



Cooperative Development Foundation

Honoring the Past, Building for the Future

2022 ANNUAL REPORT

Welcome
2022 Cohort



Cooperative
Leaders &
Scholars

A Project of CDF and NCBA CLUSA

Sponsored by



MISSION

Our mission is to promote and develop cooperatives
to improve economic opportunities for all.

VISION STATEMENT

The Cooperative Development Foundation promotes self-help and mutual aid in
community, economic, and social development through cooperative enterprise.

We bring together the funds and partners to incubate, elevate, and replicate
innovative programs through new and existing cooperative enterprise.

BOARD DIRECTORS

Richard Larochelle, *Chair, NRUCFC, retired*

Larry Blanchard, *CUNA Mutual Group*

Cornelius Blanding, *Federation of
Southern Cooperatives/LAF*

Devin Fuhrman, *Nationwide*

John Holdsclaw IV, *Rochdale Capital*

Christina Jennings, *Shared Capital Cooperative*

Linda Tank, *CHS Inc., retired*

Deborah Trocha, *Indiana Cooperative
Development Center*

Judy Ziewacz, *NCBA CLUSA, retired*

STAFF

Mary Griffin, *Executive Director*

Kirstie Boyette, *Associate Director*

Electra Skrzydlewski, *Program Manager*

Julia Selig, *Communications and
Operations Associate**

*Through September 2022



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Message from the Chair and Executive Director

As we move to build a more inclusive economy, the cooperative sector must acknowledge the past – both the good and bad – and work hard to change the course of the future.



RICHARD LAROCHELLE
CHAIR
COOPERATIVE DEVELOPMENT
FOUNDATION
BOARD OF DIRECTORS



MARY GRIFFIN
EXECUTIVE DIRECTOR
COOPERATIVE DEVELOPMENT
FOUNDATION

“We cannot change the past, but we can reshape the future,” the Dalai Lama advises. Our country’s past is full of both inspiring and principled actions and deeply troubling injustices that we cannot forget, but that we must learn from. As we move to build a more inclusive economy, the cooperative sector must acknowledge the past – both the good and the bad – and work hard to change the course of the future.

In 2022, CDF worked to honor the past while helping to build for the future. A prime example of this was the creation of a fund in 2022 to honor Co-op Hero Chuck Snyder, former president & CEO of the National Cooperative Bank and long-time CDF Board Member. Chuck always inspired us, challenged us and urged us to “Do Well to Do Good.” In Chuck’s memory, CDF has raised and will continue to raise funds that will be deployed in a manner consistent with Chuck’s passion to assist communities in need, including through development and preservation of affordable housing cooperatives. In addition, we have dedicated our annual Co-op 5k in Chuck’s memory.

We began our journey of recognizing the unsung co-op heroes of the past by honoring Ella Baker at the Cooperative Hall of Fame. We also worked in partnership with NCBA CLUSA to support the co-op leaders of the future by bringing together a group of 23 emerging Cooperative Leaders and Scholars from around the country for in-person programming. According to one participant, “this was an incredibly rewarding experience and in addition to gaining an in-depth understanding of the cooperative movement, I gained a whole network of individuals who are knowledgeable and available to assist me in projects moving forward.”

Our continuing partnership with the Native American Agriculture Fund to advance its vision of locally-led food systems in Indian country is helping to facilitate a return to the cooperative model in ways that honor the values of every group in Native communities.



The learnings from our work on Diversity, Equity, and Inclusion, with funding from the Robert Wood Johnson Foundation, highlighted the importance of practicing authentic allyship by asking, listening, supporting, and redesigning (based on learnings) to help make sure inclusion happens.

Our funds and grants helped to create a more inclusive society in several ways, including strengthening the home care worker co-op sector through a secondary cooperative to support its growth and informing CDF's emerging work on expanding affordable cooperative housing opportunities.

Our Cooperative Education Fund provided funding to more than 23 cooperatives and organizations for conferences, scholarships, and educational offerings. And our Disaster Recovery Fund provided a focal point for the U.S. cooperative community to come together to raise funds in response to the devastating crisis Ukraine faced from the Russian invasion, and some of the worst hurricanes in recorded history.

