

# **RYDE COMMUNITY CO-OPERATIVE INC.**

***“THE PLACE TO BE”***

## **LOOKING TO THE FUTURE... A BUSINESS CASE FOR SUPPORT**



**1624 Barkway Rd., Gravenhurst, Ontario**



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# EXECUTIVE SUMMARY

## PREAMBLE:

There are many challenges facing the Town of Gravenhurst and specifically, Ryde Township, one of the rural centres that were amalgamated into the Town in 1971.

According to 2011 Census, Gravenhurst occupies 200 square miles but has a population density of only 58.5 per square mile. Due to the high concentration of people living in the town of Gravenhurst proper, Ryde has a much lower density per square mile. In the Muskoka Growth Strategy Report completed in 2013, the projected rate of Gravenhurst's year round population is 1.0% per year resulting in an estimated 12,247 permanent residents in 2015. The annual growth rate of Gravenhurst's seasonal population is 0.4%, resulting in an estimated number of 12,701 additional residents in 2015.

Based on projections found in the same report and the 2011 Census, It is estimated that in 2015, 21.1% of the population will be aged 65 years and over, which is a much higher demographic than the provincial average (approximately 15%).

Significant numbers of seasonal residents are choosing to retire to their summer residences as well as many retiring individuals are choosing the beauty and tranquillity of Muskoka to move to. This directly impacts Ryde Township which includes Kahshe and Riley Lakes. At the same time, the economic landscape of Muskoka is changing, with fewer employment opportunities outside of the service industry and a perpetual seasonal ebb and flow of jobs. There is a general migration of workers to larger urban centres where better employment opportunities exist. In 2013, Muskoka Algonquin Healthcare commissioned a report through a Community Services Capacity group who projected that by 2032 in Muskoka there will be a 64% growth in adults aged 65-75 and a 100% growth in adults aged 75+ years. At the same time, there will only be a 12% growth in adults aged 20 – 44 years and an actual 12% decrease in adults aged 45-64 years.

For home based health care in Muskoka, there may be anywhere from one week to 1 year waiting list for supports to keep people in their own homes. Due to availability and condition of current health care resources and facilities in the region and because many older adults on average live with three chronic diseases, general consensus is that there is not enough infrastructure in place to manage the present, let alone an acknowledged growth, nor are there sufficient employment aged resources to provide the services needed. Anticipating an impending crisis Ontario has been working to transform health care and improve efficiencies through a health system re-development, with a greater emphasis on health and mental health promotion. Promotion addresses the population as a whole and directs action to minimizing risk factors associated with the social determinants of health. As well, promotion includes protective factors, urging the population to be more aware of risk factors and through better understanding, motivate them to self-manage their symptoms and adopt healthier, more active lifestyles. The focus is on enhancement of well-being rather than on illness.

Some common protective elements that alleviate both health and mental health issues are:

- Increasing access to community supports
- Social and cultural networks within the community
- A supportive environment
- Opportunities to serve as a volunteer
- Meaningful participation and feelings of belonging.

Given all of these factors, it becomes evident that the year round residents in Ryde Township are at risk due to:

- A higher than provincial average of number of persons over the age of 65
- The lack of public resources to support older adults to stay in their homes not only in Gravenhurst, but more significantly, in the rural, sparsely populated areas like Ryde
- A lower socio-economic status of many Ryde residents;
- An inclination towards isolation due to aging, health, mobility issues, inclement weather and transportation
- A lack of community mental health supports not only in Gravenhurst but specifically, Ryde Township

In 1973, the Fire Station # 3, which receives support from the Town of Gravenhurst, was built to protect the residences of the citizens of Ryde Township. The Ryde Community Co-op feels that the health and well-being of the community is every bit as important to the residents as access to protection for their homes.

### **Older Adult Centres:**

In response to similar issues facing communities throughout Ontario, many municipalities have established Older Adult Centres. These are community facilities that facilitate a diversity of activities and services in response to the needs and interests of the local older adult population. Most Older Adult Centres are members of the Older Adults Centres Association of Ontario (OACAO). OACAO provides a range of services for member centres:

- Advocacy
- The development of consistent quality service standards for future accreditation process
- Training for the staff and volunteers
- An annual conference with education and networking opportunities.

