student enrollment size

What is the AGN?⁶

The Association of Governing Boards of Universities and Colleges (AGB) is the premier organization centered on governance in higher education. Governing boards must focus now more than ever on promoting central missions while running their institutions as effectively as possible. It is critical that they reinforce the value of higher education, innovate through the smart use of technology, and serve the needs of a shifting demographic. AGB provides leadership and counsel to member boards, chief executives, organizational staff, policy makers, and other key industry leaders to help them navigate the changing education landscape.

How do you get governance information?

Potential resource	What is available?
Seminars	Webinars and events
Conferences	Yes
Peer groups	Peer group events for Board Chairs
Networking	
Training	Yes
Website	www.agb.org
Downloads	Lots of free governance material Lots of material for sale – members pay a lower price
Newsletter	Can subscribe to a free newsletter
Collaboration tools	
Other	Provides governance consulting experts to improve board governance U.S. based

⁵ Last reviewed 2018 March 14

⁶ From website: 2018 March 14

5.5 CCCC: Canadian Council of Christian Charities⁷

Who is the target audience?

Christian charities and Christian ministries. The bulk of the material is relevant to all charities.

Are there members?

Yes.

What is the CCCC?⁸

At CCCC, we believe in the mission of Christian charities - to share the message of Jesus Christ. But we also understand that running a charity is complicated. There are always new issues to consider in terms of government regulation, human resources, fundraising, governance, best practices, and other aspects of operating a charity.

CCCC serves over 3,300 charities by providing affordable resources that help them operate in an exemplary, healthy, and effective way. Our [team](#) of accountants and ministry credential holders are available to help with specific questions and complex issues with an approach that unites faith and practice. Our in-house lawyers provide valuable resources and legal information and represent the interests of the Christian charitable sector in submissions to government and lawmakers.

How do you obtain governance information?

Potential resource	What is available?
Seminars	Board Governance Webinar (free for members)
Conferences	No
Peer groups	No
Networking	No
Training	Board Governance Webinar (free for members)
Website	www.cccc.org
Downloads	Board governance material – free download for members
Newsletter	Free newsletter; anyone can follow blog
Collaboration tools	
Other	<p>“The Charities Handbook” has significant governance material and is updated every two years. Free to members.</p> <p>For members, will answer governance questions via phone or email (regarding Christian ministries).</p> <p>Has a formal certification program with a governance component.</p>

⁷ Last reviewed: 2018 March 14

⁸ From website: 2018 March 14

5.6 CCI: Canadian Condominium Institute⁹

Who is the target audience?

Condominium corporations, condo owners and professionals in the condo industry.

Are there members?

Yes. Four types of membership: Condominium corporations, condo owners, professionals in the condo industry and business partners.

What is the CCI?¹⁰

CCI is the only national condo association dealing exclusively with condominium issues affecting all of the participants in the condominium community. The chapters throughout the country provide practical comparisons to the different provincial condo acts and allow us to work with various levels of governments for better reforms as gained from practical experience. CCI assists the association membership in establishing and operating successful condominium corporations through education, information dissemination, workshops and technical assistance.

How do you obtain governance information?

Potential resource	What is available?
Seminars	
Conferences	Yes, but much broader than governance
Peer groups	
Networking	
Training	Condo governance course
Website	www.ccitoronto.org
Downloads	Free videos and podcasts
Newsletter	Free newsletter
Collaboration tools	
Other	Members only: The CondoSTRENGTH Program “For Directors, by Directors”; a Director Toolbox; Director events

⁹ Last reviewed 2018 March 15

¹⁰ From website 2018 March 15

5.7 CPA: Chartered Professional Accountants of Canada¹¹

Who is the target audience?

CPAs

Are there members?

Yes – CPAs

What is the CPA?¹²

CPAs play key roles within diverse segments of the economy including industry, public accounting, government, education and the not-for-profit sector. They offer a strong set of accounting and managerial skills required for today's complex and evolving environment. CPAs are broad-minded, forward-thinking professionals who undertake appropriate analysis, exercise good judgment, communicate effectively and act to protect the public interest.

These professional accountants are highly attractive to employers and recruiters for the solid training and expertise that contribute to improved efficiency and growth.

How do you obtain governance information?