CDF achieved its highest level of fundraising to date and we were able to approve grants totaling nearly \$1 million. This funding demonstrated the vitality of the cooperative model as an important part of the solution to the future climate, racial equity, housing, aging, food security and energy challenges.

The board and staff of CDF are grateful to all the cooperators and cooperatives whose support in 2022 empowered CDF to make a difference. We are excited by the opportunity to work together with you to build a stronger and more inclusive future.

In Cooperation,

Richard Larochelle
Mary Griffin

Cooperation is intergenerational. Cooperative Hall of Fame members had an opportunity to share wisdom with the next generation of cooperative leaders and scholars.

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Funds

CDF distributed nearly \$1 million in grants through its family of funds that supported education projects, event sponsorships, scholarships, and disaster recovery in 2022.



**Cooperative
Education
Fund**
A Project of **CDF**

GRANTEE SPOTLIGHTS:

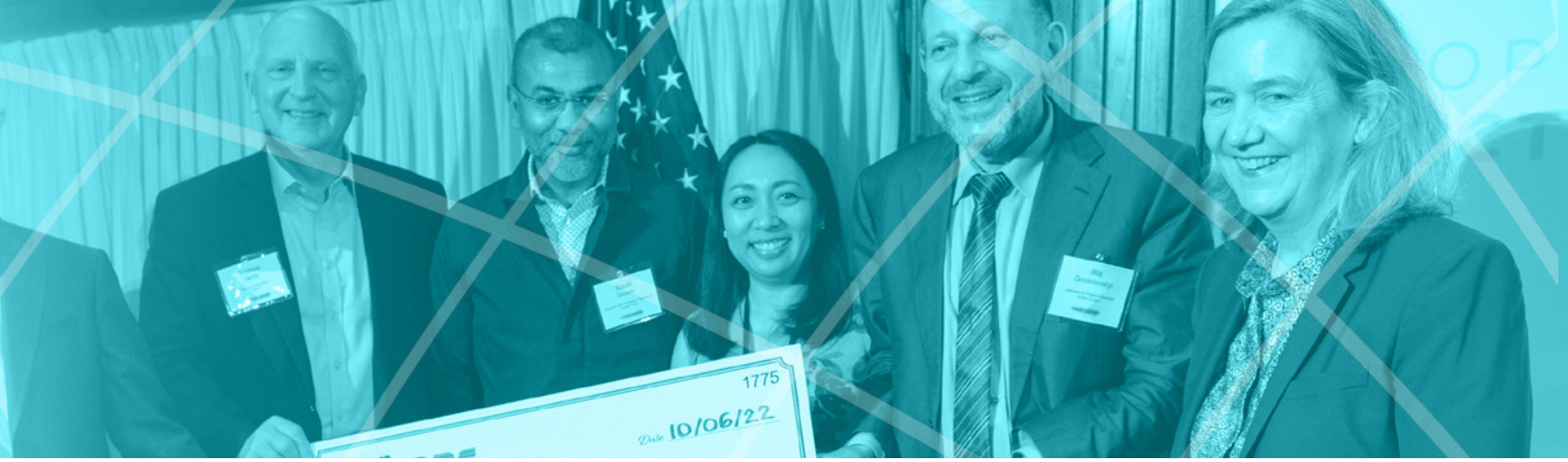
- Supporting co-op leaders of the future, the Education Fund helped support the Cooperative Council of North Carolina's **Cooperative Leadership Camp**, a week-long summer camp for high school students ready to discover how they can make a difference in the world through cooperative business.
- Building capacity for Black communities, CDF provided funding for Nexus Community Partners' North Star Black Cooperative Fellowship, a seven-month program focused on Black American Cooperative Economics and the history of Black cooperative economic thought and practice.
- Highlighting lessons of the past that guide the present, CDF supported the issuance of the Reflections from Jose Maria Arizmendi, the founder of the Mondragon Cooperatives in Spain.



