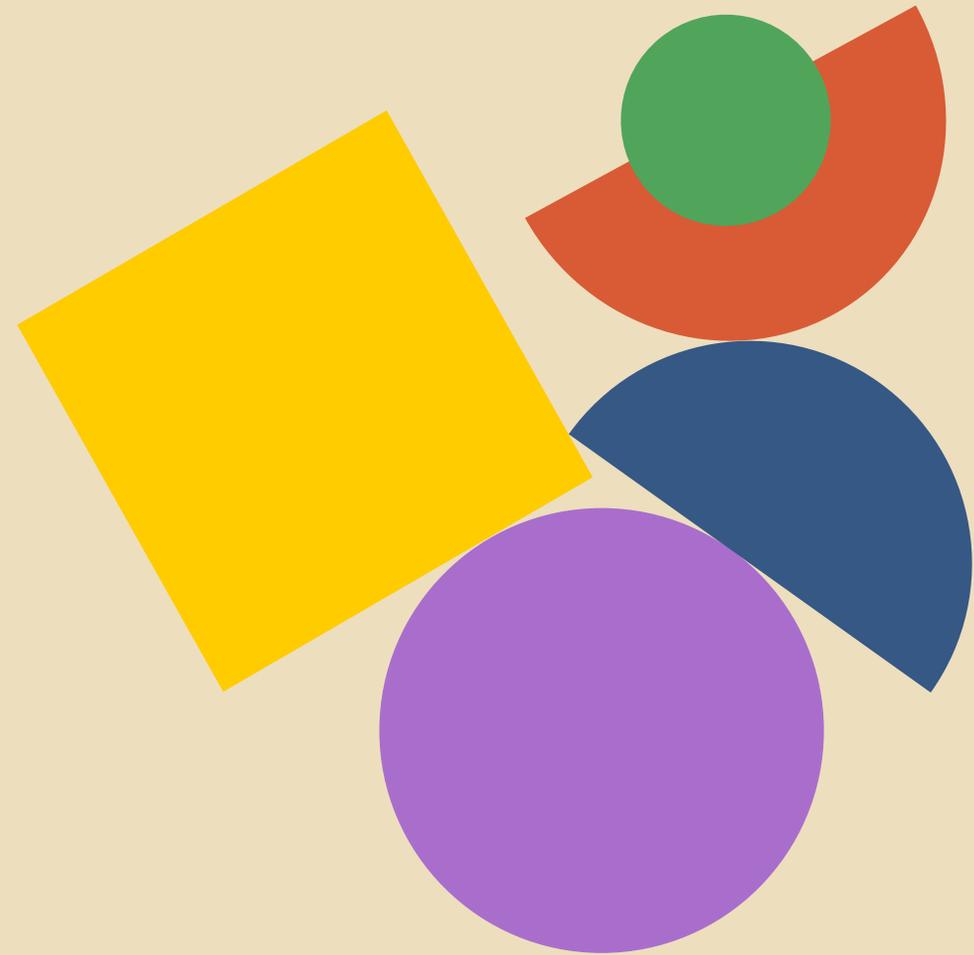


# The Centre for Community Organizations



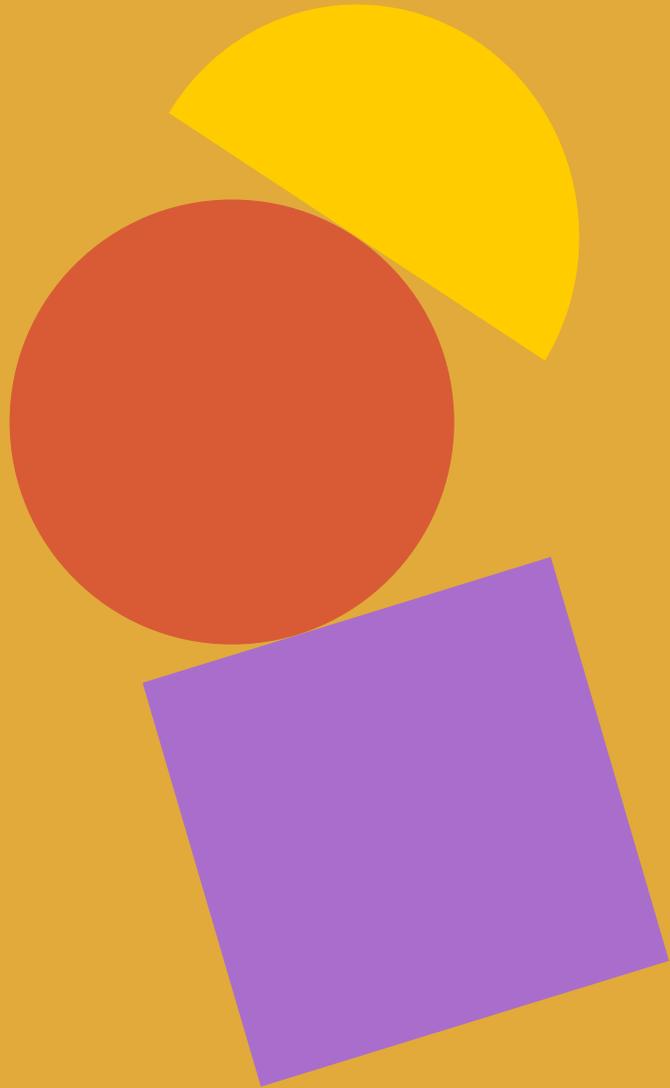
Annual  
Report 2021

# Table of Contents

03	Where We Are–Land Acknowledgment	20	Diversité en œuvre
04	Who We Are	21	Au cœur des actions
06	Our Mission & Theory of Change	22	Ateliers/C
08	Board Report	23	Information & Communications Technology
12	Context and Learnings	25	Navigating the Dataverse
14	The Year in Numbers	26	LabOA
15	Organizational Support	27	Our Partners
17	Information Sessions	28	Our Finances
19	Anti-Oppression in the Sector	30	Thank you, Frances!

# Where We Are— Land Acknowledgment

3



COCO's office is situated on an island known as Tiohtiá:ke to the Haudenosaunee, as Mooniyang to the Anishinaabeg, and as Montreal to many others. This traditional territory of the Kanien'kehá:ka people has also been a historical meeting place for other Indigenous nations, including the Omàmiwinini or the Algonquin people. Today, Tiohtiá:ke is home to a diverse population of Indigenous and other peoples. We respect continued connections with the past, present, and future in our ongoing relationships with Indigenous and other peoples in our work, and we are grateful to live and work on this territory.

