

COLLECTIVE INTERCHANGE

Annual Report

April 1, 2021 – March 31, 2022

Contents



President's Report	2
Why Membership in this Co-op Matters - A Director's First Year's Reflection	4
Operational Report	5- 6
Marketing/Branding and Member Engagement Project	7
Addressing Systemic Barriers for Immigrant Women focused on Sustainability of Businesses and/or Employment	8 - 9
Her Own Boss!	10 - 12
Interns and Volunteers	14 - 16
Financial Report	17

PRESIDENT'S REPORT



This past year did not disappoint! We felt comradery and support from funders, partners, volunteers and other allies and this encouraged us to move a little more into the limelight sharing our work. Special recognition must be given to The Cooperators, the federal department of Women and Gender Equality, Service Canada and the Women's Economic Council for generously resourcing community initiatives in this province.

Hats off to the board of directors for the expertise, energy and volunteer time that provided direction and oversight to the organization. What a team of professionals! In addition, on behalf of the board, I would like to specifically acknowledge co-founder and director Valerie Carruthers, Manager Roxana Estabragh-Fazli and Project Coordinators Amparo Montoya and Manpreet Kaur for their tireless efforts identifying community needs, representing our co-op with funders and collaborating with partners to implement responsive community projects. This year, our multicultural, inter-provincial team of volunteers, too numerous to mention here, are to be commended for the superb job of implementing our new marketing plan and the resulting visibility of our co-op is very apparent.

This year, our co-op would like to say a special thank you to Empower, Froude Avenue Community Centre, Newfoundland and Labrador Federation of Co-operatives, Teachers on Wheels and Horizon for being open to meaningful partnerships, discussing community needs, learning together, collaborating and exploring possible solutions so that we empower and make an impact together.

We embarked on a number of new initiatives with the goal of creating opportunities to strengthen our community. Throughout the year, our co-op also prioritized its own inward capacity building effort, working with experts to help gain clarity on our mission and vision, evaluate and hone our structure and create new strategies, processes and tools that increase our public profile and engage a more diverse team and membership. It has been a time of growing and transition and it has been a blast!

I can't wait for you to read our annual report to learn about these impactful projects and the committed people behind them. Co-operatives are founded on the principle of care for the community. We believe that this means creating inclusive spaces that benefit members and others in the community.

This past year, we worked with many and together made inroads including increasing awareness of accessibility challenges experienced by immigrants, providing public education on best practices and identifying pilots for implementation in 2022 that strengthen existing employment, business and co-operative services in different sectors. We are forever grateful for the opportunities we had to make a difference during a challenging Covid season. We look forward to more adventures next year, hopefully with more in-person contact, as the world starts to emerge from a pandemic.

A handwritten signature in black ink that reads "Linda Hickey". The script is fluid and cursive.

Linda Hickey, President

OUR BOARD OF DIRECTORS



Linda Hickey



Valerie Carruthers



Fern Mitchelmore



Elayne Greeley



Sophia Solomon



Amparo Montoya

WHY MEMBERSHIP IN THIS CO-OP MATTERS - A DIRECTOR'S FIRST YEAR REFLECTION BY AMPARO MONTOYA

I am from Colombia. It has been an honor for me to join the board of directors of Collective Interchange in December 2021. In my first year, as a director, I gained Canadian board experience and attended my first annual general meeting with this co-operative.

Also, while serving on the board and collaborating with staff who were delivering projects, I developed my English communication skills, expanded my stakeholder networks and increased my participation and collaboration in the community. I appreciate receiving strong support from the directors and staff, particularly the mentorship from Valerie Carruthers, one of the founding directors. She listened to my ideas and helped me feel confident contributing my own business experience and knowledge to this amazing not-for-profit co-operative.

Together we can do wonderful work to promote equity and ensure the economic and social wellbeing of under-represented groups. It is necessary for our co-op to welcome and create spaces where everyone feels safe, welcome, and included.