**Cooperative
Development
Fund**
A Project of **CDF**

GRANTEE SPOTLIGHTS:

- Cooperatives around the world found themselves challenged during the pandemic to get the word out about their products and services. To support co-ops in Peru during this time, NCBA CLUSA helped develop an online DIY marketing school that became an overnight sensation. With help from a grant from CDF, NCBA CLUSA was able to scale this online marketing and virtual learning platform to **businessschool.coop** where co-ops can find online classes, events, and share stories and best practices.
- Understanding that quality jobs are the foundation of quality care and that individual home care cooperatives cannot change the industry alone, CDF continued its support of Elevate Cooperative, a new secondary cooperative made up of home care cooperatives that will pool resources and work together.
- Cooperatives have always been there to address the needs of communities. CDF is helping to identify how cooperatives can help address the affordable housing crisis this country is facing. Supported by the Fund, a group of graduate students from the Bloustein School at Rutgers University completed a landscape scan on the shared equity housing ecosystem, helping to inform the co-op sector and communities about how to preserve and create shared equity housing.



**Disaster
Recovery
Fund**
A Project of **CDF**

Soon after Russia's invasion of the Ukraine, CDF helped galvanize the co-op sector to respond to support Ukraine's cooperative sector that was devastated by the invasion. Led by the National Co+op Grocers, followed by match challenges from Frontier Co-op, HomeWorks Tri-County Electric Cooperative, CoBank, and CFC, the cross-sector show of support helped demonstrate true solidarity. COOP Ukraine will be using these funds to rebuild the sector.

SOON AFTER
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MATCHES TO RAISE
MORE THAN
\$273,000

CDF leveraged matches from the National Co+op Grocers, Frontier Co-op, CoBank, HomeWorks Tri-County Electric Cooperative, and CFC to provide more than \$273,000 to support COOP Ukraine's rebuilding efforts.

COOP Ukraine's Board Chair Illia Gorokhovskiy, second from the right, accepts a donation from CDF's Disaster Recovery Fund.



Programs

CDF's programmatic work brings together the funds and partners to incubate, replicate, and elevate cooperatives to build a more inclusive economy and future.



**Homecare
Cooperative
Initiative**
A Project of **CDF**

Together with cooperative developers and home care cooperatives from across the country, the Home Care Cooperative Initiative continued to advance its goals to promote and make the home care cooperative sector more sustainable. Elevate Cooperative, a secondary cooperative, developed more centralized support for the sector through marketing, digital products, and other operational support. The Sixth Annual Home Care Cooperative Conference attracted 194 caregivers and advocates virtually to empower and strengthen the sector.



THE 6TH ANNUAL
NATIONAL
HOME CARE
COOPERATIVE
CONFERENCE
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AND ADVOCATES**
VIRTUALLY TO
EMPOWER AND
STRENGTHEN
THE SECTOR



BROUGHT TOGETHER
A GROUP OF
**23 NEW AND
EMERGING
COOPERATIVE
LEADERS AND
SCHOLARS**
THROUGH ITS
COOPERATIVE LEADERS
AND SCHOLARS
(CLS) PROGRAM

NATIVE COMMUNITIES COOPERATIVE DEVELOPMENT

In partnership with the Native American Agriculture Fund (NAAF), CDF convened a group to develop a Native Communities Cooperative Development (NCCD) curriculum and training. A Native work group led the effort, identified major elements needed for developers to work within their communities, and co-created the first phase of curricula designed to help developers build their work around their communities' cultural lifeways and values. A cohort of eleven individuals from Native communities participated in the first phase of the training and curriculum, which focuses first on building trust and relationships, and then provides techniques for building abundance within their communities.

