

## NOTES from meeting with Carla Leon, President of Just Like Family

Thursday, October 31, 2024

**Attendees:** Christopher New, Maie Kellerman, Jacob Kellerman, Brian Rothwell, and Pam Boutilier

Carla reviewed the slides from Just Like Family's AGM held in June, 2024.

Carla also provided us with an update on developments since the AGM.

- a) Initially purchased all 10 Toronto regions; have sold 5 locations with more sales pending.
- b) Hired an organization called Social Economy Through Social Inclusion (SETSI) as a partner to develop the franchise portion of their operations, particularly working with potential owners who are women and BIPOC (Black, Indigenous, People of Colour). JLF paid them approx. \$12,000 in 2024.
- c) Lowered their interest rate on loans from 12% to 6.5%
- d) Adjusted the way they award franchises – more about advocacy and quality of care.
- e) Developed their new website – [www.justlikefamily.com](http://www.justlikefamily.com)
- f) Staff & owners look like our fabric of Canadian life (Canadians who recently came to Canada; primarily women). 79% women owned, 44% BIPOC owned.
- g) They pay a 'living wage' to their staff (typically about \$5/hr. higher than other entities). 70% of reporting franchises exceed national median hourly wage.

Questions and Concerns discussed:

- 1) Asked for clarification regarding their certification as a 'certified social enterprise'. [www.buysocialcanada.com](http://www.buysocialcanada.com) is the accreditation body. Excerpt from their website - "At Buy Social Canada, we believe in building community capital: healthy communities that are rich in human, social, cultural, physical and economic capital. We are redefining how goods and services are bought and sold. By building relationships between social suppliers and purchasers, Buy Social Canada is leading the movement for community capital creators across the country."
- 2) We asked about an 'exit' strategy should SSUC decide to divest itself of this endeavour. Carla indicated other investors have the right of first refusal. There would be an independent evaluation of the worth of our \$50,000 contribution. There are 9 individual investors, and Carla said there would not be a problem selling our investment. We indicated we weren't contemplating that now, but just wanted to understand the process, if required.

- 3) We discussed the lack of financial transparency in their Annual Report. She indicated, based on our feedback, that more rigor would be taken in the next AGM to provide more information. Their CFO (Jeff) is an outside at arms-length with the firm MNP. MNP files Just Like Family's CRA tax returns. Upon request, we can obtain a copy of their MNP report (not audited).
- 4) Dividends – Carla expressed her confidence that a dividend will be paid by year 5, hopefully by year 4. We signed onto this project in April, 2022, so we may see some dividends by April, 2026 or April, 2027.
- 5) Book – *Win Win Capitalism* (Just Like Family Collaborative) – Carla was one of the authors of this book. She will be doing a book tour in October, 2025, and hopes to make SSUC one of her stops to promote her book.

Summary:

All of us agreed that Carla has a strong hand on the pulse of this business endeavour. She is working very hard to lower their expenses and interest rates on loans. She is positive about the impact the work Just Like Family does in our communities. We have faith that this endeavour will succeed in time.

*"Win Win Capitalism"* (book & study questions – possibility of book study)