

# Co-operatives and Mutuels Canada

**Annual Report 2014-2015**



**Empowering Co-operatives and  
Mutuels To Build Better Communities**





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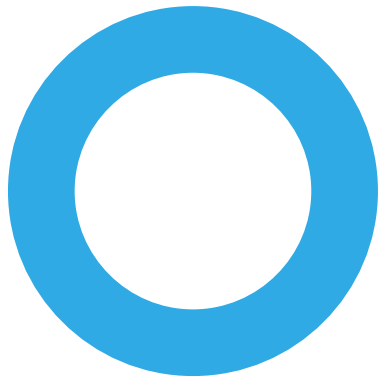
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# THE CO-OPERATIVE VALUES AND PRINCIPLES

Co-operatives are based on the values of **self-help, self-responsibility, democracy, equality, equity and solidarity**. In the tradition of their founders, co-operative members believe in the ethical values of **honesty, openness, social responsibility** and **caring for others**.

THE CO-OPERATIVE PRINCIPLES ARE GUIDELINES BY WHICH CO-OPERATIVES PUT THEIR VALUES INTO PRACTICE.

- 1 **VOLUNTARY** AND **OPEN** MEMBERSHIP
- 2 **DEMOCRATIC** MEMBER CONTROL
- 3 MEMBER ECONOMIC **PARTICIPATION**
- 4 **AUTONOMY** AND **INDEPENDENCE**
- 5 **EDUCATION, TRAINING** AND **INFORMATION**
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- 7 CONCERN FOR **COMMUNITY**



# THE **CANADIAN** **CO-OPERATIVE** AND **MUTUAL** MOVEMENT

**C**o-operatives and Mutuals Canada (CMC) is the national association representing co-operative and mutual businesses, sector federations and provincial associations. CMC's goal is to create a world class environment in Canada where co-operatives and mutuals thrive. CMC also supports wide-ranging research in partnership with leading institutions and government to inform policy decisions. Our members come from many sectors of the economy, including finance,

insurance, agri-food and supply, wholesale and retail, housing, health sector, forestry resources, education, funeral services, public utilities and community development.

CMC was launched in 2014 after the coming together of the Canadian Co-operative Association and le Conseil canadien de la coopération et de la mutualité in a historic unification of the co-operative and mutual movement. CMC is a member-owned association and

part of the global co-operative movement. Our mission is to grow the co-operative economy. Together the co-operative and mutual economy is worth more than \$70 billion annually and has over 18 million members. As the apex association, CMC's members represent a majority of the 9,000 co-operative and mutual enterprises in Canada. Our members are in every region and co-operatives and mutuals are the largest member based movement in the country. ■

# MESSAGE FROM THE **PRESIDENT** AND **EXECUTIVE DIRECTOR**

**A**s the founding President and Executive Director we are honoured to report on the progress of Co-operatives and Mutuels Canada (CMC) after our first year. We invite you to review the Annual Report on our activities and to offer your ideas and perspectives on our progress.

As you know, the April 1, 2014 launch of Co-operatives and Mutuels Canada (CMC) was a historic celebration for the co-operative and mutual movement in Canada. This was the start of a new way of communicating, engaging, planning and strategising for the sector at the national level. We have been hard at work building our capacity to fulfill this new mandate. The CMC staff and

board have developed a new plan **with our members, for our members.**

As we mark our first anniversary, there is a strong sense of momentum, moving from building our organizational foundations to implementing our strategic plan.

The CMC board has accomplished significant goals and managed important transitional changes. Many members clearly expressed their optimism during and after the 2014 Annual General Meeting (AGM) in Moncton, motivating the CMC board and team to push hard on the next steps in the emergence of CMC.

To honour that optimism, we are happy to share key

developments from the past year that show the progress we have made. We want you to know that your engagement in this formative period has been a positive influence on everything we have done.

The most promising signals in Canadian co-operation in 2014 – 2015 have been from co-operatives working together to achieve our goals. We have been working together to establish the Canadian Co-operative Investment Fund (CCIF). Solving the well-known gap in access to capital for the start up and growth of co-operatives will be a major achievement. This collaborative effort is now emerging in other areas, such as building participation in innovative

co-operative developments, sharing our collective identity, and building an understanding of the sustainability of the co-operative model.

Throughout 2014, CMC has been building awareness in Ottawa about the role co-operatives and mutuals can play in securing a more prosperous future for Canadians. With the help of our members and supporters, the momentum we have will lead to government support that can unlock more co-operative potential in Canada.

As we push for broad support from government, we must also acknowledge the shifts in the co-operative and mutual landscape that are happening almost daily. There has been ongoing consolidation in the financial, insurance and agriculture sectors, large acquisitions and, occasionally, co-ops and mutuals faced with demutualization. As we organise and speak as representatives

of the co-operative and mutual movement we need to be aware of the growing distance between large players and newer co-op enterprises. We must work to strengthen our links through the co-operative principles and look for ways of supporting a fair environment for all types of co-ops and mutuals.

Resolutions adopted at the 2014 AGM included a review of our board and membership structure. The review, undertaken by the Institute on Governance (IoG), recommended a continuation of the board structure as is. The membership review is in process, and there will be a member consultation in June, at the 2015 AGM in Saskatoon.

Progress has been made on all the projects that flowed from resolutions passed at the 2014 CMC AGM. The work on a national co-op development strategy continues into this year and we look forward to

the launch of the CCIF in a few months. Both of these projects constitute the requests made to the federal government and will remain our focus during this election year.

The transition to a new, bilingual national association is now complete and we are currently focused on the challenges and opportunities that lie ahead.