DIVERSITY, EQUITY AND INCLUSION

CDF and NCBA CLUSA helped accelerate and deepen DEI throughout the cooperative sector through its two-year project supported by the Robert Wood Johnson Foundation. A group of 41 cooperators participated in a 12-month peer learning experience that quickly pivoted to action in the form of four projects that created tools and initiatives to advance DEI. Project leads presented at the DEI track at the Co-op IMPACT Conference, "Journey into Action," where frank discussions about past failings of the co-op sector surfaced examples of efforts and approaches needed to act to be more inclusive. More examples can be found in a series of articles and videos, including a Cooperative Business Journal devoted to the topic, relaying the stories and insights of those that represent the breadth of the cooperative sector, but who continue to be underserved and under resourced by the broader co-op community.



Cooperative Leaders & Scholars

A Project of **CDF** and **NCBA CLUSA**

CDF, in partnership with NCBA CLUSA, brought together a group of 23 new and emerging cooperative leaders and scholars for a week of in-person programming and networking, including attending a one-day course from the International Centre for Co-operative Management at Saint Mary's University, the 2022 Co-op IMPACT conference and the Cooperative Hall of Fame ceremony. As one participant noted, "I built essential relationships with key stakeholders and

From left: Jessica Mason, Nirva Boursiquot, John Holdslaw IV and Jermeen Sherman speak on the "DEI Track: Journey into Action" session at the 2022 Cooperative IMPACT Conference.

learned about best practices and innovations in the cooperative field. The program helped me learn about the nuances and flexibility of the cooperative model."

Emerging cooperators from around the country and across the cooperative spectrum learned more about the cooperative model, engaged with cooperators and experts from all sectors, and participated in and shared knowledge with a community of cooperative leaders and scholars.



Fundraising

Because of the generosity of the cooperative community, CDF achieved its highest fundraising to date enabling the foundation to carry out its mission.



Cooperative Hall of Fame

Civil rights activist Ella Baker was inducted as the first Unsung Hero into the Cooperative Hall of Fame on October 6, 2022 alongside four other outstanding cooperative leaders: Allan Gallant, Paul Hazen, Gary Oakland and Dan Waddle. Unsung Heroes recognizes contributions to cooperative practice made before the Hall of Fame began in 1974 by people whose achievements have historically gone unrecognized or even suppressed—particularly women of color.

Ella Baker, a prominent leader of the civil rights movement and founding member of the Young Negroes' Co-operative League, promoted cooperative economics among African Americans. Baker's roughly 45 years of active cooperative organizing, and the unique work that it spawned in the Civil Rights Movement, as well as her later cooperative work, created lasting change.

Allan Gallant was a galvanizing leader in food cooperatives for more than 40 years. Deeply influenced by the Civil Rights Movement, Gallant promoted minority-owned grocery stores within

underserved communities. He will always be remembered for his commitment to food cooperatives and the communities they serve.

Paul Hazen devoted his career to elevating the cooperative voice domestically and internationally. From advancing the cooperative identity and prioritizing cooperative research to organizing communities for collective purchasing power and measurably benefitting international cooperative development, Hazen's leadership has strengthened every part of the cooperative ecosystem.

During his 32-year tenure, **Gary Oakland** helped grow BECU to 700,000 members and \$10 billion in assets in 2012. Guided by a member-first philosophy, Oakland identified innovative ways to support members, including founding the BECU Foundation. Since 1995, the BECU Foundation has provided 1,250 students with more than \$3.3 million in scholarships.

For over 40 years, **Dan Waddle's** passion has been to improve living conditions and stimulate income growth in rural communities by supporting community-owned, affordable and sustainable energy solutions. Understanding the power of the cooperative business model in developing countries, Dan has drawn from this academic and professional experience to expand cooperative electrification across 40 countries impacting 100 million people.



From left: Sam Gallant, representing his father Allan Gallant, former Blooming Prairie Foundation and Food Co-op Initiative board member; Debbie Wege, representing Gary Oakland, retired president and CEO of BECU; Dan Waddle, Senior Vice President of NRECA International; Paul Hazen, Executive Director of the U.S. Overseas Cooperative Development Council; Ajowa Ifateyo and Dr. Jessica Gordon Nembhard, representing Ella Baker.