# Who We Are

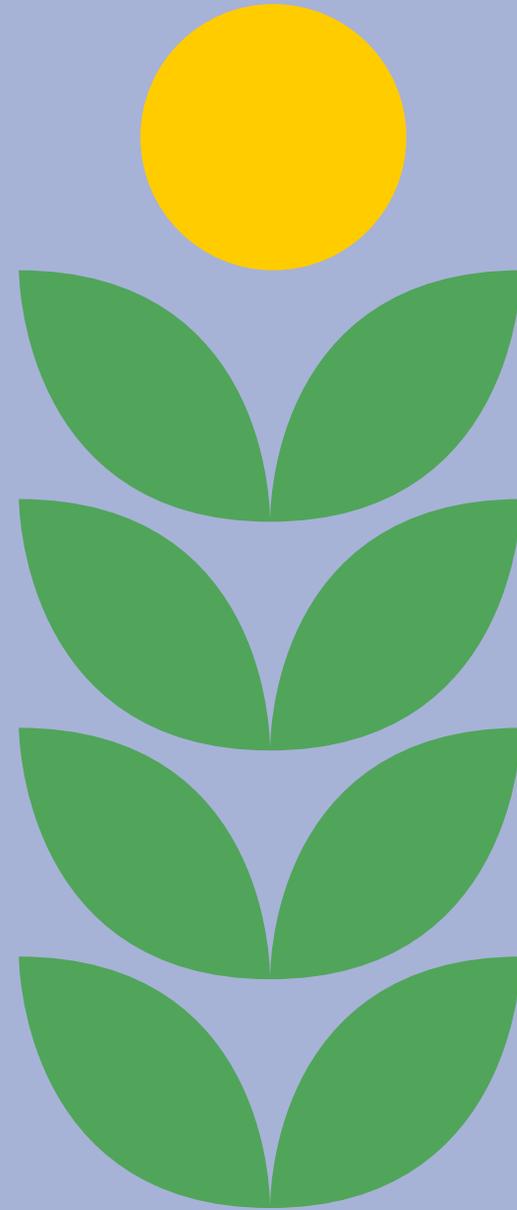
Different members of Tiohtiá:ke and what is currently known as Quebec's grassroots and non-profit sectors make up COCo's community. They help us learn and grow through their many insights and experiences, which makes us stronger, smarter, and better able to serve them!

## Board of Directors

Afreina Noor, Gabrielle Spenard-Bernier, Jessica Wurster, Julia Couture-Glassco, Medjine Antoine-Bellamy, Richenda Gazette, Samuel Raymond, Sara Kendall and Ushana Houston.

## Staff

Emil Briones, Emilia Gonzalez, Griffin Payne, Janie Janvier, Jeneffer Ndahayo, Kira Page, Madeleine Cohen, Mich (Michèle) Spieler, Naïma Phillips, nènè myriam konaté, Parker Mah, Pascale Brunet, Philippe Angers Trottier, and Veronica Vivanco.



## Affiliate Facilitators

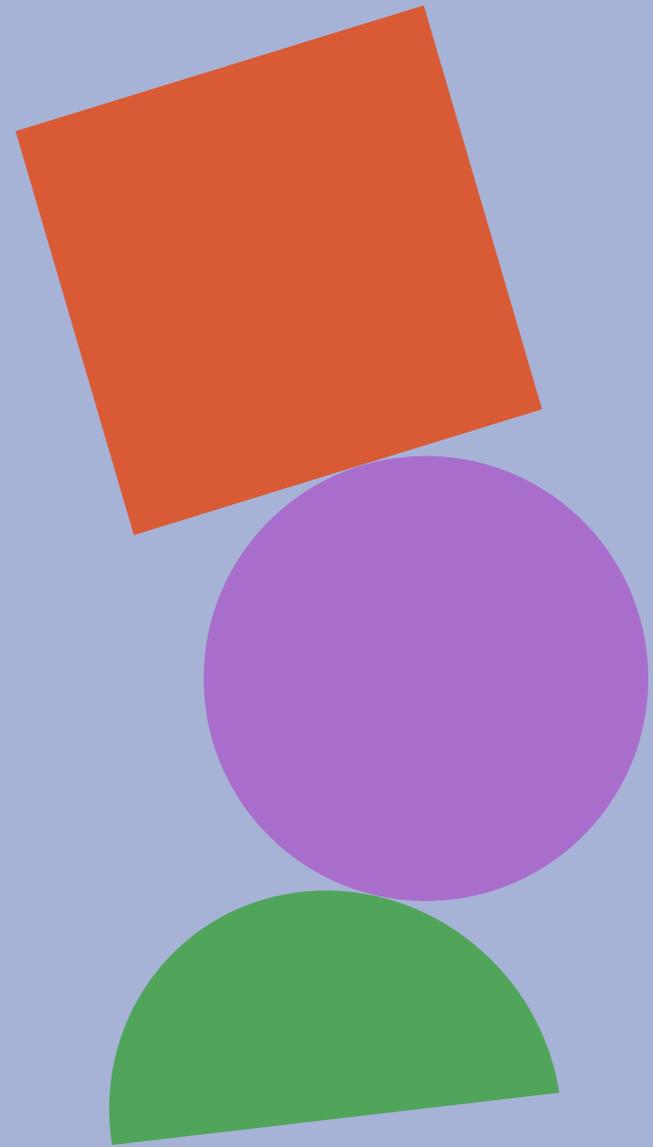
Alex Megelas, Carms Ng, Cora Lee Conway, Emily Yee Clare, Frances Ravensbergen, Griffin Payne, Janie Janvier, Jess Malz, Johanna Tzountzouris, Juniper Belshaw, Kevin Paul, Kira Page, Miatta Gorvie, Nadia Chaney, Pascale Brunet, Philippe Angers-Trottier, Rehana Tejpar, Sophie Le-Phat Ho and Stan Clarke.

## Contract Team

ACEF Rive-Sud, Alberta Ltd., Alina Gutierrez, Dr. Angel Acosta, Annick Davignon, AQPAMM, BonBoss.ca Inc., Concertation Saint-Léonard, Corporation Développement Communautaire Roussillon, Diana Lombardi, Dynamo, ENAP / Cité IdLiving Lab, Ez Bridgman, Grace An, Hicham Khanafer, Jessica Brown, Kit Malo, Laura Bonnett, Lina Moreno, Machinerie des Arts, Manoj Chandarana, Maria Tan, Mark Phillips, Mikana, Percolab, Propulsion RH, Réseau Téléscope, Ron Amstutz, Sunny Doyle, Table de concertation des organismes au service des personnes réfugiées et immigrantes (TCRI), Visual Versa.

## Members

We love our 191 organizational and 36 individual members from the non-profit sector who are engaged in our work. We are grateful for their engagement in the sector and their support of COCo's actions.