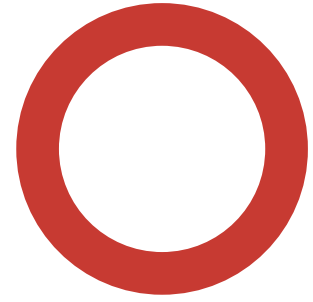
We thank our members for their hard work and commitment to advancing the goals of co-operation in all sectors and in every community. CMC members are at the heart of the co-operative and mutual movement in Canada and they provide the leadership and resources to promote co-operative values. Through that work and commitment we look forward to helping you make this decade a co-operative decade in Canada. ■



Léo LeBlanc, President



Denyse Guy, Executive Director



## SUMMARY OF THE INTERNATIONAL CO-OPERATIVE ALLIANCE **BLUEPRINT FOR A CO-OPERATIVE DECADE**

These are the five interlinked and overlapping themes of the Blueprint strategy:

### DIFFERENTIATORS

#### **PARTICIPATION**

Co-operatives are better because they give individuals participation through ownership, which makes them inherently more engaging, more productive, and both more useful and more relevant in the contemporary world. The aim is to elevate participation within membership and governance to a new level.

#### **SUSTAINABILITY**

Co-operatives are better because their business model creates greater economic, social and environmental sustainability.

#### **IDENTITY**

Co-operatives are a business model that puts people at the heart of economic decision-making and bring a greater sense of fair play to the global economy. The objective is to develop our external identity to ensure that co-operatives are seen and understood by everybody from policy-makers to the general public. The aim is to build the co-operative message and secure the co-operative identity.

### INHIBITORS/ FACILITATORS

#### **LEGAL FRAMEWORKS**

Co-operatives in every jurisdiction exist within a legal framework. This framework plays a critical role for the viability and existence of co-operatives. The Blueprint seeks to ensure supportive legal frameworks for co-operative growth.

#### **CAPITAL**

Co-operatives need access to capital if they are to be established, grow and flourish. The aim is to secure reliable co-operative capital while guaranteeing member control.



# CMC'S STRATEGIC PLAN ALIGNS WITH THE ICA BLUEPRINT

In the spring of 2014 the CMC team facilitated eight regional meetings with our membership to discuss our strategic plan. Eighty-eight participants provided feedback on the plan presented and that feedback informed the creation of a 10-year strategic plan.

The message sent from the participants was clear: CMC exists to unite, promote and develop co-operatives and mutuals. In our deliberations on how to achieve our 10 year goals, a three-year strategy emerged with key strategic directions that align with the International Co-operative Alliance's (ICA) *Blueprint for a co-operative decade*.

**1** Our strategy involves taking a leadership role in advancing the goals of the *Blueprint* in Canada.

**2** It also requires us to review our membership structure and funding model in order to evolve as a movement.

**3** We will develop digital communications that position CMC as **the** "network of co-op networks".

**4** We will build a national perspective with data and intelligence of co-operatives and mutuals in Canada.

**5** We will work with members and federations to grow co-ops and mutuals and increase opportunities.

But we can't do this alone: The strength of our plan comes from working with CMC's diverse membership. Together, the work that we all do will extend the beneficial advantages of co-operative and mutual enterprises and build a better Canada.

In the coming years CMC will work to create a world-class environment for co-operatives and mutuals to grow and thrive. Our first strategic steps toward that goal are now well under way and many of these activities are explained in more detail in this report. By 2017 there will be an assessment of our progress to clearly determine the next bold steps. ■



# CMC'S **INAUGURAL** **CONGRESS** AND **AGM**

# unite





Participants at Congress 2014 were made to feel right at home in downtown Moncton, New Brunswick at the Delta Beausejour hotel and conference center. “Hub City” is a friendly place with a unique bilingual culture that was well suited to the occasion. The Co-operative Congress, held last June, was the first for a newly unified Canadian co-operative and mutual movement. After many years of discussion and some resolute decisions to change how co-operatives and mutuals from the English and French communities would associate

in Canada, Congress was an affirmation that we got it right.

Congress was more than a celebration of our new, unified identity. It was a first rate networking and learning opportunity for co-operators from different backgrounds. In the learning labs, Congress participants experienced local food and agriculture at the famous Magnetic Hill Winery. Others chose to visit the Université de Moncton to discuss capitalization and partnerships for co-operative development. Co-op history buffs were invited for an inside look at Co-op Atlantic headquarters.

The first Annual General Meeting of Co-operatives and Mutuals Canada brought forward nine resolutions that are shaping the work and activities of the CMC staff and Board. Agreement on these next steps was clear and quickly decided, leaving time for presentations from CMC staff to members and for member updates from the floor.

The 2015 Co-operative Congress is taking place in Saskatoon, Saskatchewan. Saskatchewan, like New Brunswick, is another unique region for co-op history and activity for attendees to explore. ■









# THE 2014 INTERNATIONAL SUMMIT OF CO-OPERATIVES



**CMC** was actively involved in the **International Summit of Co-operatives**. 2014 was the second edition of the Summit, co-hosted by the ICA and the Desjardins Group, attracting over 3,000 registrations from 93 countries. The Summit provided an opportunity to listen to many unique national experiences on a variety of co-op topics, such as health and wellness and food security. The overwhelming success of the 2014 Summit led to the ICA and Desjardins Group announcing in March 2015 that a

third Summit will be held, once again, in Quebec City in October 2016.

CMC and the *Conseil québécois de la coopération et de la mutualité* (CQCM) hosted a successful co-venture: **Place Canada**, a Canadian pavilion on the trade show floor. The multi-functional space featured a variety of content and activities, such as presentations and co-op product tastings. These attracted attention and visitors, and the feedback received from both CMC members and

a post-Summit survey indicated that 94% of participants visited Place Canada. It was a hub of Canadian information and the source of popular fair trade co-op espresso and chocolate; it also served as a visitor and networking centre for our fellow co-operators from Canada and around the world.