An Elderly Persons Centre Act was developed and passed into legislation in 1990. Since then, the Ministry of Community and Social Services has initiated funding support to cover 50% of the operating funds of any recognized Older Adult Centre. An audit list (Addendum 1) and application process is in place to qualify centres as a designated Older Adults Centre. Once approved, the Older Adult Centre can apply for the operating subsidy as well as one time special funding requests for capital improvement or equipment additions.

The Ryde Community Co-op became a member of the Older Adults Centre Association of Ontario in 2013.

In 2008, OACAO completed a profile of their then current member centres to determine the range of activities, the member profiles, the service statistics, the funding sources, and the issues facing them. “Building Bridges to Tomorrow: A Profile of Older Adult Centres in Ontario” highlighted several important factors:

- Only 15% of the members were under the age of 65
- Almost 20% of the members were below the poverty line
- Almost 25,000 volunteers contributed more than 1.6 million hours of volunteer work each year
- Centres operated by not-for-profit corporations tended to have 200 – 499 members while those operated by a municipality had much larger rosters
- The average cost per member to operate a centre was \$345 per member

- The not-for-profit centres tended to receive more provincial support than those operated by a municipality
- Transportation was listed as a major issue in enabling frail or elderly members to participate in centre activities
- A majority of the centres were open for regular programs 4 to 5 days per week
- Many centres were 20 years or older, build prior to 1980
- The top five issues facing centres were funding/fundraising, attracting younger seniors, recruiting volunteers, declining membership and attendance
- Common activities at centres were focused on arts, crafts, games, with an emerging shift to more fitness and health/ health promotion programs, and congregate dining/social engagement.

The Ryde Community Centre, operated by the Ryde Community Co-op, already shares many profile components with established Older Adult Centres.

### **The Ryde Community Co-operative Inc.:**

In 1999, the Muskoka Board of Education closed the Ryde Public School and in 2000, the two room school became a community centre when the Town of Gravenhurst leased it from the school board for the benefit of the community. In July 2000, a community group took over responsibility for operating the centre. The group incorporated under the Co-operative Corporation Act and the Ryde Community Co-operative was born. A Co-operative is an organization that is owned by its members, operates on a democratic system that specifies “one member, one vote”. Consequently, all members of the co-op have equal say in how the organization is run, regardless of how much money they have invested in the co-op. The Ryde Community Co-op has worked diligently to transform a potentially derelict building into an important and viable heart of the community. Today, the Centre offers a variety of social, learning and health related activities. A monthly “Ryder” newsletter is circulated to members throughout the community and keeps everyone apprised of what is happening in the upcoming month, not only in Ryde, but in the communities throughout Muskoka. The publication is well read and several members provide sponsorship and donations to ensure its continuation. As well, through a BEAM grant, the Co-op developed a web-site and they maintain Twitter, Facebook and Pintrest accounts. Ongoing activities include:

- Tai Chi
- Fresh Food Baskets
- Community Gardens
- Internet Café (Wi-Fi is installed)
- Dinners, lunches and breakfasts for a modest fee
- Bid Euchre
- VON S.M.A.R.T. exercise programs
- Wellness Initiative For Seniors Engaged (a clubhouse to promote self management and improved health and well-being)
- Self-sustainability workshops on foraging, dehydrating, straw bale construction, etc.
- Cooking classes
- Sewing classes
- Community kitchen meal preparations
- Education and self-interest workshops such as soap making
- Seniors Health Fairs
- Celebration of the history and 135<sup>th</sup> anniversary of the establishment of Ryde Township which has now been annualized into Heritage Day

The board of directors of the Co-op have established many effective partnerships with:

- Town of Gravenhurst
- Gravenhurst Chamber of Commerce
- District Municipality of Muskoka
- Seniors Secretariat – federally and provincially
- Older Adults Centres Association of Ontario
- Ministry of Health and LTC
- YWCA
- Teopoli – a Catholic mission made up of individuals, families, religious and priests
- Riley and Kahshe Lake Cottage Associations

After developing a Strategic Plan in 2014 - 2015, and in acknowledgement of how well aligned the goals and activities of the Ryde Community Centre are with the purpose and mandate of Older Adults Centres throughout Ontario, the Ryde Community Co-op is committed to meeting all of the qualification benchmarks of the Audit and Application process and seeking recognized status as an Older Adults Centre from the Ministry of Community and Social Services.