Potential resource	What is available?
Seminars	
Conferences	
Peer groups	
Networking	
Training	
Website	www.cpacanada.ca Go to the section "business and accounting resources"; then go to the section "strategy risk and governance"
Downloads	Search for and download "Corporate oversight and governance summary resource guide", which lists many (but not all) of the governance documents available for free download - with hyperlinks to each document. The material is designed to be useful for directors (as well as those advising the board or stakeholders in the dealings with the board).
Newsletter	
Collaboration tools	
Other	

¹¹ Last reviewed 2018 March 15

¹² From website 2018 March 15

5.8 Directors College¹³

Who is the target audience?

Board directors of: publicly listed corporations; crown corporations; and medium & large not-for-profits.

Are there members?

No

What is the Directors College?¹⁴

The Directors College is the original university-accredited corporate director education program in Canada. Founded in 2003, we are a collaborative agreement between The Conference Board of Canada and the DeGroote School of Business at McMaster University.

Our approach is unique. Our immersive, residential programs allow you to put the lessons learned in the classroom into practice on the board.

Our mission—to advance transformative governance for the benefit of business and society—is at the heart of our Gold Standard in Governance Education. This enables our alumni to be forward thinking (**Know**), values-driven (**Be**), and change enabling (**Do**).

How do you get governance information?

The Directors College has five program offerings:

- 1) Chartered Director Program. Upon successful completion, you may use the C.Dir. designation (which is accredited by McMaster University)
- 2) Audit Committee Certified Program
- 3) HR and Compensation Committee Certified Program
- 4) Innovation Governance
- 5) Custom courses – designed for your organization or company.

Potential resource	What is available?
Seminars	No
Conferences	No
Peer groups	No
Networking	No
Training	No
Website	www.thedirectorscollege.com
Downloads	Limited
Newsletter	No
Collaboration tools	No
Other	

¹³ Last reviewed 2018 March 15

¹⁴ From website 2018 March 15

5.9 FCLT: FCLTGlobal¹⁵

Who is the target audience?

Global organizations with a demonstrated commitment to long-termism.

Are there members?

Yes. Organizations are members.

What is FCLTGlobal?¹⁶

FCLTGlobal is a 501(c)(3) not-for-profit organization that works to encourage a longer-term focus in business and investment decision-making by developing practical tools and approaches to support long-term behaviors across the investment value chain. Our organization is dedicated to rebalancing investment and business decision-making towards the long-term objectives of funding economic growth and creating future savings. We take an active approach to achieving our goals by:

- Conducting research and developing practical ideas based on solid evidence
- Engaging the world's top asset owners, asset managers, and corporations to problem-solve and test capital allocation approaches that create long-term value
- Developing educational resources and actionable approaches that are available and applicable globally
- Generating measurable change in capital markets behavior among savers, investors, corporations and other stakeholders

Focusing Capital on the Long Term began in 2013 as an initiative of the Canada Pension Plan Investment Board and McKinsey & Company, which together with BlackRock, The Dow Chemical Company, and Tata Sons founded FCLTGlobal in July 2016. In addition to our Founders, our member organizations from across the investment value chain, including asset owners, asset managers and corporations, are committed to accomplish long-term tangible actions to lengthen the time frame of capital allocation decisions.

How do you get governance information?

Potential resource	What is available?
Seminars	No
Conferences	Rare
Peer groups	No
Networking	No
Training	No
Website	www.fcltglobal.org
Downloads	Free publications for downloading
Newsletter	Blog on website but no newsletter
Collaboration tools	
Other	

¹⁵ Last reviewed 2018 March 15

¹⁶ From website 2018 March 15

5.10 FEX: Family Enterprise Xchange¹⁷

Who is the target audience?

High net worth families and advisors to high net worth families.

Are there members?

Yes. Two types of membership: families and advisors.

What is FEX?¹⁸

The Family Enterprise Xchange (FEX) is the new independent association of business families and their professional advisors. Our supportive community provides shared wisdom, world-class expertise, and education to address the realities and opportunities unique to Family Enterprise. Our stakeholders are inspired by the difference they make.

How do you obtain governance information?