# Our Mission & Theory of Change

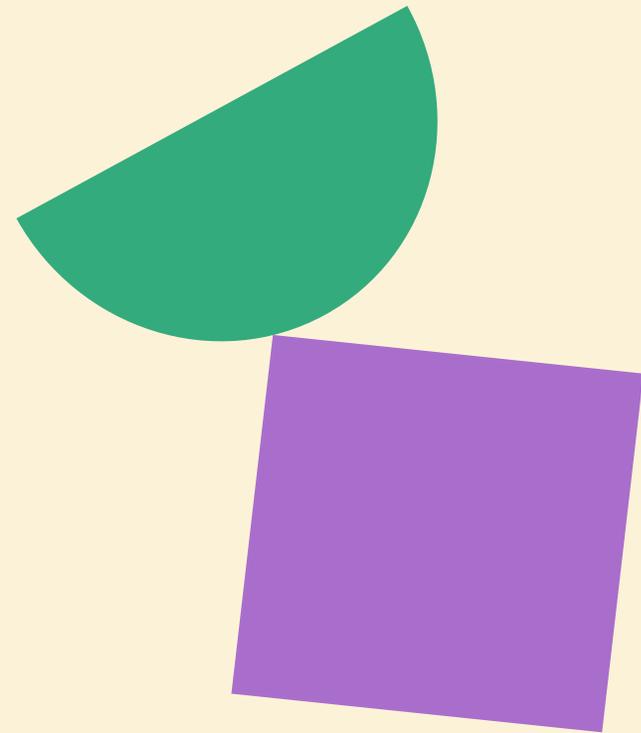
## Our Mission

The mission of the Centre for Community Organizations (COCO) is to help build a more socially just world by supporting the health and well-being of community organizations across Quebec. COCo helps to promote the vitality of the province's community sector by:

- Supporting organizational development
- Offering training
- Developing and disseminating resources
- Strengthening links between nonprofit organizations

## Our Theory of Change

Over the last 20 years, COCo has maintained a unique commitment to prioritizing deep capacity-building and organizational change over technical or expert-based consulting. We have continued to be one of the few organizations in Quebec offering support to groups working in English and multilingually. As we move forward, we want to use these strengths to meet systemic oppression with systemic change.



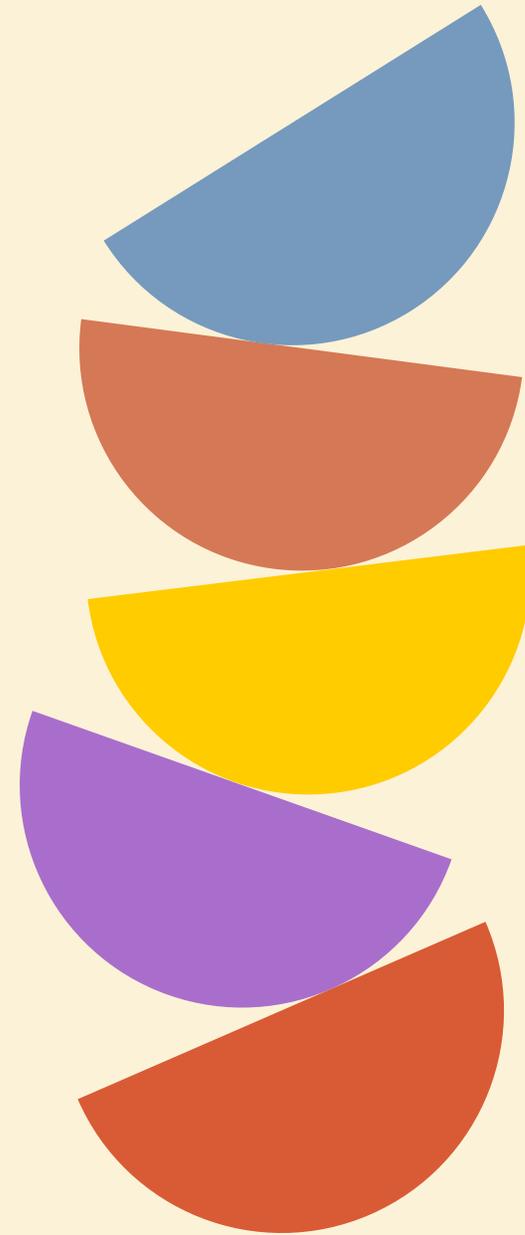
We are committed to building the skills, knowledge, and diversity required to meet the needs of grassroots groups and organizations, which face the biggest challenges.

In 2016, we chose two areas of focus that we believe most effectively nurture an inclusive, social-justice oriented community sector in Quebec:

- Bolstering the impact and amplifying the voices of grassroots organizations;
- Strengthening inclusion and diversity within the Quebec community sector, by stewarding dialogue and learning in partnership with other partners, coalitions and training groups.

These areas have since become the pillars of our Theory of Change.

In addition to directly supporting grassroots organizations, COCo has been partnering with funders and other key actors in the community sector. Together, we work to foster an increase in anti-oppressive, anti-racist, and equity, diversity and inclusion (EDI) practices in the sector. Through events and learning exchanges, we hope to help create the sector our communities deserve.



# Board Report

8

The year 2021 was one of learning, adaptation, and transformation for COCo.

As the impacts of the pandemic and the social context continued to reverberate across the community sector, COCo's team marched on. Despite these turbulent times, we reached hundreds of organizations and thousands of individuals through accompaniments, training sessions, and resources in 2021. We are deeply grateful and inspired by the tremendous efforts of each member of the team and the care they demonstrated throughout the year.

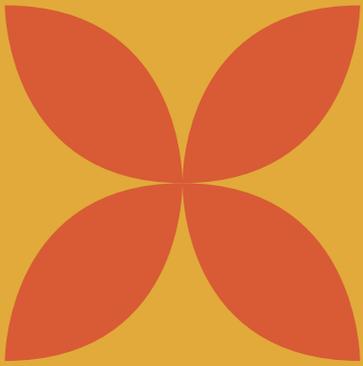
While we are proud of COCo's accomplishments, this past year also came with its challenges. Following several years of significant organizational growth during which our team doubled in size, the context heightened the need to revisit our structures. Like so many of our partners, we were faced with the rise of burnout, understaffing, and turnover amplified by a global pandemic. This led the board and staff to engage in deep conversations about the governance mechanisms and organizational scaffolding needed to better support our team in its actions.

As a board, it can be challenging to lead and engage in the conversations and actions required to strengthen an organization's foundations. It is particularly vulnerable to share these realities with partners and collaborators. However, COCo has always had a culture of transparency. Through our work, we know that many organizations grapple with similar questions. We believe that sharing our learnings is a step towards normalizing healthy conversations about the challenges faced by community groups and organizations.