DO WELL TO DO GOOD

THE CO-OP 5k

POUNDING THE PAVEMENT FOR COOPERATIVE DEVELOPMENT

The Co-op 5k honored a true cooperative hero, Chuck Snyder of the National Cooperative Bank, by including his often-heard encouragement – Do Well to Do Good. Chuck was a longtime CDF board member, Hall of Fame inductee, and champion for the Co-op 5k.

The 2022 Co-op 5K honored cooperative hero Chuck Snyder by embracing his motto, “Do Well to Do Good.” Snyder was a longtime CDF board member, president and CEO of NCB, Cooperative Hall of Fame inductee, and Co-op 5K champion.



MORE THAN
450 COOPERATORS
JOINED THE
HYBRID 2022
CO-OP 5K, RAISING
\$80,000
FOR COOPERATIVE
DEVELOPMENT



THE 2022 CO-OP
5K WINNERS ARE:

FANTASTIC FUNDRAISERS
NCB SOLE SHAKERS

MOST TEAM SPIRIT
VIRTUAL:
BRIARPATCH FOOD
CO-OP'S THE
PSYCHE-DILL-ICS

IN-PERSON:
NCB SOLE SHAKERS

FASTEST TEAM
VIRTUAL:
COBANK: GROWING
RURAL AMERICA

IN-PERSON:
TEAM CFC



Grant Funding

The grant funding that CDF received demonstrated the vitality of the cooperative model as an important part of the solution to the future climate, racial equity, housing, aging, food security, and energy challenges.



Nationwide Foundation helped CDF with its work to promote inclusive economies, including helping hundreds of women gain a stronger economic foothold through ownership in home care worker cooperatives and strengthening opportunities in Native communities to grow local food economies using the cooperative model. The grant also helped support NCBA CLUSA's 2022 Co-op IMPACT Conference and Cooperative Economics Council, ensuring that cross sector cooperation and sharing about trends and key information continues.



CDF was awarded two grants to support the work of the National Home Care Cooperative Initiative: \$200,000 from a Rural Cooperative Development Grant and \$175,000 from a Socially Disadvantaged Groups Grant. These grants also helped support training of rural food cooperatives in the Northeast and a feasibility analysis related to these co-ops building market relationships with black farmers and producer co-ops in the Southeast.



CHS Foundation

CHS Foundation supported the Cooperative Leaders and Scholars program, helping to bring together a group of 23 new and emerging cooperative leaders from around the country for programming, networking, and peer support.

ROBERT WOOD JOHNSON FOUNDATION

CDF was awarded a generous three-year grant from Robert Wood Johnson Foundation to increase understanding of and interest in shared ownership housing to advance racial equity and housing affordability and stability.

