



2020



Expand

your co-op vision



On Co-op
Annual Report
2010-11



Chair's report

Where does the time go? It seems like only yesterday that I was addressing you as your incoming Board Chair. Much has transpired at On Co-op over the past year, both challenging and rewarding.

Politics seems to have taken front and centre over the past few months, with the election of a majority Conservative government nationally and the daily reminder of the upcoming fall provincial election. Ontario continues to make gains on the unemployment numbers with its April rate being 7.9% against a national average of 7.6%. Again, co-operatives continue to maintain and grow in the province – proving once again that Co-ops Work!

The year was a busy and productive one for the Ontario Co-operative Association in many regards. We are pleased that we had 40 interns placed in co-ops across the province, from Thunder Bay to Ottawa and over to London. The need continues for interns with the many skills required for today's complex work and especially for young people with co-operative exposure and knowledge.

CYL continued to be well supported throughout the province in regards to not only the enrolment of participants but also in the area of facilitators. It is a testament to the program's value that CYL helps co-operators grow personally, professionally and co-operatively, with passion shown by both participants and facilitators alike.

The Co-operative Conference and Gala, held as it always is during Co-op Week, was an amazing convergence of learning, co-op spirit, innovation and celebration. Our attendance numbers and increasing sponsorship support demonstrate that this provincial conference is of great value to new and long-time co-operators, sector supporters and stakeholders. Joining the traditional workshops, plenaries, auctions, Spirit Award presentations and networking events at the 2010 event were many firsts – a group webcast, co-op showcase and the wildly successful Co-op Crocodiles (our version of *Dragon's Den*).

As successful as the Gala is, annual audits indicate that it is still not breaking even. Like some of our other programs, such as CYL and the Queen's Park Reception, these signature events continue to operate at a loss when On Co-op staff time is allocated. Program support and member engagement are two of the areas that the Board will be evaluating when it commissions a comprehensive member, supporter and stakeholder survey later in 2011.

Find a Co-op
ontario.coop/find_a_coop

Ontario has 1,300 co-operatives, operating in 1,900 locations in 400 Ontario communities. On Co-op maintains an online directory of the province's co-operatives, credit unions and *caisses populaires*. The e-Directory received a major facelift during the launch of the new On Co-op website in 2010.

An amazing convergence of learning, co-op spirit, innovation and celebration

I was honoured to be present at the launch of the 2nd cohort of the Co-operative Management Certificate Program at the Schulich School of Business, and will also be participating in the graduation ceremony in May. Feedback from participants and co-op employers supports our ongoing commitment to continued and advanced education in co-operative management and governance.

As we look forward to the third cohort starting this fall, I would like to remind you to discuss the professional development needs within your co-operative. Talk with the staff at On Co-op – and past graduates – about the many merits of having staff participate in the CMC Program to grow their business knowledge and the effectiveness and potential within your organization. The CMC Program is open to those who work in, govern or manage co-operatives and stakeholder organizations.

As stated earlier, politics seem to be front and centre and this holds true at On Co-op as well. Much time and effort has been devoted to our government relations portfolio to address not only the changing needs of the province but the continued effort towards a collaborative partnership with the province. To that end, I would ask that you sign the petition in support of a partnership, and encourage others to do so as well. Our goal is to have 20,000 signatures to present to the Ontario Legislature. Together, we can present a unified front to the government using one voice, strong and united.

Success is a journey, not a destination. It continues to require dedication, understanding and support. I want to take this opportunity to thank all our Members, Supporters and Friends for their dedication as we continue this journey called Success.

I would like to recognize On Co-op's Executive Director, Denyse Guy, as well as her staff, for their continued dedication and devotion to Ontario's Co-operative sector. Through their vision, dedication and hard work we will continue to move forward dispatching all challenges and incorporating all opportunities.

In closing, I would like to take this opportunity to acknowledge the support, dedication and commitment of my fellow board members for what has been a very challenging and productive year.

It continues to be my pleasure to serve you on the Board of On Co-op.