### **Strategic Initiatives:**

The outcome of the Strategic Planning Process conducted in 2014 – 2015 included the development of three Strategic Initiatives with corresponding tactics to achieve. The goal of the board is to achieve all three initiatives over the next 3 – 5 years, which will establish:

- A Mission Statement that is representative of the community and in keeping with the values of the Older Adults Centres
- Revised by-laws that meet the new ONCA guidelines with corresponding governance and operating policies and procedures
- Succession plan for the future
- Deliverable and sustainable framework for the Centre operations
- Achievable short term and long term goals that are measurable and consistent with provincial Older Adult Centres best practices

### **Initiatives:**

Initiative 1: Develop and implement a centre sustainability plan

Initiative 2: Develop a People Plan of essential resources and what will be done to achieve the plan

Initiative 3: Develop and implement a sustainable funding framework that includes obtaining charitable status from Canada Revenue Agency

There is consensus among all of the current Directors and Officers of the board when it comes to guiding principles, values and vision: they have been entrusted to preserve the legacy of the Ryde Community Co-op and to ensure that “The Place To Be” in Ryde Township is sustainable; vibrant; responsive to community need, age diversity, ability and socio-economic status. This must be achieved by maintaining connection to the community who supports them – both Ryde Township and the Town of Gravenhurst.

## **Forecast for the Future:**

Based on the Financial Statements of the Ryde Community Co-op for 2014 (Addendum 2) and statistics generated by the report “Building Bridges to Tomorrow – A Profile of Older Adults Centres in Ontario” *Sept 2007*, the following goals have been developed to bring the Ryde Community Centre more in line with other Older Adults Centres:

1. Bring the building up to municipal code and meet the audit list specifications for designated Older Adults Centres
2. Attain Charitable status from Canada Revenue Agency
3. Build a consistent, annual membership base of minimally 200 members
4. Establish a roster of minimally 30 volunteers to carry out the duties, responsibilities, activities and fundraising/events of the Centre
5. Develop an annual budget and corresponding revenue forecast that will meet operating costs of \$69,000 per year (based on a membership of 200 and the current average cost \$345 per member for Older Adult Centres in Ontario which will include key staff positions)
6. Negotiate long-term lease and operating subsidies with the Town of Gravenhurst
7. Diversify categories of user fees and create sponsorship opportunities for increased community support
8. Reduce volume of fundraising activity currently required to maintain Centre operations
9. Increase revenue from other sources such as operating, project and capital grants, planned giving, donations and legacies
10. Develop a core roster of regular activities, days and hours of operation and an annual plan of special or extra activities, workshops, education and health promotion.
11. Increase number of activities that will encourage intergenerational participation.

## **Concluding Thoughts:**

The Ryde Community Centre is the heart and hub for the citizens of Ryde Township. In view of the common protective elements for achieving overall health and mental health well-being within a community, Ryde Community Co-op is:

- Increasing access to community supports; the centre is a place to connect with, to navigate the myriad of municipal, district, regional and provincial services and especially in regards to health care; the centre is bringing a variety of health promotion and social connection opportunities
- The Centre is the social and cultural network within the community where members keep in touch with the wellbeing of other members who live there; there is awareness and intent to assist families and individuals who may be ill, frail, elderly, isolated and in need of food or shelter support due to their economic situation
- The Centre is a supportive environment, inclusive and accessible
- There are growing opportunities for people in the community to volunteer
- Everyone is welcome at the Centre and there are many activities or avenues of interest for members and non-members to choose from and participate while addressing issues of transportation to assist in their engagements
- The Centre is like a warm blanket of acceptance, respect, and inclusiveness – it is the Centre where everyone can belong to the family.



# DEMOGRAPHIC OVERVIEW

## Demographics of the Region:

Ryde Township has been part of the Town of Gravenhurst since 1971. In the 2011 Census, Statistics Canada reported that the Town of Gravenhurst had a population of 12,055, a 9.1% change from 2006. With a land area of approximately 200 square miles, it had a population density of 58.5 per square mile. Due to the high concentration of people living in the town of Gravenhurst proper, Ryde Township has a much lower density per square mile.

### **Age Structure:**

- 0 – 14 years; 14.6%
- 15 – 64 years: 64.3%
- 65 years and over: 21.1%

The Muskoka Growth Strategy (2013) projected the growth rate for Gravenhurst's permanent residents at an annual growth rate of 1.0%, resulting in an estimated year round population of 12, 247 in 2015. In addition, by projecting the rate of Gravenhurst's seasonal population at annual growth rate of 0.4% the estimation for the 2015 seasonal population is 12,701.