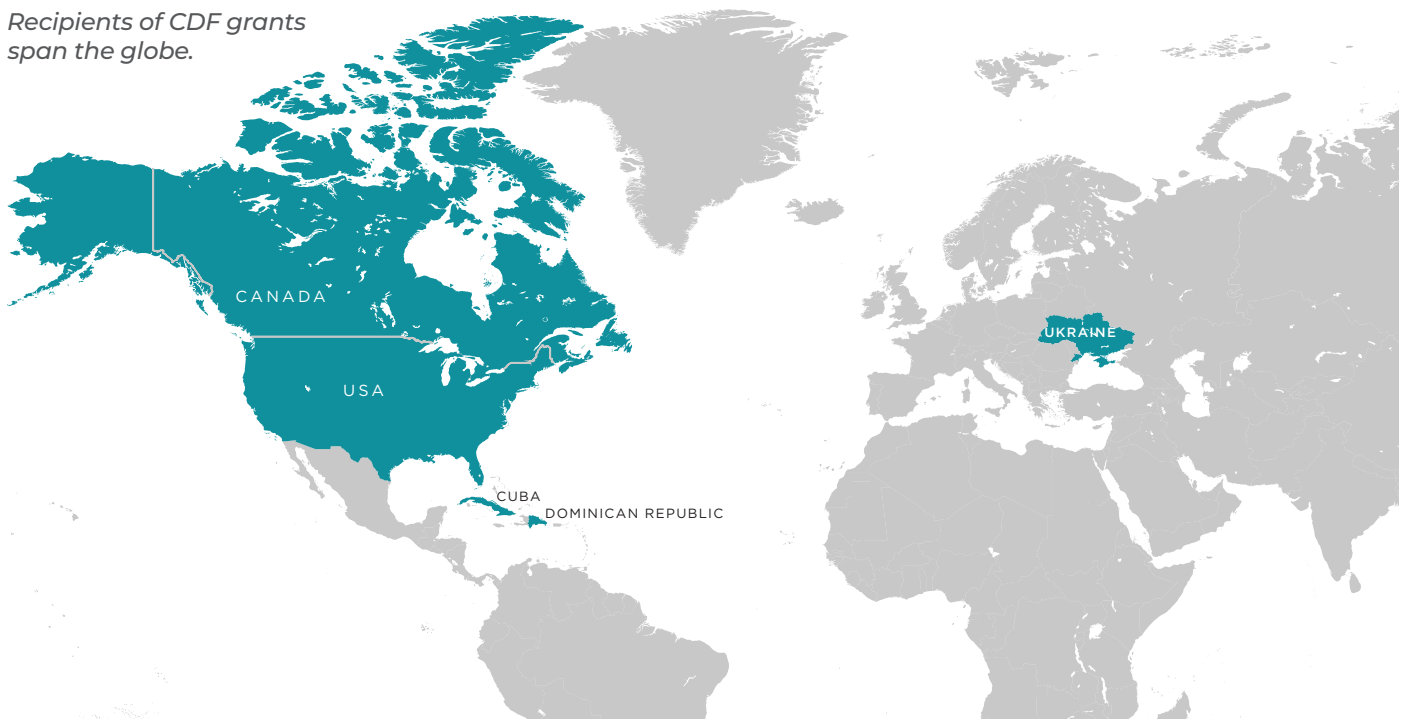
Support for Cooperatives

Through its funds, fiscal sponsorships, and fundraising, CDF makes grants and loans that foster cooperative development domestically and abroad.

Bloustein School of Planning and Public Policy, Rutgers University
Boulder Housing Coalition
Collective REMAKE
Colorado State University Foundation
Community Cooperative
COOP Ukraine
Coopagahama
Cooperative Council of North Carolina
Coopvicaprisa
Ecological Democracy Institute of North America
Federation of Southern Cooperatives
Florida Electric Cooperative Association
Heartland Community College Foundation
Indiana Cooperative Development Center
Keystone Development Center
Montana Cooperative Development Center
NCBA CLUSA

Neighboring Food Co-op Association
NeighborWorks Montana
New York Law School
Nexus Community Partners
North American Students of Cooperation (NASCO)
Northcountry Cooperative Foundation
Pinar del Rio
Podilska Regional Development Agency (PARD)
Promise of Food Co-ops
Ralph K. Morris Foundation
Rocky Mountain Employee Ownership Center
Solidarity Hall
Team Co-op LLC
The Ajani Group
The ICA Group
UHAB
University of Wisconsin Center for Cooperatives

Recipients of CDF grants span the globe.



Thank You Donors

CDF is grateful for the support of more than 500 individuals and organizations. The following donors contributed more than \$1,000 in 2022.