Barry Hannah, Chair

Launch of IYC task force (clockwise from left):
Janice Johnson, GROWMARK, Inc.; Jeannie Shore,
The Co-operators; Peter Cameron, On Co-op; Denyse Guy,
On Co-op; Shelley Juurlink, Organic Meadow Co-operative;
Shoshannah Seefeldt, On Co-op





Report on the 4 areas

Lifelong Co-operative Learning

- ▶ The *All 4 Each* high school curriculum project has been introduced to the school system. Students will start learning about co-ops in Civics, Business and World Studies classes this fall.
- ▶ A record 51 co-ops and credit unions sponsored Co-operative Young Leaders camp. Forty-two volunteer facilitators helped 199 young people experience the CYL magic.
- ▶ Through the Co-operative Internship Experience Program, On Co-op has recently placed 40 interns in 26 organizations. Almost 85 percent of the first-intake graduates have found employment, the majority of them within co-ops.
- ▶ A diverse and enthusiastic group of students completed the Co-operative Management Certificate Program, graduating from the second cohort. A third cohort begins this fall.

Co-operative Development

- ▶ On Co-op facilitated 19 groups receiving Co-operative Development Initiative and Ontario Trillium Fund grants.
- ▶ The Association's 411 and 911 Co-op Hotlines responded to more than 325 inquiries.
- ▶ A new Co-op Development Manager was hired.
- ▶ On Co-op developed a series of co-operative management webinars to train Small Business Enterprise Centres throughout the province. Representatives from 26 centres have participated so far.
- ▶ On Co-op, in partnership with our member organizations, continues the development of a second-tier local organic food federation.
- ▶ On Co-op developed a working relationship with Guelph's newly formed Regional Innovation Centre to promote co-operative enterprise.

International Year of Co-operatives

The International Year of Co-operatives, happening in 2012, will be a worldwide celebration – and an incredible awareness-building and learning opportunity! On Co-op has convened a task force to generate excitement and co-ordinate IYC activities across the province. At www.tinyurl.com/IYC-Ontario you will find resources and suggestions that co-ops can use to promote IYC (and themselves) to their members and the public. Every co-op, credit union and *caisse populaire* in Ontario is encouraged to participate in and host IYC activities year round.



Our people

Staff, members, & committees

Board of Directors

Barry Hannah, Chair,
GROWMARK, Inc.

Scott Kennedy,
Vice Chair,
Central 1 Credit Union

Janet Boot, Secretary,
Gay Lea Foods Co-op

Ramesh Nedadur,
Treasurer, Rowe Farms

Donna Bailey,
Past Chair, Credit Union
Central of Canada

Bruce Betzner,
Youth Director

Gilles LeVasseur,
Director, Conseil
de la coopération
de l'Ontario

Mario Silvestre,
Director,
The Co-operators

Kelly Tryon, Director,
The CUMIS Group

On Co-op Staff

Denyse Guy,
Executive Director
Audrey Aczel,
Public Affairs Manager

Julia Buchan,
Office Co-ordinator
(as of 09/2010)
Summer Youth
Program Co-ordinator

Jen Heneberry,
Co-op Development
Manager (til 12/2010)

Jennifer Ross,
Office Co-ordinator
(til 10/2010)

Allie Speers, Youth
Program Administrator
Kerr Smith, Youth and
Education Manager

Mark Ventry,
Membership and
Communications
Manager

2010/2011 Interns

Shane Arbuthnott,
Membership &
Communications Intern
Craig Hunter,
Education Intern

Paul Skinner, Policy and
Research Co-ordinator

Shoshannah Seefeldt,
Education Co-ordinator

Jeremy Wittet,
Public Affairs Intern

Financial Manager:
John Thompson

Graphic Designer:
Gareth Lind,
LINDdesign

Website and e-directory:
Barking Dog Studios

Writer:
John Muggerridge

Committees and Working Groups

Co-op Development Committee

Jen Heneberry, On Co-op

Janet Boot,
Gay Lea Foods Co-op

Peter Cameron,
Co-op Developer

Russ Christianson,
Rhythm Communications

Tanya Gracie, Canadian
Co-operative Association

Peter Hough, Canadian
Worker Co-op Federation

Cathy Lang,
C. Lang Consulting

Jens Lohmueller,
Community Partners
Consulting

Education Advisory Committee

Kerr Smith, On Co-op

Erin Aldred,
GROWMARK, Inc.