The planning for the 2016 International Summit of Co-operatives begins now, and we look forward to an even greater success. ■

# DELEGATE **ENGAGEMENT**

**CMC** adopted a resolution at the AGM in 2014 to establish a delegate development plan. Engaging with member delegates is a vital part of fulfilling CMC's mandate. In person discussions are important to making progress in aligning the co-operative and mutual movement at the national level. In November 2014 we held the first ever delegates meeting in Ottawa, which was attended by 58 delegates. This



Hannan Yousef, IStrategy Manager, International Co-operative Alliance (Presenter), Yuill Herbert, delegate for the Canadian Worker Co-op Federation, and Hazel Corcoran, Vice President of the CMC Board of Directors.

event offered the opportunity for one-on-one discussions with members from around the country to share information and views. Scheduled a mere eight months after CMC's launch, the meeting brought delegates together for substantive discussions that helped explore member positions on topics such as dues calculation, the size and structure of the board and demutualization.

The delegates received updates directly from CMC staff and a detailed briefing from Mona Frendo, Industry Canada's Director of Policy Coordination



Jack Wilkinson, CMC Board Director and Chair of the Government Affairs Committee updating delegates.

and Regulatory Affairs, on the progress being made on the 2012 Parliamentary Special Committee on Co-operatives recommendations. There was an in depth discussion on the International Co-operative Alliance's *Blueprint* and an information session with the CMC Board of Directors. This direct approach to involving member organisations in CMC is building a process that informs decision making as we implement our strategic plan. ■



J. Benoit Caron, Directeur général de la Fédération des coopératives de services à domicile et de santé du Québec (FCSDSQ) and Clint 'Dusty' MacDonald is President/Chair of the Board of Federated Co-operatives. Limited (FCL), CMC delegates.



# NATIONAL COMMITTEES

**CMC** works with our members through national working groups and committees to promote and advance our strategic goals. Effective communications channels with a national perspective are central to being a network of networks for co-operatives and mutuals in Canada.

The current national committees working with CMC include:

- Co-operative Development Advisory Committee (CDAC)
- Government Affairs Committee
- Canadian Co-operative Investment Fund Committee
- First Nations, Métis and Inuit Co-op Development Program Committee
- Table des conseils provinciaux (Table des cp)
- Committee of Regional Executives (CORE)
- Canada's Emerging Co-operators (CEC)

- Measure the Co-operative Difference Research Network (MCDRN)
- Canadian Co-operative Research Network (CCRN)
- Canadian Co-operative Communicators Network

These committees are the first line of engagement with our members in collectively planning and implementing aspects of the CMC Strategic Plan. There is ongoing outreach for co-operators with expertise and a desire to collaborate on co-operative issues to become involved in the Government Affairs, CEC and the Communicators Network.

A taskforce on the "Co-operative Decade" will be created this summer to expand and replace the CDAC. We look forward to an expanded discussion and process on co-op and mutual development in 2015. ■

## TASK FORCE COMMISSIONS REPORT

Following the 2014 resolution from the AGM, CMC created a task force on Demutualization. In late 2014 the CMC task force commissioned Murray Fulton and Jean-Pierre Girard to research and report on the issue at the 2015 AGM. CMC and members also commented on draft regulations issues by the federal government in February 2015.



# GOVERNMENT **AFFAIRS**

In 2014, CMC established a new Government Affairs Committee to manage national perspectives on the sector in our representations to government. The committee, chaired by Jack Wilkinson, held 3 meetings in the first year. Following a resolution to adopt a public policy process at the 2014 AGM in Moncton, the committee began applying this process to policy positions and lobby efforts to the federal government. This process is now functioning and allowing CMC to be accountable to members while building consensus on common interests at the federal level. An assessment of the public policy process will be presented at the 2015 AGM in Saskatoon.

CMC has made formal requests to the federal government for **support of the Canadian Co-operative Investment Fund (CCIF)** and for their partnership

in developing a **national co-operative development strategy**. These requests, submitted to the Department of Finance as a pre-budget submission, were followed by a presentation to the Standing Committee on Finance (FINA). There was no mention of the requests in "Budget 2015" on April 22.

## **INDUSTRY CANADA** RELATIONSHIP

The report from the Special Committee on Co-operatives in 2012 made **8 recommendations** to the Government of Canada. One recommendation, implemented two years ago, moved responsibility for co-operatives to Industry Canada (IC) and this has been both a good fit and an evolving relationship. CMC continues to work with Industry Canada on the implementation of more recommendations.

As an example, Industry Canada has made progress on the recommendation to consult with the sector and educate regional development offices about the benefits of the co-op model. The co-operative unit at IC has met with more than 100 co-operatives or co-operative stakeholders in the two years since taking over responsibility. We look forward to Industry Canada promoting the model to regional development agencies as an advantageous solution in the next year.

The IC Standing Committee on Official Language Minority Communities reported in March 2015 that co-ops are an excellent tool in meeting community needs.



## **CO-OPERATIVE CAUCUS** BUILDS AWARENESS AMONG **PARLIAMENTARIANS** IN OTTAWA

The All Party Caucus on Co-operatives held eight meetings in the last year. A wide variety of presentations contributed to building awareness among Members of Parliament and resulted in some key suggestions that have led directly to strategic opportunities. The three Chairs of the Co-op Caucus, Joe Preston, MP Elgin – Middlesex – London, Hélène LeBlanc, MP LaSalle – Émard and Mauril Bélanger, Ottawa – Vanier, worked diligently to build a better understanding of the co-operative and mutual sector on Parliament Hill.