Potential resource	What is available?
Seminars	Yes
Conferences	
Peer groups	Peer groups for family
Networking	
Training	Members only: for both advisors and families. Members only: The Family Advisor Program will provide PFA designation for advisors
Website	www.family-enterprise-xchange.com
Downloads	Members only: webinars, publications, books.
Newsletter	Free newsletter available
Collaboration tools	
Other	

¹⁷ Last reviewed 2018 March 15

¹⁸ From website 2018 March 15

5.11 GPC: Governance Professionals of Canada¹⁹

Who is the target audience?

Corporate Secretaries and other governance professionals.

Are there members?

Yes. Anyone can become a member.

What is GPC?²⁰

Governance Professionals of Canada (GPC) is the voice of corporate secretaries and governance professionals in Canada. Its members deal with disclosure and matters affecting corporate governance, including the structure and meetings of the board of directors and its committees, the proxy process and annual meetings. GPC strives to provide valuable and timely information on recent changes and developments which affect our members in all sectors.

How do you obtain governance information?

Potential resource	What is available?
Seminars	Yes
Conferences	Annual Conference
Peer groups	
Networking	Pub nights and other events
Training	Has an education program resulting in a designation GPC.D.
Website	www.cscs.org
Downloads	
Newsletter	Free newsletter available
Collaboration tools	
Other	

¹⁹ Last reviewed 2018 March 16

²⁰ From website 2018 March 16

5.12 ICD: Institute of Corporate Directors²¹

Who is the target audience?

The boards and directors of publicly listed corporations, crown corporations, or large/medium not-for-profits, and professional interested in governance.

Are there members?

Yes. Anyone can join as a paid member. Most in-person events are available to anyone (whether or not they are members), however ICD members pay less.

What is the ICD?²²

The Institute of Corporate Directors strives to lead and demonstrate the value of excellence in directorship and enlightens directors to anticipate, influence, and meet boardroom challenges.

Our members receive [exclusive benefits](#) that help them to perform their director role effectively and make an appropriate contribution in the boardroom. The ICD offers highly regarded professional development programs that provide flexible director education and learning opportunities including our industry-recognised [ICD.D designation](#) for graduates of the [ICD-Rotman Directors Education Program](#).

We also offer a year-round [continuing education](#) program, where members benefit from informal learning sessions, [networking events](#) and local chapter support.

Members gain access to world class resources such as timely information on current and emerging governance issues and best practices, and the [ICD Directors Register](#), a complimentary board matching and referral service.

How do you obtain governance information?

Potential resource	What is available?
Seminars	Most in-person events are available to anyone; however, ICD members pay less. Webinars and videos are for members only.
Conferences	Each year there is a national conference. ICD members pay less.
Peer groups	Piloting peer group meetings, limited to only current or past not-for-profit board chairs.
Networking	Some face-to-face events have time allocated at the end for networking.
Training	Formal course, leading to ICD.D designation (see below). A number of other governance courses (members pay less)
Website	www.icd.ca
Downloads	For members only.
Newsletter	For members only.
Collaboration tools	ICD manages a LinkedIn group. You do not have to be a member to join this group.
Other	Upon completion of a formal course and exam, members may use the ICD.D designation (which also requires a certain number of ongoing hours per year of education). ICD members may join the ICD Directors Register. This register is used by third parties to recruit directors. There is a resource to do research on individual governance questions. This is available for members only. There is a “Membership Engagement Advisor” to help members understand the ICD resources which are available to them.

²¹ Last reviewed 2018 March 18

²² From website 2018 March 18

5.13 *Imagine Canada*²³

Who is the target audience?

Canadian charities, especially those who wish to promote that they comply with Imagine Canada’s accreditation standards.

Are there members?

Yes. Charitable organizations and individuals may be members

What is Imagine Canada?²⁴

Imagine Canada exists to work alongside other charitable sector organizations — and often in partnership with the private sector, governments and individuals in the community — to ensure that charities continue to play a pivotal role in building, enriching and defining our nation.

We offer programs and provide resources that help strengthen charities and their operations, so they can, in turn, support the communities they serve.

How do you obtain governance information?

Potential resource	What is available?
Seminars	No
Conferences	No
Peer groups	No
Networking	No
Training	
Website	www.imaginecanada.ca
Downloads	Has a catalogue of free downloadable charity governance documents.
Newsletter	Free newsletter regarding the accreditation program.
Collaboration tools	
Other	Has a formal accreditation program, which includes board governance. Will provide a volunteer coach to help with the accreditation program.