Amparo Montoya
Director





OPERATIONAL REPORT

We are proud that Collective Interchange had the privilege once again of delivering a number of change-management and capacity-building projects throughout the fiscal year. We continued to build partnerships that aligned with our vision of working together with others on collective goals for our community. There was much exploring, sharing, piloting and learning, which is what we love to do. Here are our projects:



OPERATIONAL REPORT

Accelerating Inclusion: Achieving 50-30 in the Co-operative Sector

We continued our partnership with the Women's Economic Council (WEC), a national organization with charitable status. We embarked on the planning of a two-year project aimed at raising awareness and educating under-represented women and equity-seeking organizations about cooperatives to improve the connection and inclusion of diverse groups on boards and senior leadership. This project, which is funded by Industry, Science and Economic Development (ISED), supports the federal government's 50 – 30 Challenge goals:

Gender parity ("50%" women and/or non-binary people) on Canadian board(s) and/or senior management and significant representation ("30%") on Canadian board(s) and senior management of other equity-deserving groups: Racialized, Black, and/or People of Colour ("Visible Minorities"), People with disabilities (including invisible and episodic disabilities), 2SLGBTQ+ and/or gender and sexually diverse individuals, and Indigenous Peoples.

Collective Interchange is recognized as a valuable partner because it has a long history of successfully supporting this national women's organization, it is a co-operative focused on equity-seeking work and it also has established partnerships with other equity-seeking organizations in the province interested in strengthening women's inclusion. In the upcoming fiscal year, we will be collaborating with both WEC and the Newfoundland and Labrador Federation of Co-operatives (NLFC) in support and delivery of project activities, including project promotion and stakeholder engagement, extending learning opportunities for both the co-operative and equity-seeking groups, educating the community about the co-op sector and in particular equipping under-represented groups for co-op opportunities. The project's goal is to start the process of diversifying who is at the table so that our cooperatives benefit from a broader diversity of talent.



OPERATIONAL REPORT

Collective Interchange Co-operative Marketing/Branding and Member Engagement Project

In September 2021, Collective Interchange received a grant from the Cooperators. Through its Co-operative Development Program (CDP), this third-tier co-operative recognizes the valuable contributions that co-operatives have made to their own growth and development. Since 1992, Co-operators has administered a program of grants dedicated to emerging and expanding co-operatives. This program encourages the viability and growth of co-operatives that are responding to the collective needs of Canadians. We are proud that the Cooperators recognized our co-op as one it wanted to invest in supporting a stronger, more vibrant co-operative in our province. In 2021, a total of \$500,000 in CDP funding was disbursed to 29 co-operatives across Canada.

With this investments, we focused our attention on two interrelated capacity building areas:

1) Marketing and Promotion - of our co-op through the development of a new marketing/communications strategy and new digital tools that could fuel our social media and website. This grant helped us build our marketing capacity, increasing our confidence using industry best practices and emerging digital marketing trends. This investment strengthened our community's awareness of our impact in the city of St. John's and beyond through our national partnerships. This journey took us to interesting places and we were able to pilot a new inter-provincial immigrant-led promotion and marketing team of 15 members, mostly women, supported by a blended HR model of volunteer and paid contributors.

In terms of sustainability, we wanted to explore HR engagement and retention strategies for both volunteers and paid contributors. We then aligned our work in a way that addressed the goals and motivations of individuals joining our co-op while resourcing our co-op's capacity-building goals. This HR model aligned with the co-op principle - concern for the community as members gained new professional-level Canadian work experience and references, a key motivator for joining our co-op. This new HR model proved to be a tremendous success and continues to this day, even after our project ended. Since last year, more than 200 social media posts and 8 blog posts have been designed and published. In terms of reach, we went to almost a nil social media presence to now have strong analytics that indicate we are being followed and our content is engaging our community.