## PRE-ELECTION **CAMPAIGN** PLANNING

The focus of the Government Affairs Committee's pre-election strategy has been the formal requests to government for support of the CCIF and a National Co-operative Development Strategy. Information sheets were prepared that will be used to engage candidates on co-operative issues leading up to and through the next election. The strategy will reach out to the leadership of all political parties and invite them to include the policies we are promoting in their respective platforms. Our members will be engaged to promote these policies in their respective ridings and also to invite candidates to the All Party Co-op Caucus if they are elected. ■

## TOPICS OF DISCUSSION IN THE CAUCUS

- Financial co-op tax fairness
- Opportunities for co-ops in health care
- End of co-op housing operating agreements
- Agricultural co-op tax fairness
- Strength of retail co-op sector
- Federal government stakeholders
- Health and wellness opportunities
- Opportunities for investment in co-ops by the Business Development Bank (BDC)



# 2014 **PARLIAMENTARY** RECEPTION

Speaker of the House of Commons Andrew Scheer hosted the Co-op Parliamentary Reception in November 2014. Joe Preston, H       LeBlanc and Mauril B      , the Co-op



*Joe Preston, MP for Elgin - Middlesex - London, welcomes guests to the Parliamentary Reception*

Caucus co-chairs welcomed the crowd, and each shared their thoughts about the co-operative and mutual movement.

CMC was honoured to have this years' co-operative reception take place in the Speakers private dining room on Parliament Hill. The Speaker agreed to host this event because the reception is bilingual, non-partisan and non-political. The reception was very well attended with

approximately 60 MPs from all parties and 70 co-operators mingling and enjoying the historic setting inside Centre Block of the Houses of Parliament. ■



*CMC President L       LeBlanc thanks MPs Mauril B      , Joe Preston and H       LeBlanc for their work*

# COMMUNICATIONS

In 2014, CMC communications development efforts were focused on creating a digital network for sharing information with our members and our management committees. The CMC member intranet was developed in 2014 and launched in March 2015. There are currently 20 user groups with more than 150 registered participants. The member site is a private intranet that centralizes information sharing and discussion. It features integrated translation allowing people to post in their own language with the confidence that the information is properly translated and shared with everyone. The results so far show progress and the expectation is that many more co-operators and mutualists will be added to this site over the coming year.

## CO-OP WEEK 2014 — THINK CO-OPERATIVE



The theme for Co-op Week 2014 was popular and simple to embrace: **Think Co-operative**. Co-ops across the country engaged in the week-long campaign by creating their own events to celebrate this Canadian tradition. Promotional resources were made available for free from the [canada.coop](http://canada.coop) web site and promoted through

our news and social media channels. Arctic Co-operatives worked with CMC to translate the campaign into Inuktitut, and, in future, we hope to translate campaigns into other languages as well, to reflect, and engage with, the diversity of the co-op experience in Canada.

The theme selected by the national co-op week committee for 2015 is “Our Co-op Advantage.” This year Co-op Week begins October 11.

2015 Theme:  
“Our co-op advantage”







de



## CANADA'S EMERGING CO-OPERATORS

Canada's Emerging Co-operators (CEC) was founded in June 2014 at the inaugural CMC congress through the amalgamation of The National Young Co-operators (NYC) and Les jeunes coopérateurs et mutualistes (JCMC), forming a single national committee to champion issues important to emerging co-operators in Canada.

The creation of CEC was a natural evolution as the NYC and JCMC had begun working together in the fall of 2013 on a bilingual mentorship program. Adapted from Credit Union

Central of Canada's (CUCC) Emerging Leaders Mentorship program, the CEC mentorship program is an opportunity for emerging co-operators to be mentored by experienced co-op leaders. Mentors coach emerging co-operators through projects in areas of member engagement, governance, human resources, marketing or operations. The program begins again this fall and the projects will run through to March 31, 2016.

CEC is also recruiting new emerging co-operators to join the committee. Co-operative or mutual employees or board members 18-35 years old are eligible to apply.