²³ Last reviewed 2018 March 08

²⁴ From website 2018 March 16

5.14 Incubators²⁵

Who is the target audience?

Early stage companies that do not yet have a MVP (Minimum Viable Product) and need help getting to that stage.

Are there members?

No. The Incubator selects companies to participate in the incubator program and draws upon experts and advisors.

What is an incubator?²⁶

An incubator helps take a start-up to the point where there is a MVP (Minimum Viable Product).

The characteristics of an incubator are:

- 1) Co-located office space with other start-ups;
- 2) Links to investors;
- 3) Access to lawyers;
- 4) Provides coaching and mentoring, via successful start-up executives and consultants.
- 5) Networking, based on all of the above

University affiliated incubators do not take an equity interest. Investors may do so.

The process takes 12 to 24 months, with the pace set by the founders.

To find a list of incubators associated with universities and colleges, go to the section “Accelerators”

How do you obtain governance information?

Be part of an incubator.

²⁵ Last reviewed 2018 March 8

²⁶ Tom's point of view 2018 March 16

5.15 IOG: Institute on Governance²⁷

Who is the target audience?

Public purpose organizations (such as: public agencies, crown corporations, and the non-profit section) who seek to improve their governance.

Are there members?

No.

What is the IOG²⁸

We focus on assisting public purpose organizations including governments, public agencies, crown corporations, communities and the non-profit sector to improve their governance.

How do you obtain governance information?

Potential resource	What is available?
Seminars	
Conferences	
Peer groups	
Networking	
Training	Indigenous Governance – training sessions
Website	www.iog.ca
Downloads	
Newsletter	
Collaboration tools	
Other	Indigenous Governance – research Has an Indigenous advisory council

²⁷ Last reviewed 2018 March 8

²⁸ From website on 2018 March 8

5.16 LHINs: Local Health Integration Networks²⁹

Who is the target audience?

Ontario's 14 LHINs.

Are there members?

Yes – the 14 LHINs.

What is a LHIN?

Local Health Integration Networks (LHINs) plan, integrate and fund local health care, improving access and patient experience.³⁰

Created by the Ontario government in March 2006, LHINs are crown agencies who work with local health providers and community members to determine the health service priorities of the regions. LHINs plan, fund, coordinate and deliver home and community care services to citizens across the city, in partnership with:³¹

- Hospitals
- Community Support Services
- Long-term Care
- Mental Health and Addictions Services
- Community Health Centres

How do you get governance information?

There is a government website with some governance information specific to Ontario's Local Health Integration Networks.

www.lhins.on.ca

Type governance into the search function.

²⁹ Last reviewed 2018 March 8

³⁰ From website (www.lhins.on.ca) on 2018 March 17

³¹ From website for Toronto Central LHIN on 2018 March 17
Governance Resource Organizations 2018 08 02

5.17 Muttart: The Muttart Foundation³²

Who is the target audience?

Charities and not-for-profits.

Are there members?

No.

What is the Muttart Foundation?³³

The Foundation considers a robust charitable sector as central to a strong, healthy society. Through their work charities build community and address key social issues and concerns.

The Foundation's philanthropy focuses on three areas:

- Strengthening the charitable sector;
- Early childhood education and care;
- Staff and volunteer development.

How do you obtain governance information?

On the website Home Page, select Resources

On the Resources page, select Board Development Workbooks

www.muttart.org

³² Last reviewed: 2018 March 19

³³ From website: 2018 March 19

5.18 NACD: National Association of Corporate Directors³⁴

Who is the target audience?

Boards of Directors and individual directors – for-profit and not-for-profit

Are there members?

Yes.

What is the NACD?³⁵

NACD identifies, interprets, and delivers insights on critical issues that shape board agendas. Through actionable resources, NACD enhances directors' ability to fulfill their roles to enhance the value of the enterprise.

NACD empowers more than 18,000 directors to lead with confidence in the boardroom. As the recognized authority on leading boardroom practices, NACD helps boards strengthen investor trust and public confidence by ensuring that today's directors are well-prepared for tomorrow's challenges.

How do you obtain governance information?