Here are a few examples of the steps we've taken in an effort towards more sustainable actions:

- The Board of Directors has put in place an interim governance structure to strengthen day-to-day operations, while creating space for strategic thinking. With this in mind, Mich Spieler and Naïma Phillips were appointed Executive Co-Coordinator for a 12-month period.
- Rather than fostering COCo's growth, we are focusing on actions that promote sustainable change. With this in mind, we have updated our Theory of Change to more explicitly incorporate the goal of cultivating team well-being.
- To strengthen and consolidate our organizational support to community groups, we are allocating more resources to our organizational development and training programming.
- To that end, we have increased the size of the organizational development and training coordination team, from one to two people. Emilia Gonzalez and Pascale Brunet are working with the team to streamline and improve our processes for taking on and evaluating contracts with community groups, and to strengthen support for our consultant team.
- In addition, two new projects which began in 2021, Au cœur des actions and Diversité en oeuvre, will allow us to strengthen our organizational capacity to respond in a more sustainable way to the complex and evolving needs of community organizations.





We are confident that these steps and the conversations we will have along the way will lead to a COCo that is not only more resilient but also centers on the wellness of our team.

Despite a challenging year, we are pleased to share that we welcomed 22 new organizational members, increasing our membership by 13%. Our nine Board members held 12 meetings by video conference and four meetings via email in 2021. The active involvement in working hubs throughout the year helped guide the staff in key strategic conversations on COCo's operations and governance. In total, Board members contributed 410 volunteer hours to the organization.

COCo's board is always working to align its practices with the organization's social justice values. Following a collective reflection around land acknowledgements, the board set up a committee to develop a more intentional approach to learning about decolonization. Its objective is to offer time and space within each board meeting to learn about Indigenous realities, unlearn colonial biases, and stimulate discussion and reflection around those themes.

We would like to express our gratitude for the hard work and contributions made over the years by members of the COCo team who left the staff in 2021. Emil Briones, Kira Page, nènè myriam konaté, Philippe Angers Trottier, and Veronica Vivanco, thank you for your dedicated work and the impressive legacy you have left at COCo! We would also like to give our sincere thanks to the board members who left last year: Ariel Harlap, Başak Büyükçelen, Diana Lombardi, Flore Million and Patrick Yanga. Your consistent involvement and thoughtfulness have contributed to the growth and learning of the board.

Finally, join us in welcoming Emilia Gonzalez, Janie Janvier, Naima Phillips, and Pascale Brunet, who are bringing to the team an impressive array of skills and experience.

We begin 2022 committed, inspired, and hopeful.

Afreina Noor, Julia Couture-Glassco  
and Medjine Antoine-Bellamy  
For the COCo Board 2021

“I want to commend COCo for facilitating workshops that deepen our leadership and restorative practices in conversations about inequities. This type of support is so necessary for leaders trying to combat all forms of oppression. Bravo!”

Participant, ateliers/C :  
Deepen leadership, contemplative and restorative practices with Dr. Angel Acosta, December 15, 2021

# Context and Learnings

COCo is an organization that encourages its staff and board to engage in formal, informal, and team learning. The challenges caused by the ongoing global pandemic meant that in 2021, COCo had to continue to adapt and find ways to meet demands for services.

## Supporting Community Groups and Organizations Through a Pandemic

In 2021, COCo continued to provide holistic and responsive services to hundreds of community groups and organizations across Quebec. Despite the team's fatigue in the context of a sustained crisis, we continued to adapt our actions to the realities of the sector in the face of the pandemic and in reaction to social movements.

In the context of the health and social crisis, the demand for COCo's services skyrocketed—and it had already been growing for several years. The pandemic and rising social movements amplified the need for training and coaching in anti-oppression, organizational development, and technology across the community sector.

Through our work with hundreds of organizations every year, our unique vantage point allows us to notice patterns and situations of systemic inequity. Systemic oppressions, organizational challenges, waves of staff turnover, health and wellness risks, and underfunding have left the community sector fragile and in need of doing deep structural work.

Despite these patterns throughout the sector, numerous groups we met in 2021 felt they were alone in grappling with these complex issues. Being able to see and share our insights with community groups and funding partners is a step towards normalizing these complexities. These conversations seem to come as a source of relief for many.

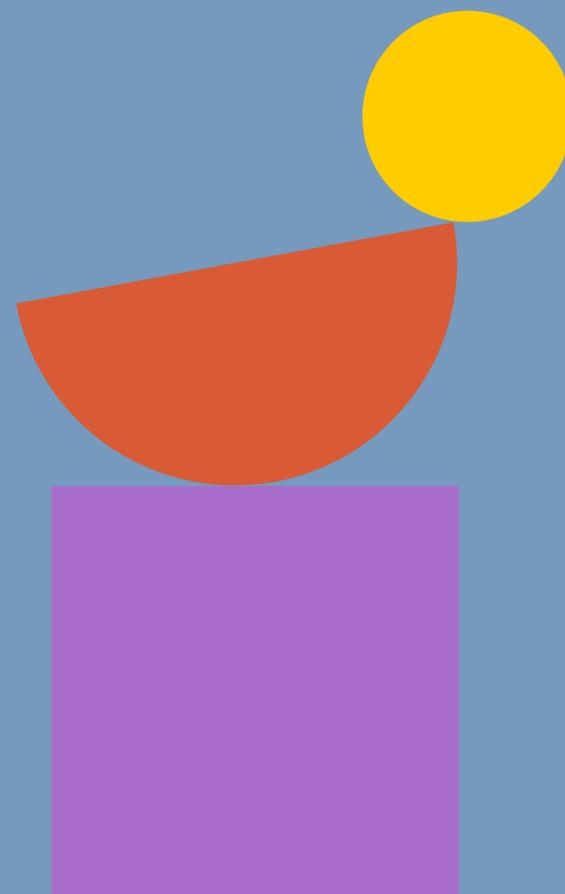
## Supporting COCo's Team and Strengthening its Actions

Interestingly, our conversations with groups resonated with the challenges we faced internally in 2021. Like our community partners, COCo experienced organizational capacity challenges. While in 2020, our work reached more organizations and individuals than ever before, the impact of health and social contexts on our work and team members had greater repercussions in 2021.

In terms of activities, the increased complexity and challenges of the sector have led to processes that require more time and new expertise to meet the evolving needs of groups and organizations. Meanwhile, we saw an increase in team fatigue and burnout, which resulted in COCo operating understaffed for much of the year.

As a result, COCo's team and board of directors have been more actively engaged in reflections on our collective structure, operations and governance mechanisms to better support our actions. Despite the challenges we face, we believe that our conversations about organizational health both internally and with our community partners will gradually lead to stronger, healthier and more sustainable actions in the sector.

We continue to be amazed by the tremendous efforts of the groups, organizations and individuals we work with. We are proud to be part of such a committed, caring and compassionate network of groups, organizations and individuals, and we look forward to our future discussions.



# The Year in Numbers

14

This year COCo served:

1,077 people from  
271 organizations

We reached 180,801 people and organizations through our online presence in 2021. That is a significant increase from the previous year.