## THE CANADIAN CO-OPERATIVE COMMUNICATIONS NETWORK

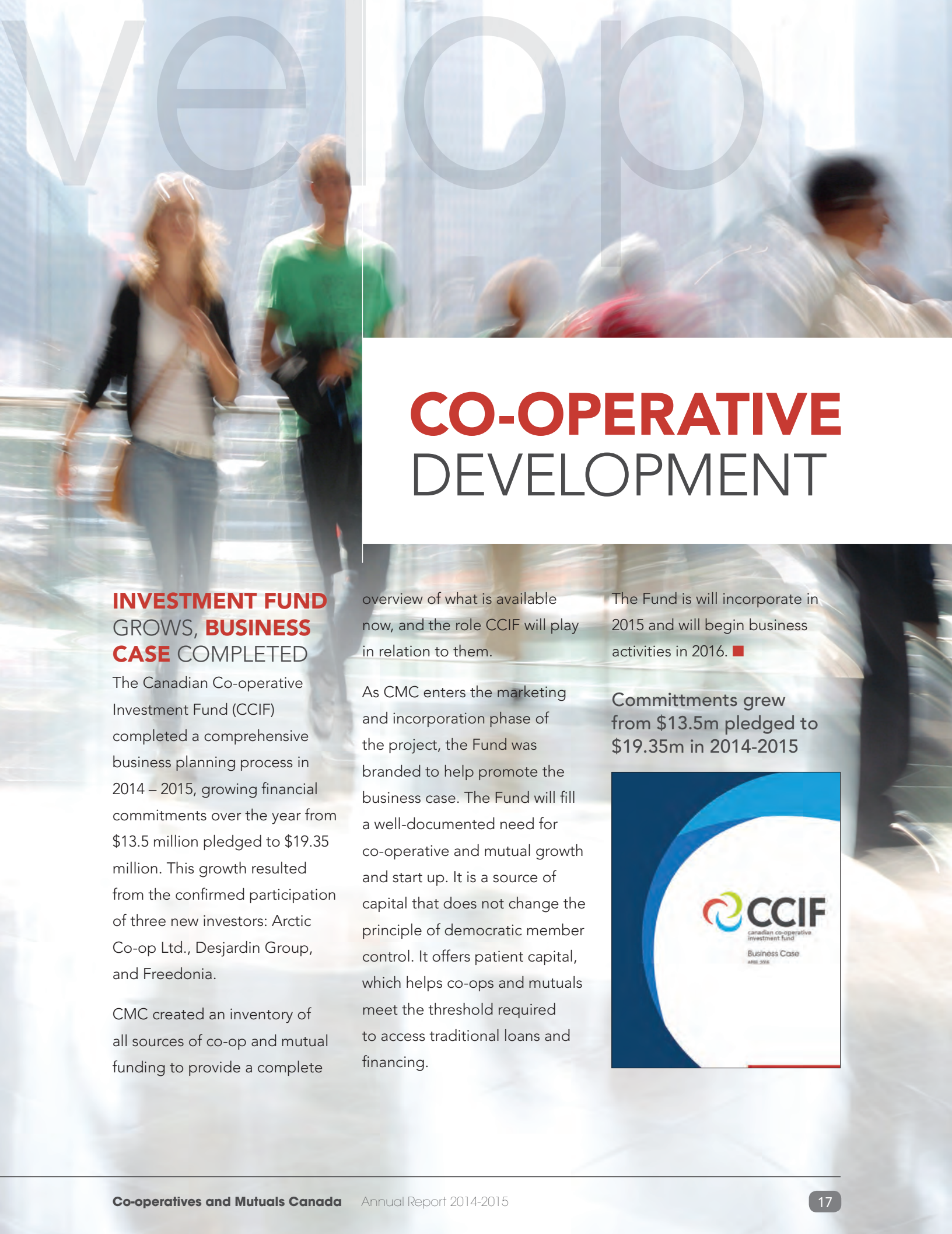
In 2014-2015 CMC began enlisting co-operative communicators who are involved in communications, marketing, public relations, and social media in the co-op movement

to help achieve the goals of CMC's Strategic Plan. The network is an informal collective that shares campaigns or information through the reach of our newsletters and social media presence. Professional communicators from member organizations, who have a vested interest in co-operative values and principles, will have centralised access to networks and expertise to achieve shared communications goals.

The anticipated role of the network is:

- To promote "Co-op Week" each year with the goal of celebrating co-operation and sharing the values and advantages of the co-op business model.
- To leverage our combined strength on social media platforms.
- The network shares news stories and press releases.
- The network promotes use of the ICA co-operative marque and .coop domain. ■





# Develop

## CO-OPERATIVE DEVELOPMENT

### INVESTMENT FUND GROWS, BUSINESS CASE COMPLETED

The Canadian Co-operative Investment Fund (CCIF) completed a comprehensive business planning process in 2014 – 2015, growing financial commitments over the year from \$13.5 million pledged to \$19.35 million. This growth resulted from the confirmed participation of three new investors: Arctic Co-op Ltd., Desjardin Group, and Freedonia.

CMC created an inventory of all sources of co-op and mutual funding to provide a complete

overview of what is available now, and the role CCIF will play in relation to them.

As CMC enters the marketing and incorporation phase of the project, the Fund was branded to help promote the business case. The Fund will fill a well-documented need for co-operative and mutual growth and start up. It is a source of capital that does not change the principle of democratic member control. It offers patient capital, which helps co-ops and mutuals meet the threshold required to access traditional loans and financing.

The Fund is will incorporate in 2015 and will begin business activities in 2016. ■

**Committments grew from \$13.5m pledged to \$19.35m in 2014-2015**



# CMC ENGAGEMENTS WITH THE FRANCOPHONIE

CMC has been engaged with francophone organisations over the last year. CMC participated in the *Forum des leaders*, 2014. This event was organised by the Fédérations des communautés francophones et acadiennes, which is made up of 33 organizations and institutions that work in community development promoting francophone minority language community economic development.



FÉDÉRATION DES COMMUNAUTÉS  
FRANCOPHONES ET ACADIENNE  
du Canada



In 2014, CMC signed a partnership agreement with RDÉE Canada, the non-profit national organization whose mission is the growth and economic development of Francophone minority communities across Canada. It is present in all provinces and territories through the provincial or territorial RDÉE Network. CMC has agreed to share promotion of our services and networks with RDÉE.

On an international level, CMC President Léo LeBlanc was invited to accompany Prime Minister Stephen Harper to the *Sommet de la francophonie* in Dakar, Senegal. The invitation was in recognition of CMC's role as a bilingual association committed to the promotion of the co-op model as an economic solution within Official Language Minority Communities (OLMC). ■



# FIRST NATIONS, MÉTIS AND INUIT CO-OPERATIVE DEVELOPMENT PROGRAM

The First Nations, Métis and Inuit co-operative development program (FNMI) provides funding for initial advice, counseling, and education for aboriginal communities interested in starting up new co-operatives. FNMI is a Co-operative Development Foundation of Canada (CDF) initiative with a mission to relieve poverty by creating jobs, providing goods and services needed in communities, and helping to develop skilled workers. CMC, in partnership with provincial associations and co-op developers across the country, delivers the program on CDF's behalf to bring local projects along the path to realization.

The FNMI program was renewed for an additional five years. The call for proposals in the spring of 2015 received 20 responses with total requested funding of \$783,892, the successful proposals will be announced soon. ■

## EIGHT PROJECTS RECEIVED FUNDING IN 2014

### **Aboriginal Friendship Centres of Saskatchewan, SK – \$3,000**

FNMI funds were used for a feasibility study on a wholesale food co-op that would purchase and distribute traditional aboriginal foods from hunters, fishermen, berry pickers, and wild rice suppliers to 11 member friendship centers throughout Saskatchewan.