Cathy Chamberlain,
CL Chamberlain
Communication

Joe Giasson,
Gay Lea Foods Co-op

Tanya Gracie, Canadian
Co-operative Association

Barry Hannah,
GROWMARK Inc.

Jan Hopper, Credit Union
Central of Canada

Janice Johnson,
GROWMARK, Inc.

Cynthia Lushman

Judi Marshall,
Ottawa-Carleton
District School Board

Jeff McCallum,
North Wellington
Co-operative Services

Lynette Stradeski,
The Co-operators

Kelly Tryon,
The CUMIS Group

Yee-Guan Wong, CIBC

Event Planning Committee

Julia Buchan, On Co-op

Tanya Gracie, Canadian
Co-operative Association

Janice Johnson,
GROWMARK, Inc.

Jeannie Shore,
The Co-operators

Finance Committee

*Ramesh Nedadur,
Rowe Farms*

Peter Allen, OSCA

Randy Grigsby,
Guelph Campus Co-op

Scott Kennedy, Central 1
Credit Union

Government Relations Committee

*Frank Lowery,
The Co-operators*

Frank Bomben,
The Co-operators

Jim Campbell,
AGRI Co-operative

Peter Cameron,
Co-op Developer

Harvey Cooper,
CHFC, Ontario
Region

Harry French,
Ontario Sustainable
Energy Association

Doug Fyfe, Countryside
Energy Co-operative

Jay Harris,
The Co-operators

Carolyn Lemon, Common
Ground Co-op

Gilles LeVasseur, Conseil
de la coopération
de l'Ontario

Kate Martin, Credit Union
Central of Canada

Luc Morin, Conseil de la
coopération de l'Ontario

Ramesh Nedadur,
Rowe Farms

Chris Rol,
The Co-operators

Linda Slavin, COIN

Melissa Wilkes,
Neill-Wycik

Government Regulations Working Group

Denyse Guy, On Co-op

Jen Heneberry, On Co-op
Glenn Agro, BDO Canada

George Alkalay,
Northfield Ventures

Michael Barrett,
Gay Lea Foods Co-op

Harry French,
Ontario Sustainable
Energy Association

Jay Harris,
The Co-operators

Ted Hyland, Iler
Campbell LLP

Gilles LeVasseur, Conseil
de la coopération
de l'Ontario

Dale Reagan, CHFC,
Ontario Region

Consultants

Auditor:
BDO Canada

Bookkeeping:
Calculated Success

Computer Maintenance
& IT: WW Works

Corporate Lawyer:
Brian Iler, Iler Campbell
LLP

Committee chairs are in italics.

The work of On Co-op would not be possible without the generosity of our membership, sector supports, champions and stakeholders.

Membership

Members

Ag Energy Co-operative

Canadian Worker Co-op Federation

Central 1 Credit Union

CHF Canada, Ontario Region

Conseil de la coopération de l'Ontario

Co-op Cabs

Credit Union Central of Canada

Gay Lea Foods Co-operative

Green Timiskaming Development Co-op

GROWMARK, Inc.

Mountain Equipment Co-op

Ontario Natural Food Co-op

Ontario Student Co-operative Association

Ontario Sustainable Energy Association

Ontario Worker Co-op Federation

Organic Meadow Co-operative

Organization for Parent Participation in Childcare and Education, Ontario

The Co-operators

The CUMIS Group

UPI Energy LP

Y's Owl Maclure

Supporters

Agri-Cultural Renewal Co-op

By the Bushel Community Food Co-operative

C. Lang Consulting

Canadian Alternative Investment Co-operative

Canadian CED Network

COIN (Community Opportunity and Innovation Network)

Common Ground Co-operative

Concentra Financial

Countryside Energy Co-operative

Grand River Car Share

Guelph Co-op Council
Homestarts Inc.