Potential resource	What is available?
Seminars	Yes
Conferences	Yes
Peer groups	Yes
Networking	Yes
Training	
Website	www.nacdonline.org
Downloads	Yes – many available for free download
Newsletter	
Collaboration tools	
Other	NACD will provides services such as: Board evaluation, governance benchmarking, etc.

³⁴ Last reviewed; 2018 March 19

³⁵ From website: 2018 March 19

5.19 NCFP: National Centre for Family Philanthropy³⁶

Who is the target audience?

Giving families, family foundations and community foundations

Are there members?

Yes.

What is the NCFP?³⁷

The National Center for Family Philanthropy is the only non-profit resource dedicated exclusively to families who give and those that work with them. NCFP provides research, expertise and learning opportunities to inspire our national network of giving families every step of the way on their philanthropic journey. Families learn how to transform their values into effective giving to achieve a positive and enduring impact on the communities they serve.

How do you obtain governance information?

On the website, you can go to the topics section: Governance

Potential resource	What is available?
Seminars	Webinars – many require membership
Conferences	Yes
Peer groups	Yes – members only
Networking	
Training	
Website	www.ncfp.org
Downloads	Yes – many require membership
Newsletter	Free newsletter
Collaboration tools	
Other	

³⁶ Last reviewed; 2018 March 19

³⁷ From website: 2018 March 19

5.20 OHA-GCE: Ontario Hospital Association - Governance Centre of Excellence³⁸

Who is the target audience?

The board and leadership teams of the 463 hospitals in Ontario.³⁹ Not-for-profits involved in health care delivery.

Are there members?

Yes.

What is the OHA-GCE?

To be *the* recommended resource for board members striving for organizational excellence.⁴⁰

How do you obtain governance information?

Potential resource	What is available?
Seminars	
Conferences	
Peer groups	Subscription based corporate secretaries peer network for hospitals and not-for-profits
Networking	
Training	Has pay-per-view governance videos
Website	www.thegce.ca
Downloads	
Newsletter	Can sign up for a newsletter
Collaboration tools	
Other	Can earn the " Essentials Certificate in Hospital Governance for New Directors". Has an annual "Award in Leading Governance Excellence"

³⁸ Last reviewed 2018 March 8

³⁹ As of 2015, according to website (on 2018 March 8)

⁴⁰ From website 2018 March 8

5.21 PFC: Philanthropic Foundations Canada⁴¹

Who is the target audience?

Canadian grantmakers, including private, family and public foundations, charities and corporations.

Are there members?

Yes

Who is PFC?⁴²

- 1) We speak out on legislative, regulatory and other issues that affect foundations.
- 2) We convene a funder network where we discuss ideas, common concerns and strategies.
- 3) We provide guidance in grantmaking, governance, and funder practices.

How do you obtain governance information?

The website contains:

- 1) Guide for setting up a foundation, which includes a section on governance.
- 2) "Good Governance: A Guide for Directors of Canadian Foundations" free download.
- 3) Typing "governance" into the search function will list the governance resources available. Often, each governance resource will have links to other foundation governance resources.

Potential resource	What is available?
Seminars	Webinars available for members only
Conferences	Annual Conference
Peer groups	No
Networking	There are networking events
Training	No
Website	www.pfc.ca
Downloads	Yes – see above
Newsletter	No. There is a blog on the website.
Collaboration tools	No
Other	The only resources available are what is contained on the website

⁴¹ Last review 2018 March 9

⁴² From PFC website 2018 March 9

5.22 PRI: Principles for Responsible Investment⁴³

Who is the target audience?

Global target audience:

- 1) Asset owners;
- 2) Investment Managers; and
- 3) Service providers to asset owners and investment managers

Are there members?

Yes – but each member organization must sign the Principles for Responsible Investment.

What is the PRI?⁴⁴

The PRI is the world's leading proponent of responsible investment.

It works to understand the investment implications of environmental, social and governance (ESG) factors and to support its international network of investor signatories in incorporating these factors into their investment and ownership decisions. The PRI acts in the long-term interests of its signatories, of the financial markets and economies in which they operate and ultimately of the environment and society as a whole.

The PRI is truly independent. It encourages investors to use responsible investment to enhance returns and better manage risks but does not operate for its own profit; it engages with global policymakers but is not associated with any government; it is supported by, but not part of, the United Nations.