The video “Walk With Me: A Woman of Colour’s Journey in Nonprofit Organizations” was viewed 1,500 times.

Our newsletter subscriptions, social media communities, and website visits all increased in volume. In 2021 we shared 22 articles and external resources with our community.

Our top visited resources this year were related to both anti-racism in nonprofit organizations and online annual general meetings (AGMs):

- The “Problem” Woman of Colour in the Workplace
- White Supremacy Culture in Organizations
- What We Learnt About Doing an Online AGM

# Organizational Support

15

At the core of our programming, COCo offers customized consulting services to grassroots groups and community organizations. Groups often come to us seeking change in how they work or fulfill their missions. We work closely with them to establish a strong collaboration, designing flexible processes that meet their needs and realities.

Comprised of training and accompaniment in areas of organizational development, these services can include:

- Multi-year strategic planning, restructuring, and anti-racism work
- Organizational diagnostic
- Leadership, board and human resources coaching and training
- Planning, implementing and training for tech solutions
- Training in capacity building
- Conflict mediation and resolution

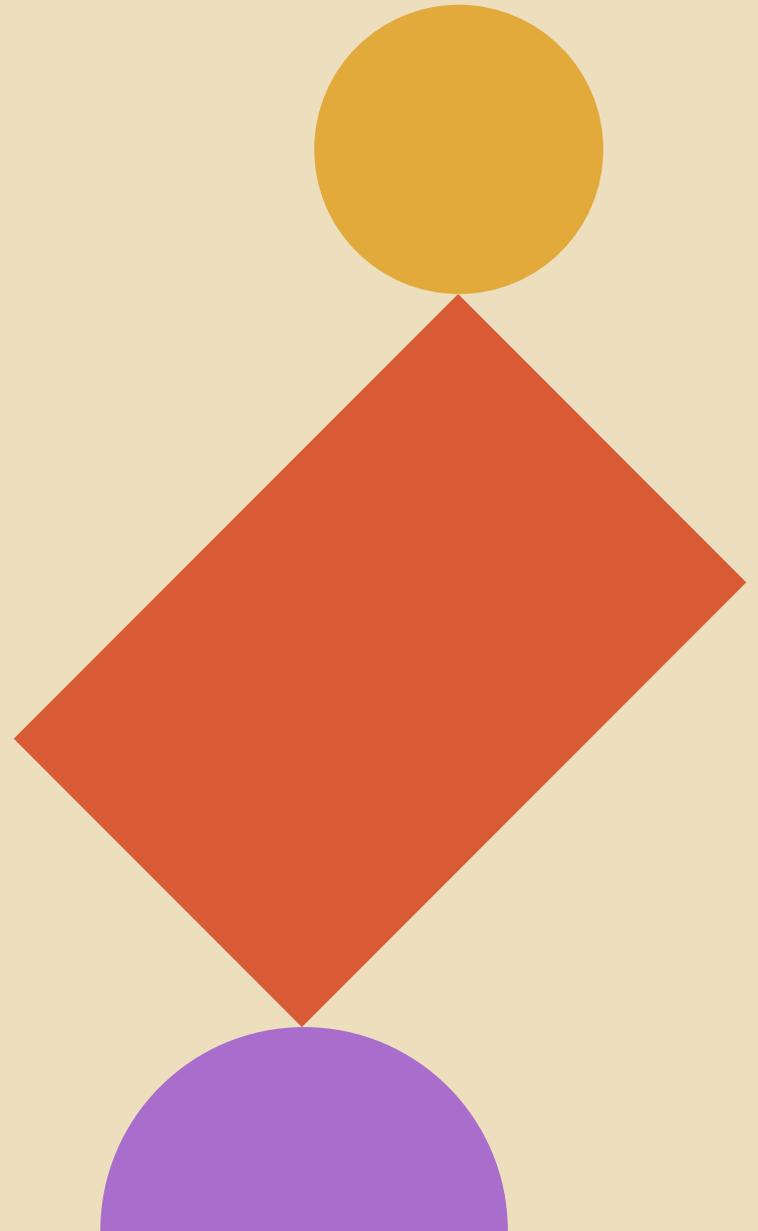
In 2021, our support of organizations continued. We carried out **98 contracts** with **72 organizations**, resulting in services offered to **739 individuals**, and **1,735 hours** of organizational support provided. A majority of the contracts (51%) were with grassroots organizations, a priority in our Theory of Change, an increase of 13% over the previous year.

These numbers represent a decrease in the number of contracts and organizations reached compared with 2020 and 2019. This is due in part to understaffing in the pandemic context. However, it is also important to note that the number of hours devoted to these contracts remains similar (averaging 1,600 hours per year from 2018 to 2020). A few points explain this:

- Over the past few years, COCo has consciously shifted its approach to organizational support from short-term to medium-to-long-term accompaniments. This was a response to our team's observations that groups were coming to us with more complex, layered questions, requiring more time and resources to address them.

- The impacts and learnings from the global pandemic and social movements only amplified the need to devote more time to support groups as they navigate a period of crisis and deep, systemic change.
- Shifting to longer-term accompaniments and more holistic approaches has allowed COCo to adapt its practices to an evolving context and the needs of the groups we work with.

Still, COCo's experience indicates that the demand for organizational support to community groups remains higher than the sector's current capacity. In 2021, approximately 300 organizations sought COCo's accompaniment services. As the demand for these services continues to grow, we are working to reinforce our capacity while centering long-term, holistic approaches and the well-being of our team.



# Information Sessions

Community sector workers, volunteers and Board members often need to consult with someone outside their organization about challenges they face. COCo provides free information sessions on a variety of topics related to non-profit work, helping organizations and the people who shape them. This year again, sessions were given online, and the most common topics were:

- Funding Development
- Board, Governance, Bylaws and AGMs
- Incorporation and Charitable Status
- Information Technology
- Human Resources

In 2021, COCo offered 92 information sessions to 79 organizations, for a total of 63 hours, with 116 participants.

Information sessions lasted longer than in recent years, and there were fewer of them provided, due to reduced staffing and other challenges resulting from the pandemic. Calls lasting between 30 and 60 minutes increased from 41% to 48% of all calls, while those lasting less than 30 minutes

decreased, from 45% to 38%. This shift reflects the demand for more in-depth work with organizations.

As well, staff continued to respond this year to email and other information requests in their areas of work, such as organizational support, ensuring that people were connected with other relevant organizations and resources, when needed. This was especially true for priority groups in our Theory of Change. As COCo adapts to the demand for more in-depth work with organizations, we are developing ways of tracking these other forms of information sessions, in order to better measure impact.