### **Tsuu T'ina Nation, Calgary, AB – \$4,000**

FNMI funding was used to explore the co-operative model as an option for either organizing a small business hub, or as an approach to potential joint ventures among groups of community entrepreneurs with shared interests.

### **Kikino Métis Settlement, Kikino, AB – \$8,000**

FNMI funding was used to hold workshops, form a Steering Committee, undertake a co-op feasibility study, and involve surrounding communities. The project idea is a co-op general store that would sell groceries, fuel, household items as well as wholesale and group purchasing for other communities in the region.

### **Lennox Island First Nation, Lennox Island, PEI – \$7,000**

Funding was used for co-op training and a feasibility study on forming a co-op general store that would provide groceries, hardware, fishermen's supplies, clothing, dishes, office supplies and potentially in the future, a home centre.

### **Muskoday First Nation, Muskoday, AB – \$5,000**

The funding allowed for a feasibility study and preparation of an application to the Band's economic opportunity fund to form an Auto repair worker co-op owned by aboriginal mechanics.

### **Old Crow Retail Co-op, Old Crow, YT – \$8,000**

A new 4,000 square foot retail co-op is launching in Old Crow. It will feature a postal service, banking services, and residence for the manager. Arctic Co-ops Ltd will provide inventory, operational guidance, and staff training.

### **Saskatchewan First Nations Economic Development Network – \$8,000**

The development network held four regional training workshops for Chiefs, Bands, Tribal Councils, aboriginal economic development staff, and educators in Saskatchewan.

### **Thunderchild First Nation, Turtleford, SK – \$7,000**

FNMI funding was used to train band staff and agricultural trainees through visits and on-reserve sessions, undertake a feasibility study, and determine the viability of a co-op project.



# RESEARCH AND EDUCATION



The Measuring the Co-operative Difference Research Network (MCDRN) entered the final year of its five-year research initiative in 2014-2015. The Network is led by CMC, in partnership with the University of Victoria, University of Saskatchewan, Saint Mary's University and Mount-Saint-Vincent Universities, together with a wide range of other practitioners and academics across the country.

Researchers and practitioners have been reporting preliminary findings on research projects, via an MCDRN webinar series six times per year, as they prepare for the final report in 2015.

The research findings from MCDRN will be consolidated into a mixed media web site to

make the research as accessible as possible. This web site is set to launch in 2015. ■

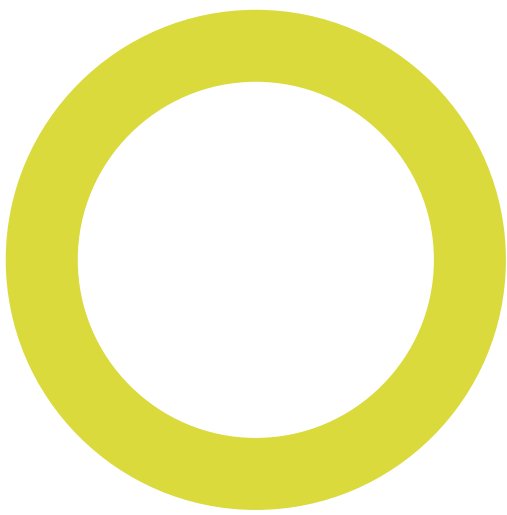
## INTELLIGENCE GATHERING AND **DATABASE** PLANNING AND **PARTNERSHIPS**

CMC has met several times with Industry Canada and communicated the need for more up-to-date, accessible, and relevant data to allow the sector to develop strategies and make sound decisions. To date, 2010 data remains the latest publicly released data on co-operatives from a national perspective. CMC continues to advocate for a partnership approach to data in the sector that supports our growth objectives.

To help supplement this, CMC undertook a three-month pilot project to gather annual reports, financial statements, and other publicly available data on the sector. The goal was to better understand how much

of the sector CMC's members represent. We also sought key indicators such as revenues, employees, patronage, and social and environmental impacts, to see if they could be collected and analyzed from publicly available sources. The results of this pilot project were encouraging enough to move forward with a second stage – working with our members to not only collect basic data on the sector, but also intelligence on what is behind the numbers. The goal will be to publish sector forecasts and fact sheets, which will support our Co-op Development strategy work. ■





## THE IAN MACPHERSON LEGACY FUND SPONSORS TWO IN YEAR ONE

The Ian MacPherson Legacy Fund disburses up to \$5,000 per year to support university students for conference travel, research and engagement with the co-operative sector.

The fund is a partnership between The Co-operative Development Foundation of Canada (CDF), CMC, and the Canadian Association for Studies in Co-operation (CASC). During its inaugural year in 2014, the fund provided two students

– Justin Ellerby and Andrius Ragainis – with conference and research support.

Justin is an MBA in CED student at Cape Breton University who was funded for the costs associated with attending three events, including his work at the International Co-operative Alliance Research Conference in Croatia organizing the Emerging Scholars Initiative. Andrius is a student at York University and involved in the Green Campus Co-op and also student co-op research. Andrius received funding to attend the 2014 CASC conference.

Dr. MacPherson, who the fund is named after, was known internationally for his role in the 1995 revision of the co-operative principles and his work linking co-operatives to peace and social cohesion. He died on November 16, 2013 at the age of 74, and this fund is a way to honour and further his life's work. ■

## SECTOR PROFILES

CMC has developed co-op and mutual sector profiles to help stakeholders better understand the diversity and scale of the sector. These profiles will continue to evolve as new data becomes available.