In addition to the Cooperators, we want to thank two youth-engagement and funding partners, Riipen and Venture for Canada, and a local, university referral partner, Memorial University of Newfoundland. Collectively they helped facilitate a continuous intake of new volunteers from across Canada to support our capacity building goals. Logos for this page: Riipen, Venture for Canada, MUN

Riipen

MEMORIAL
UNIVERSITY



ventureforcanada



OPERATIONAL REPORT

Collective Interchange Co-operative Marketing/Branding and Member Engagement Project

2) Co-op Member Value and Engagement -

In order to target and engage new membership, our co-op had to go back to its founding roots and reflect on the value that our co-op model offers to its members. With the support of an out-of-province co-op developer, the existing membership, which included both board, staff and contractors, identified the value they gained and explored how we could strengthen our co-op value and its membership. With the benefit of hindsight, we opted to transition our HR model to an employment model, integrating a worker-coop like component into our structure. This of course led to the piloting of a new payroll system, new HR policies and a focus on labour standards, all which supported members working in the co-op with increased economic security. While we certainly value the voice and contribution of workers, we also reflected on the importance of community impact from our work, so a multi-stakeholder co-op model still resonated with our existing members. During this process, we gained much clarity on the important benefits our co-op offered its existing members.

As a result, we are now better able to articulate and market to potential members.

Throughout this project as our confidence and marketing presence grew, our co-op engaged with new partners on new community projects and also with new and/or potential members, particularly women from under-represented groups. We are proud that our co-op is recognized as an inclusive organization, creating space for those generally excluded from board and operational leadership roles.



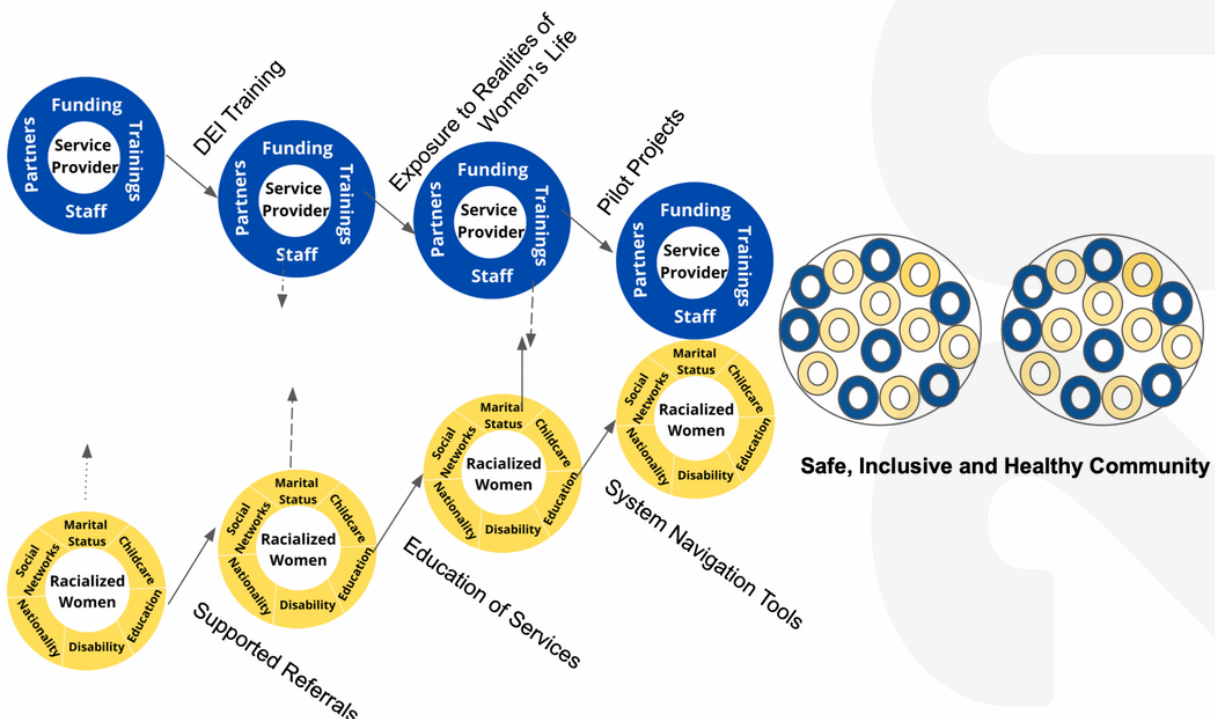
Addressing Systemic Barriers for Immigrant Women focused on Sustainability of Businesses and/or Employment