How do you obtain governance information?

Typing “governance” into the search function on the main page, will result in variety of international governance resources to be shown, and available for download or viewing. e.g. director nomination process.

Many resources are for members only.

Potential resource	What is available?
Seminars	
Conferences	
Peer groups	
Networking	
Training	
Website	www.unpri.org
Downloads	
Newsletter	
Collaboration tools	Collaboration portal – member only
Other	The is a PRI Canada Network, two working groups: one in Toronto, the other in province of Quebec.

⁴³ Last reviewed 2018 March 9

⁴⁴ As of 2018 February 20

6 Strategy Consulting Firm Governance Information

6.1 Boston Consulting Group⁴⁵

www.bcg.com

BCG governance is focused on the for-profit business world but also has information on non-profit governance.

No membership required. The following governance information is available for free:

- 1) Downloads from website;
- 2) Podcasts
- 3) Videos
- 4) Apps for your Android or Apple device

6.2 McKinsey⁴⁶

www.mckinsey.com

McKinsey governance is focused on the for-profit business world but also has information on non-profit governance.

No membership required. The following governance information is available for free:

- 1) Downloads from website;
- 2) Podcasts;
- 3) Videos; and
- 4) Apps for your Android or Apple device.

You can sign up for a free newsletter, McKinsey Quarterly publication

You can also follow on: Facebook, LinkedIn, Twitter, YouTube

There is a board governance section on the website

⁴⁵ Last reviewed 2018 March 18

⁴⁶ Last reviewed 2018 March 18

7 University Publications, Research and Courses

7.1 *Harvard Business School*⁴⁷

Harvard Business Review provides free access to articles. www.hbr.org
You can also have a paid subscription, which provides greater access to information.

Harvard Business School has education programs for both non-profit and for-profit organizations.

The Harvard Business School website also has governance (for-profit and not-for-profit) material available for free download.

7.2 *INSEAD*⁴⁸

- 1) INSEAD has a 6-day course targeted at founders, CEOs and senior management of social enterprises.
- 2) INSEAD has a 4.5-day course for members of family enterprises. INSEAD recommends at least two members from the same family attend, to maximize the value arising from issues discussed in workshops.
- 3) INSEAD has governance training programs for directors. One of these programs leads to the “INSEAD Certificate in Corporate Governance”.

7.3 *Ivey Business School – University of Western University*⁴⁹

www.ivey.uwo.ca

The Ivey Business Journal (University of Western Ontario) has free newsletter, which sometimes has a governance article.

Ivey has an education program for family businesses.

Using the search function on the Ivey home page provides access to a variety of governance information.

7.4 *Rotman School of Management – University of Toronto*⁵⁰

CCBE Clarkson Centre for Business Ethics and Board Effectiveness

What does the Centre do?⁵¹

The Clarkson Centre for Business Ethics and Board Effectiveness (CCBE) is the locus of corporate governance research and communications at the Rotman School of Management. Our mandate is to monitor Canadian corporate governance trends and to provide guidance to firms looking to improve their board effectiveness and disclosure.

Education

Rotman provides governance programs and seminars

⁴⁷ Last reviewed 2018 March 18

⁴⁸ Last reviewed 2018 March 18

⁴⁹ Last reviewed 2018 March 18

⁵⁰ Last reviewed 2018 March 18

⁵¹ From website 2018 March 13

7.5 IMD – Family Board Center⁵²

<https://www.imd.org/board/board-center/>

What is the Family Board Center?⁵³

We are a world-leading hub providing learning journeys and research to family enterprises globally.

Dedicated to the real issues facing family businesses, family offices and family foundations, we will help you ensure the sustainable success of your business and family, whether large or small.

IMD was the birthplace of family business education in 1988. Today, our center of excellence operates from our campuses in Lausanne and Singapore and delivers off-site programs worldwide.

What does the IMD provide?

Two major programs: Leading the family business, and leading the family office.
Research and thought capital is also produced.