# CO-OP IDENTITY

The International Co-operative Alliance (ICA) has been actively promoting the *Blueprint for a Co-operative Decade: Co-operative identity*. CMC is actively supporting these efforts in Canada and encouraging Canadian co-ops to adopt the common co-op

identity known as the marque. Since the 2013 launch of the international co-op brand, 104 Canadian co-ops have registered for the marque, while around the world more than 1000 co-ops have adopted it in 94 countries.

The use of a co-ops only domain name, .coop, has also been growing at an equal pace. Using common tools is central to the building recognition of the co-op model in a bid to make co-ops the fastest growing form of enterprise by 2020. ■

# INTERNATIONAL **CO-OPERATIVE** ALLIANCE

**CMC** is the sole Canadian member of the International Co-operative Alliance (ICA). CMC engages with them in many ways as we represent the Canadian co-operative movement internationally. The Alliance is made up of 283 organizations in 94 countries giving voice to more than one billion people.

In the two years since the launch of the ICA Blueprint, there has been mobilization and information sharing across the global movement. This momentum is becoming evident in Canada and influencing how we move ahead strategically. The ICA document organizes national organizations and arms them with the knowledge that, with appropriate support and greater understanding and recognition, co-ops and mutuals can contribute much more.

The ICA Blue Ribbon Commission on Co-operative Capital, chaired by Kathy Bardswick, CEO of the Co-operators, worked throughout 2014 with the Filene Research Institute on assessment of where co-operatives are securing their growth capital, as a starting point for their further work on solutions to ensure a reliable stream of co-operative capital. The preliminary findings of that work were presented at the Summit in October 2014 and the final report was made available in April 2015.

This international report helps CMC provide the global context on our own efforts to build financial tools that will assist in the economic growth of co-operatives and mutuals in Canada. ■

## THE ICA WORLD CO-OPERATIVE MONITOR

The World Co-operative Monitor is a database reporting on the value and impact of co-operatives globally and regionally. The third edition was published in 2014 and it has revealed that the revenues of the largest 300 co-operatives (who reported) over the last 3 years have grown by 11.6% to reach 2.2 trillion USD in 2012. The top 300 co-operative and mutual enterprises in the 2014 Monitor account for \$2,205.7 billion USD in annual revenue, of which \$165 billion USD is derived from the banking and financial services sector and \$1,156.5 billion USD from the insurance and mutual sector.



# OUR **BOARD** OF **DIRECTORS**



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**President**

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Ex officio on all  
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Attendance: 30/34



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Attendance: 13/15



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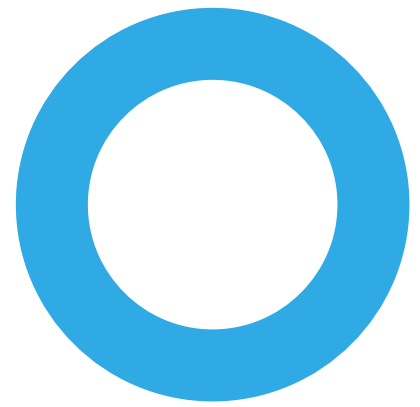
Attendance: 8/13



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Government Affairs  
(Chair)  
Attendance: 17/17





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Resolutions  
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Attendance: 12/18



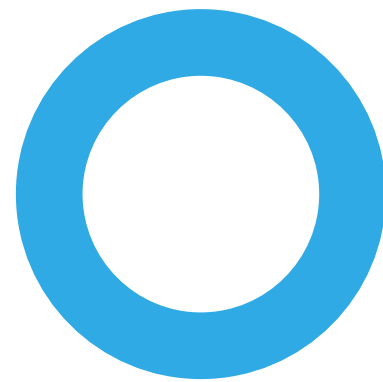
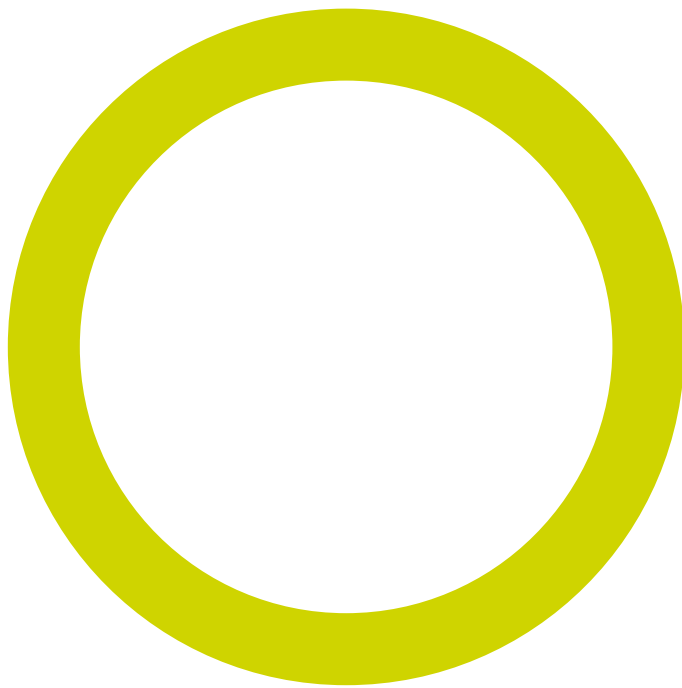
**Clint "Dusty"  
MacDonald**  
**Director**

Committees:  
Governance,  
Government Affairs  
Attendance: 12/12



**Nick Sidor**  
**Director**

Committees:  
Nominating (Chair),  
Awards (Chair)  
Attendance: 10/10



# THE **CMC** TEAM

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Executive Director

**Madeleine Brillant**

Director of Corporate Affairs

**Tanya Gracie**

Manager of Member  
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**Ashley Denny**