Iler Campbell LLP
Barristers & Solicitors

Kingston Community Credit Union

Lerners LLP

LIFE Co-op

LINDdesign

Mornington Communications Co-operative

Niagara Peninsula Homes

Ontario Flower Growers Co-op

Ontario Property Management Group

Options for Homes Non-Profit Corporation

Partners Indemnity
Prentice Yates & Clark

Quinte Organic Farmers' Co-op

Rhythm

Communications

Rooftops Canada

Social Housing Services Corporation

The Agency for Co-op Housing

The Association of Community Co-operatives

Toronto Renewable Energy Co-op

Upper Canada Property Management

Friends

Agris Solar Co-operative

Caisse Populaire des Voyageurs

Calculated Success

CL Chamberlain Communication

Facilitating Inclusion Co-op

Funeral Co-operative of Ottawa

Harrison Pensa

Ontario Credit Union Charitable Foundation

Superior North Community Futures Development Corp.

Dave Robertson,
Prentice, Yates & Clark
Ian Shewan, Lerners LLP

Human Resource Committee

Barry Hannah,
GROWMARK, Inc.

Donna Bailey, Credit Union Central of Canada

Michelle Cummings,
CUSOURCE Credit Union Knowledge Network

Robyn McLellan,
The Co-operators

Marketing and Communications Committee

Mark Ventry, On Co-op

Donna Balkan,
Canadian Co-operative Association

Tom Klein Beernink,
Guelph Campus Co-op

Cathy Chamberlain,
CL Chamberlain Communication

Curt Hammond,
Pearl Street.

Gareth Lind,
LINDdesign

Mario Silvestre,
The Co-operators

Spirit Award Judging Panel

Mark Ventry, On Co-op

Anne Bernhardt

Guido Chezzi

Carolyn Pletsch

Robert Wagner

Lori Gallagher, Director, Marketing and Business Development, Ag Energy Co-operative, receives her Co-operative Management Certificate from Denyse Guy, Executive Director, On Co-op, and Dr. J.J. McMurtry, Course Director, CMC Program.





Our people

Funding partners, sponsors & graduates

Funding Partners

Agricultural Adaptation Council
 Canada Summer Jobs
 Carrot Cache
 The Co-operators
 Co-operative Development Initiative (CDI)
 Ontario Market Investment Fund
 Ontario Trillium Foundation
 Service Canada

Project Management

The Credit Union Directors' Forum

2010 Co-op Conference and Gala Sponsors

Platinum

Gay Lea Foods Co-op
 GROWMARK, Inc.
 The Co-operators
 Organic Meadow Co-op

Diamond

UPI Energy LP

Gold

Iler Campbell LLP
 Lerner LLP
 Ontario Student Co-operative Association
 The CUMIS Group

Silver

CHF Canada
 CL Chamberlain Communication
 Clarion Sign, Display and Advertising
 Meridian Credit Union
 Ontario Natural Food Co-op
 Prentice Yates and Clark
 The Big Carrot

Bronze

The Agency for Co-operative Housing

Ag Energy Co-operative
 Co-op Cabs
 Farm Credit Canada
 Homestarts Inc.
 Karma Food Co-operative
 Ontario Farmer
 Options for Homes
 The Social Economy Centre
 Sumac Community Worker Co-operative
 Unifirst Canada
 WW Works
 Y's Owl Maclure

Friend

Caisse Populaire des Voyageurs
 Community Opportunity and Innovation Network
 Ontario Flower Growers Co-op

Spirit Award Sponsor

Moonscape Multimedia

Audio Visual Sponsor

The Weinstein Group

2010 Co-operative Young Leaders program

Weekly Sponsors

Alterna Savings, Junior A
 The CUMIS Group, Junior B
 Gay Lea Foods Co-op, Junior C
 UPI Energy LP, Intermediate A
 CHF Canada, Intermediate B
 GROWMARK, Inc., Senior A
 Ontario Student Co-operative Association, Senior B

Participant Sponsors

These 51 co-operatives, credit unions and sector supporters played a vital role in identifying and funding 199 CYL participants.