“We don’t create enough space in our meeting agendas, in our day to day, for folks to really listen. Folks, often white folks, rush to fill the space whenever there is silence. The challenge is for us to sit in that silence, and let our Indigenous, Black and People of Colour colleagues take the mic. And for the white folks to understand that listening, actively listening, is more important.”

Participant, ateliers/C : 400 years of inequality with Maria Tan, October 27, 2021

# Anti-Oppression in the Sector

19

Over the past few years, the COCo team has been engaged in reflections on the mechanisms needed to support anti-oppression and anti-racism practices among community groups and organizations. We would like to acknowledge the contributions of various team members and collaborators to this learning and reflection over the years.

Through its anti-oppression, organizational development and action-research practices, COCo offers a unique perspective on the systemic barriers experienced by Indigenous, Black and racialized people in Quebec non-profit organizations. Through our work in the sector, we have identified complex factors related to anti-racism and equity, diversity and inclusion (EDI), including:

- The impacts of systemic racism, such as: lack of racial diversity in nonprofits, the inability of employers to hire and retain a diverse workforce due to lack of inclusive practices
- Lack of awareness of the impact of these issues on employees
- Lack of skills, knowledge, resources and strategies to

address these significant barriers to hiring and retaining Indigenous, Black and racialized people

These barriers to employment highlight the need to better equip Quebec non-profit organizations to address inequalities in the community sector. Furthermore, the impacts and learnings from the pandemic and social movements have only increased the need to support groups and organizations in their anti-oppression, anti-racism and EDI efforts to help build a more supportive, just and inclusive sector.

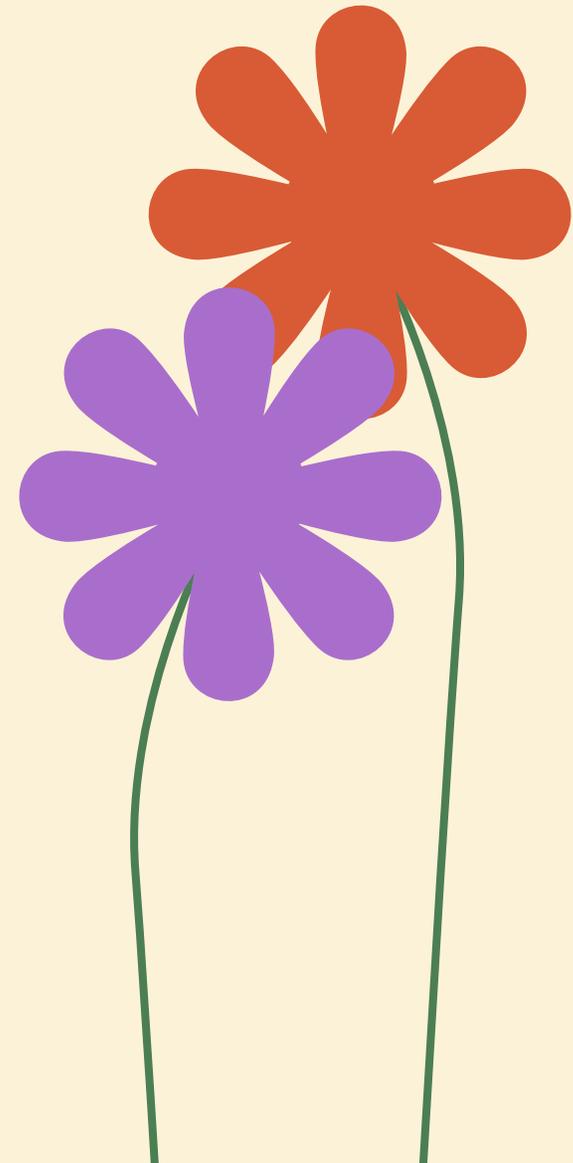
However, this work is very demanding and carries the risk of burnout and trauma for the consultants who accompany organizations in these efforts. We recognize that it is crucial to put in place the necessary practices and conditions to offer sustainable actions, while prioritizing the well-being of these change-makers and offering them safer work environments.

Begun in 2021, two new projects, *Diversité en œuvre* and *Au cœur des actions*, were designed with these thoughts in mind.

The Diversité en œuvre project aims to contribute to the reduction of barriers to employment experienced by Black, Indigenous, and people of color in the community sector. This project has been made possible in part by the Government of Canada.

Through this project, we are focusing on the development of tools, training, peer networking and coaching to address barriers to employment, access to leadership roles and workplace training.

To ensure the sustainable actions needed to foster a more equitable sector, Diversité en œuvre also allows us to develop and reflect on approaches that provide safer workplaces for change-makers and prioritize their well-being.



# Au cœur des actions

21

The purpose of the Au cœur des actions project is to support COCo in its efforts to build capacity and focus on wellness in its actions to meet the evolving needs of the community sector.

This project's holistic approach will enable COCo to more sustainably support the community sector in its ability to address organizational challenges, including systemic barriers to equity, diversity and inclusion (EDI), accessibility, as well as management and governance best practices. This project has been made possible thanks to support from the Lucie and André Chagnon Foundation.



The ateliers/C project provides peer-to-peer learning and experience-sharing spaces that strengthen networking, reflexivity and the discovery of new tools. This initiative, in partnership with Centraide of Greater Montreal, contributes to the development of a learning culture in the Montreal community sector.

In 2021, the ateliers/C project delivered a program of 12 workshops on a variety of themes related to organizational development, interpersonal relationships and more inclusive organizational practices, including horizontal leadership, unconscious bias, privilege and discomfort as well as organizational resilience.

A total of 235 participants took part in the 2021 ateliers/C workshop series:

- 12 virtual workshops on Zoom
- 2 workshops in English and 10 in French
- 131 organizations participated in ateliers/C, including 27 from the COCo network

## Highlights:

1. Increased participation in ateliers/C workshops in the fall of 2021, thanks to pre-planned programming touching more on anti-oppression, anti-racism, equity, diversity and inclusion (EDI) and new approaches to intervention;
2. The co-creation of workshops with different community groups and international experts Maria Tan and Dr. Angel Acosta;
3. The completion of a series of three ateliers/C workshops on horizontal leadership;
4. An evaluation of the project, to document the effects and concepts that took root in participating organizations; to better understand the participants' motivations; and to identify ideas for themes and skills to develop in the future.

# Information & Communications Technology

23

With the pandemic persisting in 2021, COCo and its members continued to rely more and more on technological tools and platforms. Community groups had to adjust and make the changes necessary to continue working online from home, or in a hybrid home/office context. COCo provided accompaniment and training to 23 groups, through 33 contracts around remote email access, website optimization, file sharing and virtual AGM facilitation.

This represents a decrease compared to previous years, which, as has already been explained elsewhere, is partly related to the fact that more time was given and more in-depth work was done within each contract than was the case in previous years. COCo also offered 13 information sessions on topics relating to information technology with 13 different groups in 2021.