This exciting 3-year capacity-building project, funded by the Federal Government Department of Women and Gender Equality Canada, is a collaborative learning experience providing opportunities for immigrant women and service providers to work together to explore solutions on how to address barriers impacting accessibility and use of resources by immigrant women.

One of the components of the project is to collaborate with services and immigrant women to identify and pilot new resources, policies, practices, and approaches that can better support immigrant women's access to programs so they can be supported to make informed business decisions.

Another component of the program is to track the increased employment or business readiness of immigrant women as they are connected with services and collaborate on new service access.

Collective Interchange collaborated with eight service providers identifying stakeholder-informed pilot projects for implementation; all aimed at increasing the inclusiveness of the services, while supporting women and gender non-binary individuals from under-served immigrant groups to receive more responsive employment and/or business services.



Addressing Systemic Barriers for Immigrant Women focused on Sustainability of Businesses and/or Employment

Following pilot projects have been identified so far:

- A Service Promotion pilot focused on helping service providers identify and test new strategies and tools to successfully engage under-represented groups in services, which currently is a challenge;
- A Volunteer Engagement pilot aimed at connecting women and gender non-binary individuals from immigrant groups as volunteers with service providers in a variety of capacities with the goal of building service providers' connection with immigrant women and "intersectionality competence" while also providing new Canadians work experience and references;
- An Immigrant-women-led diversity and inclusion training pilot for service providers so that they increase their awareness of service barriers experienced by immigrant women while strengthening their understanding of service design best practices within an intersectionality framework;
- A Demystifying the Co-op Sector for Under-represented Groups pilot, which provides new engagement, connection and training opportunities for under-represented groups with the ultimate goal of increasing diverse representation in the co-op sector while demonstrating why co-ops are aligned with supporting immigrant women's socio-economic goals.



Femmes et Égalité
des genres Canada

Women and Gender
Equality Canada

HER OWN BOSS! Bridging Settlement and Economic Security through Self-employment

July 31, 2021 marked the completion and celebration of the Her Own Boss! Project. Collective Interchange was the NL delivery partner for this Women's Economic Council's national participatory research project funded by Immigration, Refugees and Citizenship Canada (IRCC) throughout September 2019 - July 2021.

This project had a tremendous impact on everyone involved. This coast-to-coast project was designed, promoted, led and implemented predominantly by newcomer and immigrant women, including our very own Roxana Fazli. The strength of diversity in action was evident throughout this women-centred initiative.



Ruth Lawrence, Blue Pinion, created an inspiring national video that captured how the project touched and impacted immigrant women's lives in the St. John's area and across Canada. This project helped women develop personal and professional networks, connect with resources and feel more equipped to make informed decisions about self-employment, business, including home-based business, and other types of employment. We were delighted to connect women from the St. John's to this national research project. It was a privilege to journey with women on the topsy turvy road to being your own Boss!

Some women participating in the project started new businesses, despite the difficult entrepreneurship journey and in the midst of Covid restrictions. We still marvel at the resilience of Quihao Situ and Thao Tran, who both started businesses during this time while mothering young children, learning English and trying to navigate disruptions in supply chains and the business environment! Some other women opted to pursue employment and a business at the same time...