Member Engagement  
Coordinator

**Brendan Denovan**

Communications Manager

**Ghassen Athmni**

Communications Assistant

**Michaël Béland**

Manager of Co-operative  
Development

**David Fleming**

Manager of Research and  
Education

**René Bernatchez**

Finance Manager

**Michele Snyder**

Office Administrator

# OUR MEMBERS

- The Agency for Co-operative Housing
- Agropur Co-operative
- Alberta Community and Co-operative Association
- Alberta Federation of Rural Electrification Associations (AFREA) Ltd.
- L'Alliance des caisses populaires de l'Ontario
- Arctic Co-operative Development Fund
- Arctic Co-operatives Ltd.
- Atlantic Central
- British Columbia Co-operative Association
- Caisse Groupe Financier
- Calgary Co-operative Association Ltd.
- Canadian Association of Mutual Insurance Companies (CAMIC)
- Canadian Association for Studies in Co-operation (CASC)
- Canadian Worker Co-op Federation
- Central 1 Credit Union
- Centre for Co-operative and Community Based Economy, University of Victoria
- Centre for the Study of Co-operatives, University of Saskatchewan
- Concentra Financial Association
- Conseil acadien de la coopération (NB)
- Conseil Coopératif Acadien de la Nouvelle-Écosse
- Conseil de développement coopératif de l'Île-du-Prince-Édouard
- Conseil de développement économique de l'Alberta
- Conseil de développement économique des municipalités bilingues du Manitoba
- Conseil de la coopération de l'Ontario
- Conseil de la coopération de la Saskatchewan
- Conseil québécois de la coopération et la mutualité
- Co-op Atlantic
- Co-operative Enterprise Council of New Brunswick
- Co-operative Housing Federation of Canada
- Co-operative Management Studies, Saint Mary's University
- The Co-operators Group Ltd.
- La Coop fédérée
- CoopZone
- Credit Union Central of Alberta
- Credit Union Central of Canada
- Credit Union Central of Manitoba
- The CUMIS Group Ltd.
- Federated Co-operatives Ltd.
- Fédération des caisses populaires acadiennes
- Fédération des coopératives de paramédics du Québec
- La Fédération des coopératives du Nouveau-Québec
- Fédération des coopératives de santé et services à domicile du Québec
- Fédération des coopératives funéraires du Québec
- Federation of Alberta Gas Co-ops Ltd.
- Fédération québécoise des coopératives en milieu scolaires (COOPSCO)
- Fédération québécoise des coopératives forestières
- Gay Lea Foods Co-operative Ltd.
- GROWMARK Inc.
- Health Care Co-operatives Federation of Canada
- IRÉCUS, Université de Sherbrooke
- Manitoba Cooperative Association
- Mountain Equipment Co-op
- Mouvement Desjardins
- Newfoundland – Labrador Federation of Co-operatives
- Northumberland Dairy
- Nova Scotia Co-operative Council
- Ontario Natural Food Co-op
- Ontario Co-operative Association (On Co-op)
- PEI Co-operative Council
- SaskCentral
- Saskatchewan Co-operative Association
- Scotsburn Co-operative Services Ltd.
- UFA Co-operative Ltd.

# OUR FINANCIALS

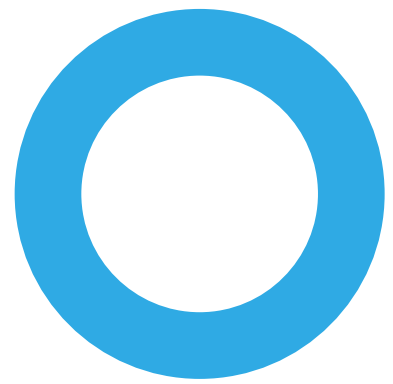
(EXCERPT OF AUDITED FINANCIAL STATEMENTS)

## BALANCE SHEET

As at March 31, 2015

	2015	2014
	\$	\$
<b>Assets</b>		
Cash and equivalents - current	3,160,026	1,765,032
Other assets - current	232,919	152,904
Capital assets, net	33,727	35,522
<b>Total assets</b>	<b>3,426,672</b>	<b>1,953,458</b>
<b>Liabilities</b>		
Deferred revenue - current	1,977,094	657,703
Other liabilities - current	148,267	140,639
<b>Total liabilities</b>	<b>2,125,361</b>	<b>798,342</b>
<b>Equity</b>		
Unappropriated surplus	903,744	880,116
Conference reserve	130,567	125,000
Stabilization reserve	150,000	150,000
Canada Cooperatives Act reserve	22,000	—
Data Base reserve	50,000	—
Investment Fund reserve	45,000	—
<b>Total equity</b>	<b>1,301,311</b>	<b>1,155,116</b>
<b>Total liabilities and equity</b>	<b>3,426,672</b>	<b>1,953,458</b>





## REVENUES, EXPENSES AND EQUITY

	(12 months)	(3 months)
	2015	2014
	\$	\$
<b>Revenues</b>		
Membership Dues	2,171,933	587,761
Grants	249,654	23,080
Registration fees and sponsorships	87,812	—
Other revenues	36,566	1,314
Interests	17,087	850
<b>Total revenues</b>	<b>2,563,052</b>	<b>613,005</b>
<b>Expenses</b>		
Salaries and benefits	882,340	200,214
Administrative expenses	604,750	138,890
Memberships fees	298,952	—
Travel	330,874	34,113
Professional fees and contractals	325,508	57,301
<b>Total expenses</b>	<b>2,442,424</b>	<b>430,518</b>
<b>Excess of revenue over expenses</b>	<b>120,628</b>	<b>182,487</b>
<b>Equity</b>		
<b>Unappropriated</b> surplus, beginning of year	880,116	662,107
<b>Plus</b>		
Contribution during the period	—	—
Donation of capital assets	—	35,522
Excess of revenue over expenses	120,628	182,487
Transfer to reserves	(97,000)	—
<b>Unappropriated surplus, end of year</b>	<b>903,744</b>	<b>880,116</b>