AGRIS Co-op*
 Alterna Savings**
 Auto Workers Community Credit Union**
 Beaver Creek Housing Co-op
 Brighton Yards Housing Co-op
 Carpenters Local 27 Housing Co-operative
 Central 1 Credit Union*
 Co-operative Housing Association of Eastern Ontario*
 Central Ontario Co-operative Housing Federation
 CYL Facilitators

Dan Benedict
 Co-op Homes
 Dunnville & District Credit Union
 FirstOntario Credit Union
 Frank G. McLoughlin Housing Co-op
 FS PARTNERS*
 Gay Lea Foods Co-op**
 Golden Horseshoe Co-operative Housing Federation
 GROWMARK, Inc.
 Halam Park Housing Co-op
 Health Care Credit Union*
 Hensall District Co-operative
 Huron Bay Co-operative
 Kellogg Employees Credit Union*
 Lavender Lane Co-operative Homes
 Libro Financial Group**
 Meridian Credit Union*
 Motor City Community Credit Union
 Neill-Wycik
 North Wellington Co-operative Services*
 Northwestern Ontario Credit Union Alliance**
 Ontario Natural Food Co-op
 Options For Homes Non-profit Corporation
 Organic Meadow Co-operative

* Sponsors who sent two or more participants in 2010.

** Sponsors who sent five or more participants in 2010.

During each CIEP intake, co-op interns participate in a three-day skills development and co-op enrichment workshop series in Guelph, Ontario.



Peel/Halton Co-operative Housing Federation
 Peoples Credit Union**
 Peterborough Co-op Homes
 Quadro Communications Co-operative*
 Quintessential Credit Union
 Sudbury Credit Union
 Sunderland Co-operative*
 Superior Credit Union
 Sydenham Community Credit Union*
 Teachers Credit Union*
 The Big Carrot*
 The Co-operators*
 The Toronto Electrical Utilities Credit Union
 Twin Oak Credit Union*
 Unigasco Community Credit Union*
 United Communities Credit Union**
 Windsor Family Credit Union
 Your Neighbourhood Credit Union*

Special Partners

Alterna Savings
 The Co-operators
 CYL Alumni
 CYL Facilitators
 Gay Lea Foods Co-op
 Libro Financial Group
 United Communities Credit Union
 The Ontario Credit Union Charitable Foundation

Co-operative Internship Experience Program

These 26 organizations hosted 40 interns during the 2010/2011 intakes.

Ag Energy Co-operative
 Apple Community Credit Union
 Bay Credit Union
 Burlington Green
 By The Bushel Community Food Co-op
 Canadian Co-operative Association
 Clarion Co-operative Homes
 Community Opportunity and Innovation Network
 Common Ground Co-op
 Country Hills Housing Co-op
 CUSOURCE Knowledge Network
 Gay Lea Dairy Heritage Museum
 Grand River Car Share
 Homestarts, Inc.
 Kingston Community Credit Union
 LSM Services
 Native Inter-Tribal Housing Co-operative
 Neill-Wycik
 Ontario Co-operative Association
 Ontario Sustainable Energy Association
 Rooftops Canada
 Science-44 Student Housing Co-op
 Thurlstone Housing Co-op
 Toronto Renewable Energy Co-operative
 Willowside Housing Co-op
 YOUR Credit Union

The Co-operative Management Certificate Program

Program Graduates, second cohort

Paula Anderson, By the Bushel Community Co-op
 Janet Brown, Sprucewoods Co-operative Homes
 Beverly Cleveland, The Co-operators
 Eric de Domenico, Autonomous Spaces Co-operative
 Jessica Duarte, Ethical Coffee Chain Trade Co-operative
 Harry French, Ontario Sustainable Energy Association
 Lori Gallagher, Ag Energy Co-operative