7.6 IMD – Global Board Centre⁵⁴

<https://www.imd.org/board/board-center/>

What is the Global Board Center?⁵⁵

The IMD Global Board Center supports Board Members by providing unique & pertinent resources on current boardroom issues and latest governance trends

Founded in 2010 by Professor Didier Cossin, the IMD Global Board Center core agenda is to support long-term organizational success through a strong board and brings together world-class thought leadership and global best practices in a systematic way to help boards reach their full potential. We address real-world issues in ways that can be used by boards to improve their performance and play a strategic role in their company's success.

Our insights and thought leadership not only provide innovative material for our board education programs, but help set the agenda for better board practices.

What does the IMD provide?

Both research and training programs

7.7 UBC – University of British Columbia⁵⁶

http://www.sauder.ubc.ca/Programs/Business_Families_Centre

⁵² Last reviewed 2018 August 2

⁵³ From website 2018 August 2

⁵⁴ Last reviewed 2018 August 2

⁵⁵ From website 2018 August 2

⁵⁶ Last reviewed 2018 August 2

What is the Business Family Centre?⁵⁷

The Business Families Centre (BFC) was initiated in 2001 by more than 30 founding families. At that time, business families were grossly underrepresented in the academic market, despite employing about half of the Canadian workforce and being responsible for approximately 55% of Canada's GDP.

Seeking to position itself as a key player in the growing field of family enterprise studies, the BFC's initial mandate was simple: bridge leading family enterprise scholarship to meaningfully serve the broader business family community via outreach, access to resources, and delivery of cutting-edge programming. Led by then-Executive Director Judi Cunningham and supported by an Advisory Board comprised of leading business minds, the BFC quickly established itself as world-class resource for the business family community.

Since developing its first family programs, the BFC has expanded in many directions—in service not only to families and their businesses, but also by contributing family enterprise research, building national and international networks, working with media, engaging the business community at large, and partnering with with the Institute of Family Enterprise Advisors (IFEA) to successfully establish the only family enterprise advisor designation in the world.

Since its inception in 2001, the Business Families Centre has developed and delivered internationally renowned educational programs to business families, professional advisors, and academics in the field of family enterprise studies. These interactive and dynamic programs feature the latest findings and best practices from the fields of entrepreneurship, family enterprise, and family enterprise advising.

7.8 Wharton – Private Wealth Management Program⁵⁸

https://executiveeducation.wharton.upenn.edu/for-individuals/all-programs/private-wealth-management/#program_attend

Who is the target audience?

High net worth families

What is the program?⁵⁹

Whether wealth arrives predictably or suddenly, many wealthy families find financial decision-making to be a major challenge. For more than 20 years, Wharton and the Institute for Private Investors (IPI) have provided education to help high-net worth families better manage their assets and work with advisors to achieve their financial goals.

Through class lectures and interactive casework, participants in *Private Wealth Management* will build a baseline for understanding financial terms and investment performance metrics. They will increase their knowledge in key areas of wealth-management portfolio diversification as well as asset allocation, and learn how to select the right financial advisors. In addition to classroom learning, participants will also have the unusual opportunity to meet others who are part of a family with substantial wealth.

Program Length and location

6 days, in Philadelphia.

⁵⁷ From website 2018 August 2

⁵⁸ Last reviewed 2018 August 2

⁵⁹ As of 2018 August 2

DRAFT

8 Regulatory and governance standards organizations

As a corporation, you should consult the legislation (federal or provincial) under which you are incorporated. If your corporation is going to be a charity issuing tax receipts, you need the approval of the Charities Directorate of Revenue Canada.

8.1 *GL: Glass Lewis*⁶⁰

Who is the target audience?

Institutional investors.

Are there members?

No.

What is Glass Lewis?⁶¹

As the leading independent provider of global governance services, Glass Lewis helps institutional investors understand and connect with the companies in which they invest.

How do you obtain governance information?

- 1) If you are an institutional client, you have access to reports.
- 2) If you are not a client, you may purchase reports.

Their policy voting guidelines include governance. Their policies are unique for each country. You can download, for free, the Canadian policy guidelines from their website.

www.glasslewis.com

⁶⁰ Last reviewed 2018 March 12

⁶¹ From their website 2018 March 12

8.2 CSA: Canadian Securities Administrators⁶²

Who is the target audience?

Those who need to understand the regulations governing Canada's capital markets.

Are there members?