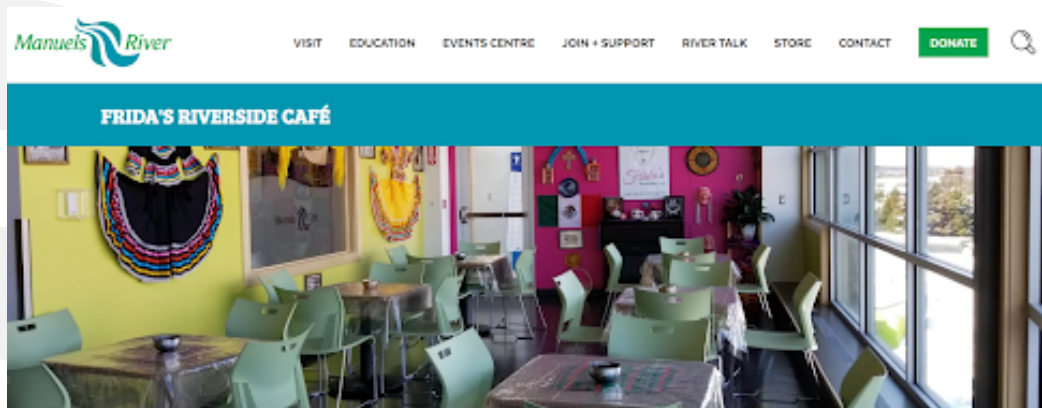
HER OWN BOSS! Bridging Settlement and Economic Security through Self-employment



Hats off to Winnie Ohwoka and Ana Pérez Rico as they both performed a daily balancing act working in their businesses while also working for other employers at the same time as they developed their businesses!

And we can't forget the business mentors, who helped other immigrant women learn from their own entrepreneurship journeys while continuing to strengthen their own small businesses.

Thank you Constanza Safatle and Cinthia Paulina Herrera (and husband) for being awesome mentors!



HOB Research Report

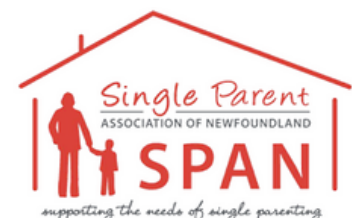
Upon completion of this project, the research team presented research findings at a National Women's Economic Council Conference ([Link](#)) and on a panel with the Centre for Migration Studies at University of British Columbia ([Link](#)).