There was a shift in the type of support requested by community groups. They came to COCo less often with set, simple requests in mind, and more with the need for support in evaluating their organizational readiness and capacity, both now and in the future. This resulted in big picture, strategic conversations with organizations. In some cases, rather than starting an accompaniment with COCo right away, we helped organizations to identify the set of questions they needed to address before an accompaniment could begin.

Over the past few years, COCo has approached tech work more and more holistically. For example, tech practices have been evolving to better connect groups' technology processes with their questions around governance and strategy. In 2021, the ICT team also continued to move towards a more intentional operational alignment with the Organizational Development and Training program (ODT), which was facilitated by the additional resources put into ODT coordination at COCo.

“The fun part is rarely considered, but it should play a dominant role in team meetings. It has an impact on everything else: emotions, atmosphere, responsiveness. All the proposed activities will translate well into our workplace.”

ateliers/C: Momentum!  
Rekindling the Flame of Play at Work,  
March 31, 2021

# Navigating the Dataverse

25

COCO's partnership with Centraide on the Navigating the Dataverse project allowed us to better understand the challenges organizations face when it comes to navigating the dataverse and to consider future avenues for supporting community organizations and collaborating with other groups concerned with data.

Over the past year, we have documented the data-related needs of organizations, clarified our coaching approach, and refined COCo's offer in this sector.

In 2021, we coached five organizations on data, implemented a data workshop as part of the LabOA project, led numerous discussions with other groups working with data, and developed several tools to analyze the data ecosystems in which organizations operate.

This project has helped us better understand the challenges organizations face when it comes to data, including learning, capacity building, and outreach needs as well as understanding gaps, lack of resources, and internal and external pressures.

Sharing our expertise and talking to organizations has shown us that there is a need for resources, tools and training to help them achieve their goals and access the full potential of the dataverse. We also observed a clear link between organizational health and the ability of organizations to access, learn about and master data.

The activities carried out and the learnings they yielded will allow us to reflect on data in the community sector, its place in the organizations with which we work, and possible courses of action related to our mission.

Born of a partnership between COCo and Centraide of Greater Montreal, the Laboratoire Organisations Apprenantes (LabOA, 2018-2021) aimed to reflect on the best ways to support and equip community organizations in the development of sustainable learning and knowledge-sharing capacities.

An action-research project was carried out over two years, followed by the development of a learning organization model adapted to the realities of community organizations. The development of a bilingual learning approach anchored in this model and inspired by Theory U then took shape, with the creation of LabOA's Social Innovation Hub.

The Hub was a participatory action-research experiment that sought to implement the achievements of the first phases of LabOA. The Hub was carried out in three phases: development, implementation and evaluation. The Social Innovation Hub cohort consisted of 17 participants representing 10 different community organizations in the Greater Montreal area.

The Hub and, more broadly, the LabOA project were sources of much learning and contributed to the development of a learning culture both at COCo and among the participating groups. Follow-up discussions with participants, as well as exchanges with members of the Centraide team, revealed a keen interest in the approaches developed during this project.

Indeed, the learning organization model as presented by LabOA resonated with the Hub's participating groups. However, organizations struggled to find the time required for experimentation and learning. The pace of meetings was too quick and too frequent, given the participants' busy lives and overwork brought on by the pandemic and broader social context.

COCo is considering organizing other meetings in the future to develop sustainable learning capacities and to share knowledge, taking into account the need to spread them out over time. Hub participants expressed the need for time, space and resources to reflect, recharge and support each other. The LabOA project was an important step in this direction.

## Coalitions

COCO is a member of the following coalitions:

- Regroupement intersectoriel des organismes communautaires de Montréal (RIOCM)
- Réseau québécois de l'action communautaire autonome (RQ-ACA)
- Comité sectoriel de main d'œuvre en économie sociale et action communautaire (CSMO-ÉSAC)
- Table régionale des organismes volontaires d'éducation populaire de Montréal (TROVEP)
- Communagir

## Funding Partners

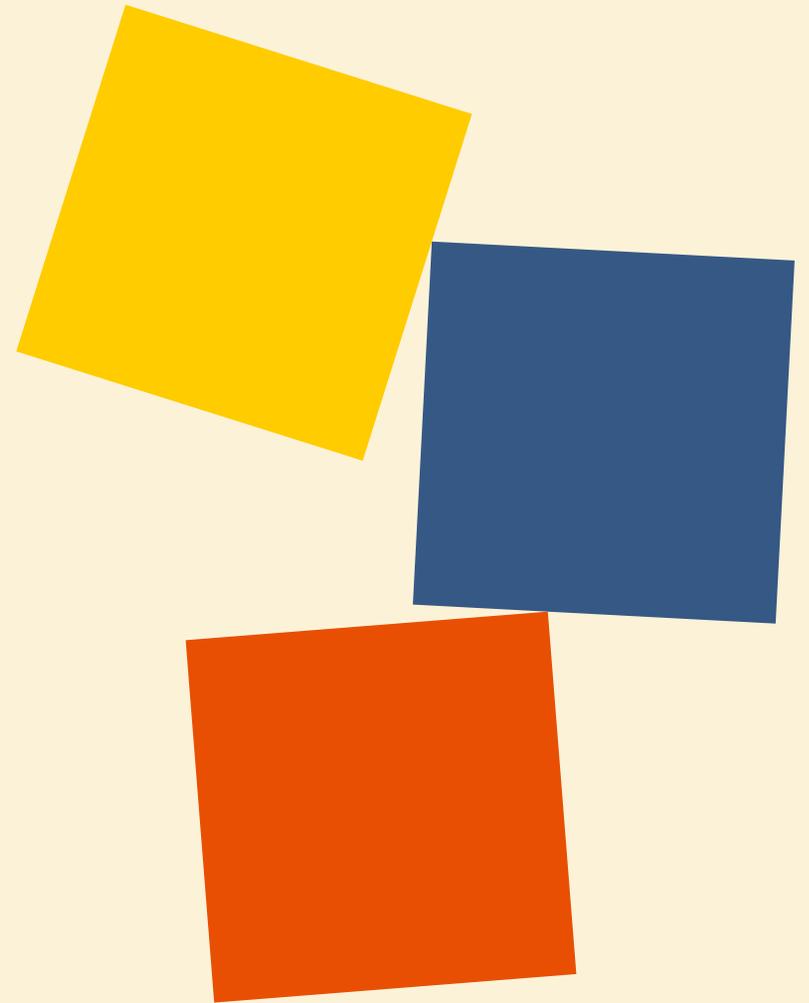
We would like to extend our deep gratitude to our partners for supporting our actions in 2021:

- Centraide of Greater Montreal
- Government of Canada. Canadian Heritage
- Government of Canada. Canada Emergency Wage Subsidy (CEWS)
- Gouvernement du Québec, ministère de l'Éducation (ME)
- Lucie and André Chagnon Foundation
- Trottier Family Foundation

# Our Finances

28

The year 2021 was marked by the addition of two new multi-year funding sources (Government of Canada and Lucie and André Chagnon Foundation). Our autonomous revenue grew in part due to an increase in our fees. Thanks to a one-time increase to the allocation from Quebec's ministère de l'Éducation, we finished the year with our revenues matching our expenses.