As has been witnessed in the past 10 years, significant numbers of the seasonal population are choosing to retire to their summer residences as well as many retiring individuals are choosing the beauty and tranquility of Muskoka to move to. This directly impacts Ryde Township, which includes Kahshe and Riley Lakes. At the same time, the economic landscape is changing with fewer employment opportunities outside the service industry and a perpetual seasonal ebb and flow of jobs. There is a general migration of workers to larger urban centres where better employment opportunities exist. Consequently, it is estimated by 2015, 21.1% of the population in Gravenhurst will over the age of 65, a number which is a much higher demographic than the provincial average (approximately 15%).

According to a report prepared by the Community Services Capacity Group in 2013 which was commissioned by Muskoka Algonquin Healthcare , by the year 2032:

- 64% growth in adults aged 65 – 75 years
- 100 % growth in adults aged 75+ years

With Only:

- 12% growth in adults aged 20 – 44 years
- 12% decrease in adults aged 45 – 64 years.

## **Health and Mental Promotion:**

With the anticipated growth in the number of persons living in Ryde Township over the age of 65 years, there are many challenges accompanying this projection:

- The number of persons aged 85 and older is the fastest growing age group in our society;
- Older adults have an average of three chronic diseases;
- There are declining home based health services resulting in longer waiting times (anywhere from one week to one year) for essential nursing and personal supports required to keep aging persons in their own home;
- There are funding challenges for South Muskoka Memorial Hospital to balance the operating budget resulting in bed and staff reduction, shorter hospital stays and increased focus on urgent and acute care versus long-term care;
- Placement in long-term care facilities (Nursing Homes) is coordinated through the Community Care Access Centre. There is a waiting list of long term care placement as there are not enough beds for our aging population.
- Caregivers are often overworked and susceptible to burnout, given the current climate in caring for loved ones at home.
- Grown children who live in communities other than those of their parents' may be called upon to provide support and direction from a distance, while trying to maintain jobs and family life in their own homes. Long distance caregivers come to rely on auxiliary support systems within the community to ease their stress.

As a result, the health system is undergoing a transformation as it struggles with the growing pressures of an inadequate infrastructure and the human resources to meet the need. This transformation is leading to a health and mental health promotion model where people self-manage their chronic conditions and resulting symptoms.

***“Health promotion is the process of enabling people to increase control over and to improve their health”*** (World Health Organization 1986)

There are 5 key promotion Strategies:

- Building Healthy Public Policy
- Creating Supportive Environments
- Strengthening Community Action
- Developing Personal Skills
- Re-Orienting Service Towards Promotion, Prevention and Early Intervention

Social Determinants of Health: Canadian Perspective (*Dennis Raphael and Juha Mikkonen 2004*) – Within the full range of factors that influence health, here are some pertinent factors to Ryde Township for the purpose of this report:

- Income and social status
- Social support networks and social connections
- Physical environments
- Personal health practices and coping skills
- Health services

*“Mental Health Promotion is the process of enhancing the capacity of individuals and communities to take control over their lives and improve their mental health. Mental health promotion uses strategies that foster supportive environments and individual resilience, while showing respect for culture, equity, social justice, interconnections and personal dignity.”* (CAMH 2010: Best Practice Guidelines for Mental Health Promotion Programs: Older Adults 55+)

The Goals of Mental Health Promotion:

- Increasing resilience and protective factors
- Increasing an individual’s or community’s resilience
- Increasing coping skills
- Improving quality of life and feelings of satisfaction
- Increasing self esteem
- Increasing sense of well-being
- Strengthening social supports
- Strengthening balance of physical, social, emotional, spiritual and psychological health

Factors Influencing the Mental Health and Social Well-Being of Older Adults:

- Retirement
- Change in income
- Physical changes
- Changes in social support networks
- Care-giving responsibilities
- Loneliness
- Depression

Consequently, one can see that health promotion and mental health promotion have many common elements:

- Focus on enhancement of well-being rather than on illness
- Address population as a whole, including people experiencing risk conditions, in context of every day life
- Are oriented toward taking action on the Determinants of Health
- Broaden the focus to include protective factors, rather than simply focusing on risk factors and conditions
- Include a wide range of strategies such as communication, education, policy development, organizational change, community development and local activities
- Acknowledge and reinforce the competencies of the population

In view of these common elements, there are potential community and cultural protective factors that can alleviate mental health issues:

- Increasing access to community supports
- Social and cultural networks within the community
- A supportive environment
- Opportunities to serve as a volunteer
- Meaningful participation and feelings of belongings.