We recognize contribution of our funders and partners

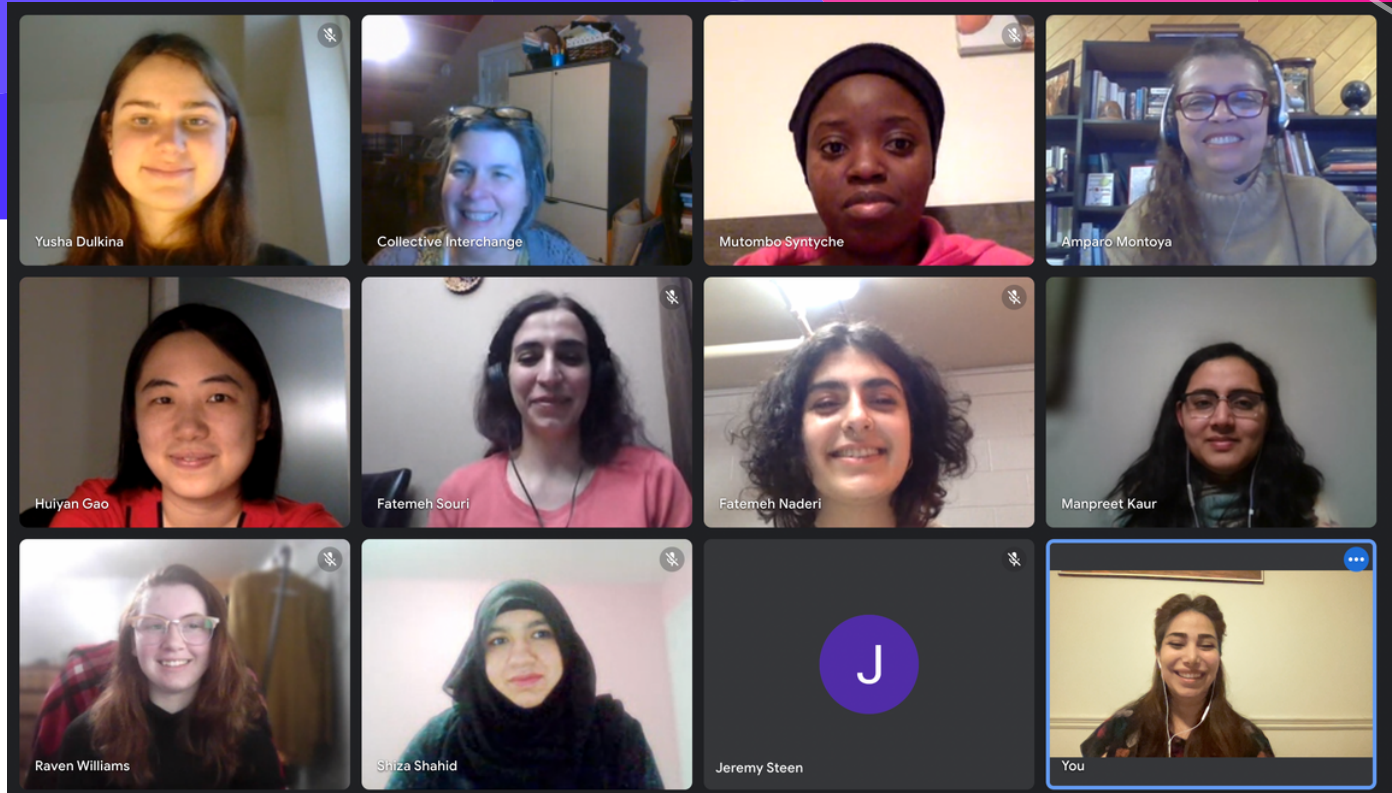


Women and Gender
Equality Canada

Femmes et Égalité
des genres Canada



INTERNS & VOLUNTEERS



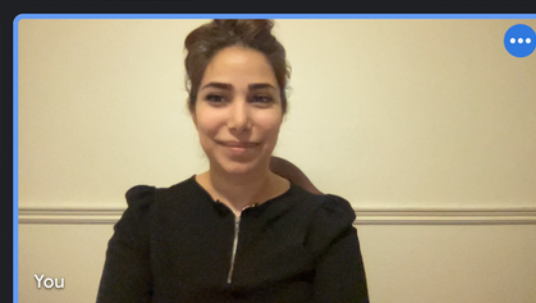
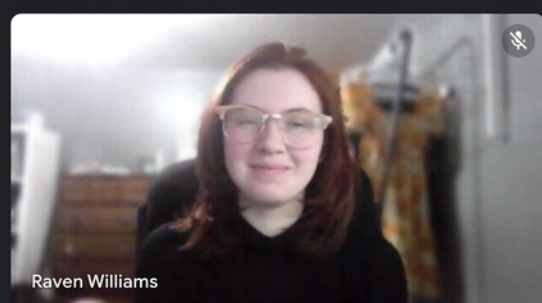
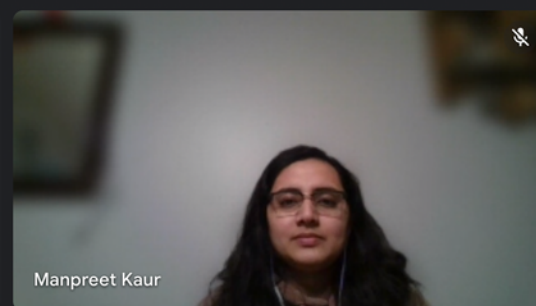
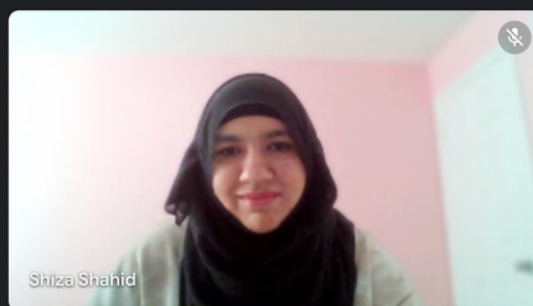
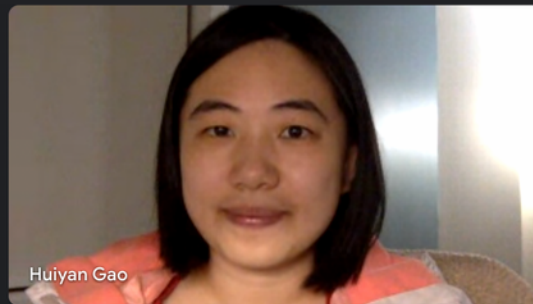
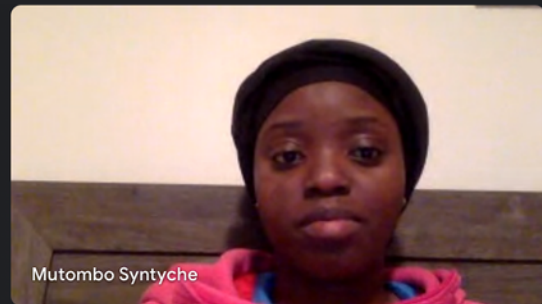
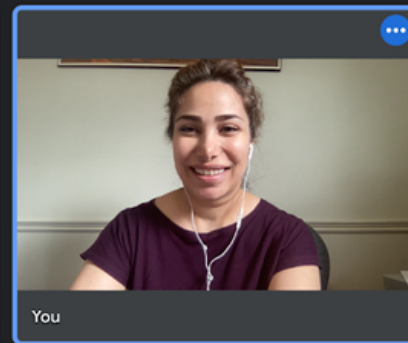
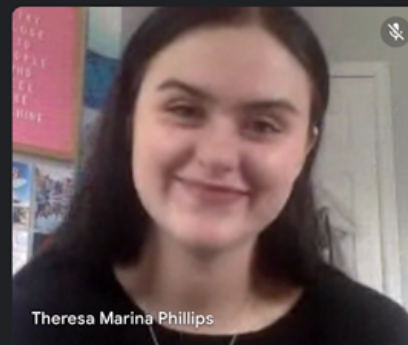
Collective Interchange would like to thank Service Canada, Riipen, and Venture for Canada for providing funding that allowed us to hire fantastic interns this past year, which totalled thirteen, some from other provinces. Who said 13 was an unlucky number!!

The sheer beauty of this talented group of young people was that they represented a wide range of educational fields, ethnic origins, and life experiences. Our teamwork was enriched by the variety of valuable perspectives and living experiences. Everyone had a great time learning about each other's cultures, traditions, and perspectives while carrying out the work of the co-op!

We would like to thank Roxana Fazli, project manager, for engaging, mentoring and supporting these wonderful youth throughout the year. Our communication team was diligent at ensuring that the issues our co-op was concerned with were raised in the media through creative designs and posts throughout the year.

Thank you Syntyche Mutombo, Shiza Shahid, Yusha Dulkina, Raven Williams Charlotte Townsend, Tabarek Sayer, Theresa (Tess) Philips, Asal Naderi, Kobra Sourì, Gao Huiyan, Saeed Shakeri, Manpreet Kaur, Jeremy Steen and Maryam Masaeli.