Revenue	2021
Centraide of Greater Montreal	\$ 264,665
Gouvernement du Québec, ministère de l'Éducation	\$ 210,582
Autonomous income (training contracts, coaching, facilitation and mediation)	\$ 175,557
Government of Canada. Emergency Wage Subsidy	\$ 40,913
Trottier Family Foundation	\$ 22,500
Lucie and André Chagnon Foundation	\$ 22,301
Government of Canada. Canadian Heritage	\$ 14,825
Other	\$ 1,490
<b>Total</b>	<b>\$ 752,833</b>

Expenses	2021
Salaries and social security charges	\$ 630,558
Professional fees	\$ 72,925
Rent	\$ 17,998
Website – development and maintenance	\$ 9,805
Office supplies and equipment	\$ 5,522
Amortization	\$ 3,986
Translation	\$ 3,410
Telecommunications	\$ 2,142
Gifts	\$ 2,049
Professional development	\$ 2,009
Other	\$ 2,429
<b>Total</b>	<b>\$ 752,833</b>

# Thank you, Frances!

30

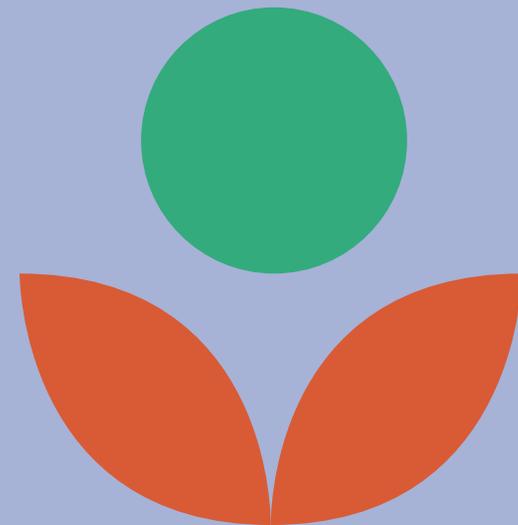
Frances Ravensbergen's role at COCo goes beyond being its principal instigator and co-founder. Her quiet, generous influence, gentle oversight, and keen community-sector acumen coddled this organization in its infancy and helped mould it, over two decades, into what it is today: a hub of people and knowledge dedicated to the well-being, development and learning of non-profit organizations, unique in the sector by its people-centered, needs-based approach and horizontal structure, and respected by community groups, workers and funders alike.

Even after she stopped being a COCo staff member, Frances continued to be active as an affiliate, particularly for evaluation contracts. Not to mention all of the staff/board retreats she hosted at her property! After 21 dedicated years of involvement with COCo, Frances has decided to formally step away from COCo, and concentrate on teaching and her practice as facilitator and consultant, focusing mostly on evaluation and sector policy development work.

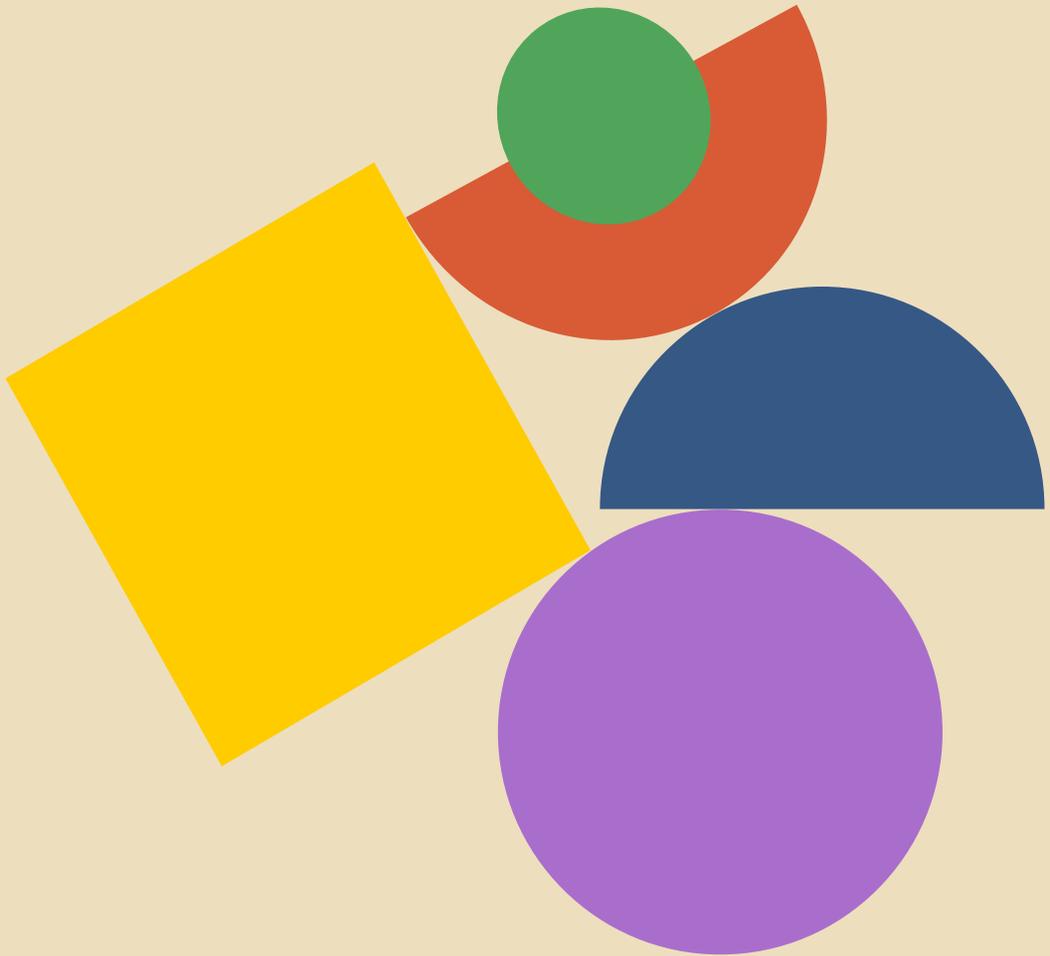
Her practical, direct approach, centered on building and fostering healthy relationships (and healthy "houses"! ) has been and will continue to be a foundational stone in COCo's house as we continue to evolve.

Thank you, Frances!

We wish you all the best!



# The Centre for Community Organizations



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Report 2021