Tanya Gracie, Canadian Co-operative Association
 David Howard, The Agency for Co-operative Housing
 Jeff Harti, Windfall Ecology Centre
 Ashar Latif, Urbane Cyclist
 Shelly Juurlink, Organic Meadow Co-operative
 Shane Mulligan, LIFE Co-op
 Chris Perkins, The Co-operators
 Glenys Rodwell, The Co-operators
 Olga Tasci, The Agency for Co-operative Housing

Frances Wilbur, By the Bushel Community Co-op
 Iffat Zehra, Community Economic Development for Immigrant Women

Schulich School of Business/ York University

Brenda Gainer
 J.J. McMurtry
 Darryl Reed
 Maia Sanablidze
Current as of March 31, 2011

Volunteer Hours

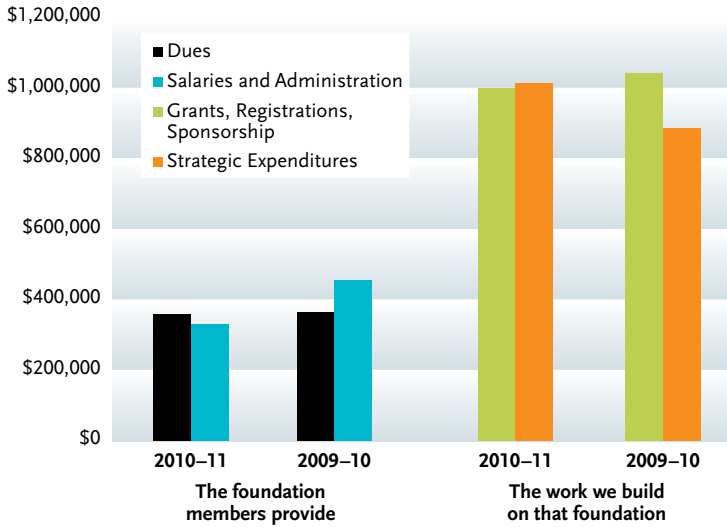
Co-operators are a giving bunch. In 2010–2011, sector volunteers provided more than 1,200 hours to the On Co-op board of directors, committees and task forces. CYL facilitators provided 6,000 hours before, during and after camp. And CYLers provided more than 118 volunteer hours at events such as the Directors' Forum, the Central 1 AGM and the Ontario Credit Union Charitable Foundation.

All together, more than 7,200 volunteer hours leveraged the reach of the Ontario Co-operative Association, linking co-operators with their communities!



Financial report

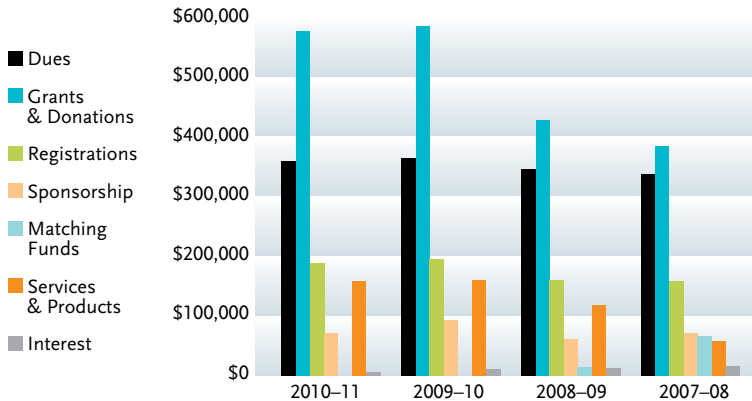
How your membership dues make a difference



Spotlight on revenue

- ▶ Revenue decreased 3.4%, with reductions in each of the six categories identified on the statement of operations.
- ▶ Dues formed just 26.4% of the 2011 revenue. The average of the prior six years has been 29.2%.
- ▶ Grants and donations now account for 42.4% of total revenue, continuing a trend of more reliance on this area for special activity funding. In 2006, donations and grants provided less than 30% of On Co-op's revenue. Significant Agricultural Adaption Council and Ontario Trillium Foundation grants provided multi-year funding and wrapped up in 2010.