INTERNS & VOLUNTEERS



INTERNS & VOLUNTEERS



Being a part of the social media team at the collective interchange as a meaningful nonprofit organization was one of the best volunteering experiences I have ever had. Working with an amazing and supportive team made me feel so motivated. Collective interchange is a diverse organization that gives you a chance to be a part of them as an international woman without any professional experience.

- **Fatemeh Souri**



Volunteering at Collective Interchange has been a new and amazing learning experience for me. I have a huge passion for marketing so getting to be a part of the social media was an honor but even more than that getting to work with my team was incredible. The project managers and the rest of my team always had amazing conversations and the perfect feedback to help me grow as a person and also better my skills.

- **Shiza Shahid**



When I first joined Collective Interchange, I wasn't sure what to expect. However, after meeting the fantastic team and getting the chance to improve my marketing skills through various projects. All team members were given the chance to voice their opinions and give each other feedback, which improved the quality of everyone's projects and helped create a comfortable and welcoming environment. The team leads provided great support and took the time to get to know each person on a more personal level.

- **Yusha Dulkina**

INTERNS & VOLUNTEERS



Being a part of the social media team at Collective Interchange throughout the past 8 weeks has been a challenging learning experience for me, but above all, it has been one of the most rewarding experiences I have ever had. It was exciting to get to use my skills in social media marketing in the nonprofit co-operative environment with Collective Interchange.

- Theresa Marina Philips



Collective Interchange has enhanced my knowledge and experience in creating social media content. Working with the organization has improved my knowledge of marketing skills and creativity which is the step to even greater job opportunities in the future. Overall, I have had an amazing experience working with the organization as it involves creativity, culture, and diversity in projects.

- Asal Naderi



Collective Interchange has an amazing team. The process of brainstorming ideas for the project allows each team member to contribute and work on projects assigned to them. I benefit from the team's weekly meetings as this is where I get to learn from other members of the team and effectively understand goals. Working with Collective Interchange has granted me the opportunity to enhance my marketing skills, learn how to effectively create an idea, and embrace diversity.

- Syntyche Mutombo

COLLECTIVE INTERCHANGE COOPERATIVE INC.
Statement of Financial Position
March 31, 2022

ASSETS**CURRENT**

Cash	\$ 155,056
Accounts Receivable	1,700
	<u><u>\$ 156,756</u></u>

LIABILITIES AND NET ASSETS**CURRENT**

Accounts payable and accrued liabilities	\$ 78,778
Employee deductions payable	1,376
Deferred Revenue (NOTE 1)	44,077
	<u><u>124,232</u></u>

NET ASSETS

General	4,464
Internally Restricted (NOTE 2)	28,060
	<u><u>32,524</u></u>

\$ 156,756

COLLECTIVE INTERCHANGE COOPERATIVE INC.
Statement of Revenue and Expenditures
Year ended March 31, 2022

REVENUES

Project Grants	\$ 63,106
Other revenue	10,639
Membership fees	500
	<u>74,245</u>

EXPENSES

Accounting and Administrative fees	10,556
Insurance	1,342
Interest and bank fees	110
Postage	24
Professional Fees	32,881
Publicity	5,000
Research	3,375
Travel and entertainment	326
Wages and benefits	20,593

74,206

EXCESS OF REVENUES OVER EXPENSES	\$	<u><u>38</u></u>
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COLLECTIVE INTERCHANGE COOPERATIVE INC.
Notes to Financial Statements
Year ended March 31, 2022

1. DEFERRED REVENUE

Revenue received for specific projects is deferred and recognized project expenses are incurred. The deferred revenue represents the unexpended funds for the following projects:

Deferred - Women and Gender Equality	\$	7,127
Deferred - The Cooperators		18,950
Deferred - 50/30 Project		18,000
	\$	<u>44,077</u>

2. INTERNALLY RESTRICTED FUNDS

Earnings from prior years have been internally restricted to cover overhead costs and as contingency funds for wind down obligations

\$ 28,060





COLLECTIVE INTERCHANGE

2021