ACDI/VOCA	Hanover Consumer Cooperative Society, Inc.	NRTC
Alfred Plamann	HomeWorks Tri-County Electric Cooperative	Oklahoma's Electric Cooperatives
Andrew Reicher	John Holdsclaw IV	Oryana Community Co-op
Ann Hoyt	Judy Ziewacz	Outpost Natural Foods
Anonymous	Jury Family Fund	Patrick Connealy
Ashland Food Co-op	Kathleen Luzik	Paul Hazen
BECU	Land O'Lakes	Randy and Mari Lee
Blooming Prairie Foundation	Leslie Mead	Rich and Linda Larochelle
Bradley Smith	Lexington Cooperative Market	Richard Reed
Brattleboro Food Co-op	Littleton Food Co-op	River Valley Co-op
BriarPatch Food Co-op	Loeb & Loeb LLP	Roanoke Co+op
Capital Impact Partners	Mark Edwards	Roger Collins
Casey Fannon	Martin Lowery and Ruth Skafsgaard	Sandy Irving
Central Willamette Credit Union	Mary Ann Rothman	SchoolsFirst Federal Credit Union
Chad Oppenheimer	Mary Griffin	SF Fire Credit Union
CHS, Inc.	Maurice Smith	Shared Capital Cooperative
CoBank	Members Trust Company	Shaun Kelley
Columinate	Michael Mercer	Social Good Fund
Community Purchasing Alliance	Michele Harris	Stephani Kononan
CooperationWorks!	Middlebury Natural Foods Co-op	Steven Cunningham
Co-operators	Minnesota Rural Electric Association	Stuart Saft
Credit Union National Association	Monica Blauner	Sunkist Growers Inc.
CROPP Cooperative	NASCUS	Syracuse Cooperative Market
CSI Support & Development Services	National Co+op Grocers	The Denver Foundation
CUNA Mutual Group	National Cooperative Bank	Thomas Klump
Dixie Power	National Credit Union Foundation	Tony White
ECR Software Corporation	National Information Solutions Cooperative	U.S. Overseas Cooperative Development Council
Edward Hieronymus	National Rural Electric Cooperative Association	Valerie Parks
Elizabeth York	National Rural Utilities Cooperative Finance Corporation (CFC)	Vernon Oakes
Ellen Quinn	Nationwide	Walden Swanson and Kate Sumberg
Emmet, Marvin & Martin LLP	NCBA CLUSA	Weaver Street Market
Federation of Southern Cooperatives/LAF	Neighboring Food Co-op Association	Wheatsfield Cooperative
Flatbush Food Co-op	Northwest Credit Union Foundation	Whole Foods Co-op
Food Co-op Initiative		William Hampel
Foundry UMC		Willimantic Food Co-op
Gigi Hyland		Willy Street Co-op

Financial Statement

	2022	2021
CDF WITHOUT DONOR RESTRICTIONS		
Support and Revenue		
Contributions and Grants	1,808,870	80,496
Government Contracts	415,769	374,572
Special Events, Net Expenses	344,412	325,039
Investment Income/Loss	(1,530,465)	186,230
Interest from notes receivable	4,500	38
In-kind Contribution	18,000	28,000
Net Assests Released from Restrictions	2,064,173	442,627
Total Support and Revenue	3,125,259	1,437,002
Expenses		
Program	1,567,796	1,565,095
Fundraising	119,184	133,362
Management and General	159,517	194,265
Total Expenses	1,846,497	1,892,722
Net Income	1,278,762	(455,720)
CDF WITH DONOR RESTRICTIONS		
Support and Revenue		
Contributions and Grants	668,535	233,988
Investment Income/Loss	152,131	622,504
Loan Interest	6,682	6,266
Net Assests Released from Restrictions	(2,064,173)	(442,627)
Total Support and Revenue	(1,236,825)	420,131
Expenses	-	-
Net Income	(1,236,825)	420,131
ALL CDF		
Support and Revenue	1,888,434	1,857,133
Expenses	1,846,497	1,892,722
Net Income	41,937	(35,589)
RESERVES		
Without Donor Restrictions (Beginning)	3,265,758	3,721,478
Without Donor Restrictions (Ending)	4,544,520	3,265,758
With Donor Restrictions - Purpose Restrictions (Beginning)	6,747,763	6,327,632
With Donor Restrictions - Purpose Restrictions (Ending)	5,510,938	6,747,763
With Donor Restrictions - Perpetual in Nature (Beginning)	381,151	381,151
With Donor Restrictions - Perpetual in Nature (Ending)	381,151	381,151
Total Net Assets, Beginning of Year	10,394,672	10,430,261
Total Net Assets, End of Year	10,436,609	10,394,672



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