No

What is the CSA?⁶³

CSA Website - Home Page: The Canadian Securities Administrators (CSA) is an umbrella organization of Canada's provincial and territorial securities regulators whose objective is to improve, coordinate and harmonize regulation of the Canadian capital markets.

It aims to achieve consensus on policy decisions which affect our capital market and its participants. It also aims to work collaboratively in the delivery of regulatory programs across Canada, such as the review of continuous disclosure and prospectus filings.

CSA Website - Industry Resource Section: This section provides access to securities rules and policies across Canada. It also provides information for issuers regarding disclosure and insider reporting (SEDAR, SEDI, and the XBRL Filing Program) and for dealers and advisers regarding registration (NRD) and exception reporting (NI 24-101).

You will also find in this section related links to Canadian financial organizations, SROs (Self Regulatory Organizations), exchanges and international financial organizations.

How do you obtain governance information?

Go to the Industry Overview section of the CSA website: www.securities-administrators.ca.

The CSA publishes the document "Corporate Governance Guidelines".

⁶² Last review 2018 March 2013

⁶³ From their website 2018 March 13

8.3 ISS: Institutional Shareholder Services Inc.⁶⁴

Who is the target audience?

Asset owners, asset managers, hedge funds, and asset service providers.

Are there members?

No.

What is ISS?⁶⁵

Institutional Shareholder Services Inc. (ISS) is the world's leading provider of corporate governance and responsible investment (RI) solutions for asset owners, asset managers, hedge funds, and asset service providers. ISS' solutions include: objective governance research and recommendations; RI data, analytics, and research; end-to-end proxy voting and distribution solutions; turnkey securities calls-action claims management; and reliable global governance data and modeling tools.

Institutional clients turn to ISS to apply their corporate governance views, identify environmental, social and governance risk, and manage their complete proxy voting needs on a global basis.

How do you obtain governance information?

For free, you can download:

- 1) Thought leadership
- 2) Canada specific voting policies

For clients,

- 1) Peer discussion group
- 2) Research reports
- 3) Company specific reports

www.issgovernance.com

⁶⁴ Last reviewed 2018 March 12

⁶⁵ From their website 2018 March 12

8.4 OECD: The Organisation for Economic Co-operation and Development⁶⁶

Who is the target audience?

Governments and others involved in global government policies which impact economies.

Are there members?

No.

What is the OECD?⁶⁷

The mission of the Organisation for Economic Co-operation and Development (OECD) is to promote policies that will improve the economic and social well-being of people around the world.

How do you obtain governance information?

www.oecd.org

There are two sections of the website devoted to governance:

- 1) Public Governance; and
- 2) Corporate Governance.

All material is available for free download.

You can sign-up for free emails.

⁶⁶ Last reviewed 2018 March 18

⁶⁷ From website 2018 March 18

8.5 OSFI: Office of the Superintendent of Financial Institutions⁶⁸

Who is the target audience?

Federally registered banks and insurers, trust and loan companies, as well as private pension plans subject to federal oversight.

Are there members?

No.

What is OSFI?

The Office of the Superintendent of Financial Institutions (OSFI) is an independent agency of the Government of Canada, established in 1987 to contribute to the safety and soundness of the Canadian financial system. OSFI supervises and regulates federally registered banks and insurers, trust and loan companies, as well as private pension plans subject to federal oversight.⁶⁹

How do you obtain governance information?

Use the search function on the home page to find governance information, which can be downloaded e.g. Type the following search terms:

- 1) Governance
- 2) Board of directors - one of the documents is a framework for assessing a board of directors.
- 3) Risk Management
- 4) Supervisory Framework

www.osfi-bsif.gc.ca

⁶⁸ Last reviewed 2018 March 8

⁶⁹ From OSFI website 2018 March 09

8.6 TSX: Toronto Stock Exchange⁷⁰

Who is the target audience?

Publicly listed companies, companies interested in becoming public, and those who are interested in learning about publicly listed companies.

Are there members?

No

What is the TSX?

The TSX is comprised of:

- 1) Toronto Stock Exchange;
- 2) TSX Venture Exchange;
- 3) TSX Alpha Exchange; and
- 4) TSX Private Markets.

How do you obtain governance information?

Typing “governance” into the search function on the TSX home page will list the governance resources.

The “Listing Guidelines” provide governance information.

www.tsx.com