Sources of income



Total Revenue: \$1,358,141

(2010 = 1,404,743)

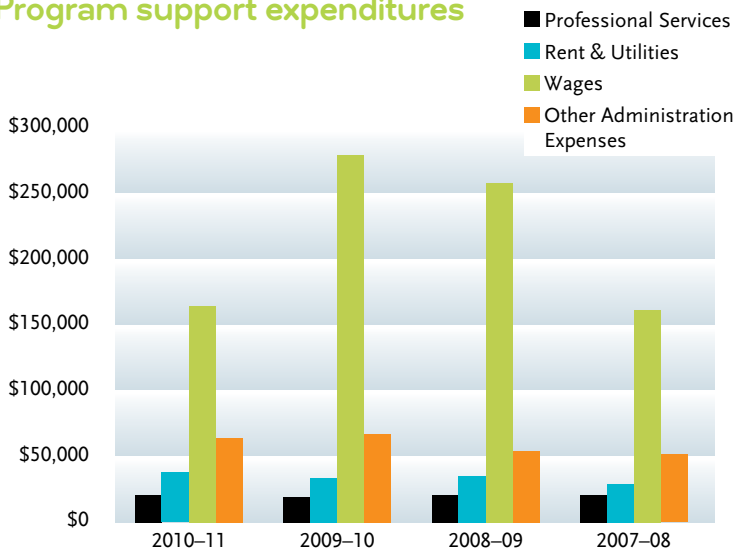
Total Expenditures: 1,341,366

(2010 = 1,343,526)

Surplus of \$16,775 will be allocated to IYC, member and stakeholder survey, staffing support and education reserves.

The surplus is due primarily to increased consulting revenue and unbudgeted operational revenue received from managing the CIEP.

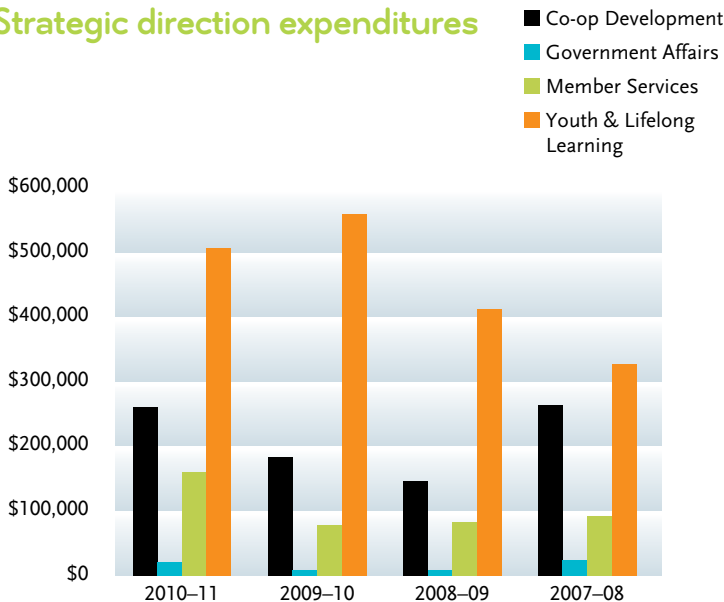
Program support expenditures



Spotlight on expenses

- ▶ Expenses decreased by \$2,100, essentially unchanged from last year.
- ▶ Significant investments were made in upgrading the On Co-op network server, updating computer equipment and totally reinventing the website and e-directory.

Strategic direction expenditures



Spotlight on Programs

- ▶ Wages are now being allocated to each project, revealing more of the true cost of On Co-op's programs and services.
- ▶ Many of On Co-op's signature programs continue to operate at a deficit and need to be supported through dues, including CYL, Gala, MPP Reception, Co-op Management Certificate Program and Membership and Communications.



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