## SUMMARY:

Given all of these factors, it becomes evident that the year round residents in Ryde Township are at risk due to:

- A higher than provincial average of number of persons over the age of 65
- The lack of public resources to support older adults to stay in their homes not only in Gravenhurst, but more significantly, in the rural, sparsely populated areas like Ryde
- A lower socio-economic status of many Ryde residents;
- An inclination towards isolation due to aging, health, mobility issues, inclement weather and transportation
- A lack of community mental health supports not only in Gravenhurst but specifically, Ryde Township

In 1973, the Fire Station # 3, which receives support from the Town of Gravenhurst, was built to protect the residences of the citizens of Ryde Township. The Ryde Community Co-op feels that the health and well-being of the community is every bit as important to the residents as access to protection for their homes.

## Older Adult Centres:

In response to similar issues facing communities throughout Ontario, many municipalities established Older Persons Centres.

Older Adult Centres are community facilities that provide a diversity of activities and services in response to the needs and interests of the local older adult population. In 1973, the Seniors Citizens Centres' Association of Ontario was created, based on the common concerns of those working in Senior Centres. In 1982, the Association was incorporated under the name of the Older Adult Centres' Association of Ontario (OACAO) as a not-for-profit corporation with Charitable Status. The OACAO was responsible for the creating the Ontario Senior Games program in Ontario in 1983.

**The Mission Statement of OACAO:** "The OACAO is a recognized leader in the development of quality services, resources and supports for our network of community based older adult centres".

The OACAO has a membership of 145 centres, organizations and individuals involved in working with older adults representing over 300 staff and 150,000 older adults across Ontario.

The OACAO provides:

- Ongoing liaison and advocacy with government and other provincial associations in matters which affect older adult centres and older adults
- Education programs for members through workshops
- A Newsletter which promotes the exchange of information and ideas among members
- An Annual Provincial Conference with speakers, workshops and resources
- Facilitation of inter-Centre visits
- Valuable networking with others who work in older adult centres
- Older Adult Centre Standards
- Resource material and a resource library

The Ministry of Community And Social Services developed and passed the Elderly Persons Centres Act in 1990 which outlines how centres that are sponsored and operated by either a Municipality or a not-for-profit Corporation can be approved as designated Elderly Persons Centres. The legislation also explains how the Ministry can fund some special one time requests or up to 50% of ongoing operational funding for the approved Centres. With the regulations set out in the Act and subsequent amendments and/or additional regulations added, and the standards of operations set out by the OACAO, Older Persons Centres are now well run, comply with rigid standards and are a safe gathering place for thousands of older adults throughout Ontario. Some centres are well funded and very successful, while smaller, more rural centres continue to rely on the ingenuity, dedication and commitment of the local community and volunteers.

In order to be approved as a designated Older Adults Centre, there is an audit list and application process that has been developed. In 2013, The Ryde Community Co-op became a member of the OACAO. The Ryde Community Centre already shares many profile components with established Older Adult Centres. In keeping with the direction of the Ryde Community Co-op and given the demographic and service challenges facing the community of Ryde Township, the Board of the Co-op has elected to explore the feasibility of establishing the Ryde Community Centre as a designated “Older Adults Centre” to sustain the Centre as the heart of the community, as the “Place to be” and the “Place to count on” with all of the vitality of the past still active, available, responsive, and growing for the future.

### **BUILDING BRIDGES TO TOMORROW; A PROFILE OF OLDER ADULT CENTRES IN ONTARIO:**

Since the inception of OACAO in 1973, Older Adult Centres have been changing. Originally, activities focused on arts, crafts and games. Programs in many centres are shifting to more fitness and health programs. As well, Centres have begun to market their programs to younger older adults between the age of 50 and 65 due primarily to the influx of “baby boomers” within our population. As “baby boomers” begin to turn 60, they pose even greater implications for older adult centres. Within society, over the next 40 – 50 years, the “baby boomers” will play a significant role in almost every aspect of life, including the future of older adult centres. In order to prepare for these impending changes, the OACAO received a grant from the Ontario Trillium Foundation to complete a member survey and resulting profile from 1998 – 2007. The purpose of the project, among other goals were to enhance the range of programs and services offered to members of OACAO and promote the role of Older Adult Centres in contributing to the health and well being of older adults in Ontario.

Here are some of the results that were compiled in the “Building Bridges to Tomorrow: A Profile of Older Adult Centres in Ontario” draft copy completed and circulated in 2008:

- 60% of the older adult centres are not-for-profit organizations and 40% are run by municipalities
- Almost 15% of the members of the Older Adult Centres are under the age of 65, representing a 66% increase since 1998
- Almost 20% of the members of Older Adult Centres are below the poverty line
- Almost 25,000 volunteers contribute more than 1.6 million hours of volunteer work in centres every year, equivalent to 880 full time staff or \$24 million in labour costs

- The majority of the centres sponsored by Corporation have between 200 and 499 while those run by Municipalities tend to be much larger
- The average annual membership fee in an older adult centre is just over \$25.00
- The average cost per member to operate an centre is \$345 per year
- Primary sources of funding are government grants (32.7% from Municipal Governments and 17.3% from Provincial Government); user fees (24%); other sources (12.7%); Membership fees (7%) and Fund Raising (6.3%)
- Not for profit centres tend to receive more funding from the Province of Ontario than municipal centres, while municipal centres tend to get much higher municipal funding compared to not-for-profit centres.
- The lack of centre operated transportation or volunteer transportation often limits participation by frail or older members
- The majority of centres are open for regular programs from 4 to 5 days per week with a majority offering some type of evening programs either occasionally or often
- More than one third of the centres felt they would increase their intergenerational programs
- Many centres are 20 years or older, built prior to 1980
- Common among the centres surveyed they find it challenging to serve lower income seniors or seniors at or below the poverty line which is at odds with a desire to attract younger, wealthier seniors
- From the survey results, it is apparent that many centres are not aware of the mental health issues that may exist within their own members

The top five issues facing centres are:

- Funding/Fund Raising
- Attracting Younger Seniors
- Recruiting Volunteers
- Declining Membership
- Attendance

# CO-OPERATIVE OVERVIEW: YESTERDAY, TODAY AND TOMORROW

## History of Ryde Community Co-operative Inc.

In 1999, the Muskoka Board of Education closed the Ryde Public School and in 2000, the two room school became a community centre when the town leased it from the school board for the benefit of the community. In July 2000, the community group that took over responsibility of operating the centre were granted corporate status under the Co-operative Corporation Act as a not-for-profit Community Co-operative. Under the direction of a board of directors, the Co-op has offered a variety of programs and social activities with the support of the Town of Gravenhurst to pay operating costs.

There has been uncertainty as to the future of the Centre as the Trillium Lakeland District School Board (a consolidation board that includes the former Muskoka Board of Education) may choose to divest itself of surplus properties such as the Ryde Community Centre at market value. There are several issues facing the aging school such as roof repair, heating system replacement, septic system viability, etc. If the school is put up for sale and either the Town of Gravenhurst or the Co-operative is unwilling or unable to purchase the building, it may pass to another owner and a valuable hub for the community will be lost forever...perhaps at a time when it is most needed. There has been ongoing debate as to whether the Town will continue to fund the centre long term with so many variables facing the future of the centre and no guarantee that the school board will continue to lease it. The council of the Town of Gravenhurst all agree that the centre offers tremendous benefit to the Ryde community.

## What is a Co-operative?

A co-operative, or co-op, is an organization that is owned by its members. Co-ops are formed when a group of individuals come together to meet a common need. Co-ops can provide almost any type of product or service imaginable and can operate either as a not-for-profit or for-profit basis. A Co-op operates on a democratic system that specifies “one member, one vote.” This ensures that all members of the co-op have an equal say in how the co-op is run, regardless of how much money they have invested in the co-op or how much they use the services offered. There are over 9,000 co-operatives operating in Canada.

## Description of the Ryde Community Co-operative Today

Today, the Co-Op is a vibrant and energized group with a variety of social, learning, and health related activities. The board has worked diligently to transform a potentially derelict building into an important, viable heart and hub of the community. The monthly “Ryder” newsletter is circulated to members throughout the community and keeps everyone apprised of the local news, and dates, times and description of what is happening in the upcoming month. The “Ryder” is well read and well supported through community member donations/advertising. Thanks to a BEAM grant, the Co-Op now has a web-site. As well, Twitter, Facebook and Pintrest accounts have been established.

Through all mediums, the main goal is to connect the people of Ryde to not only what is going on in their own community, but workshops and activities in communities close to them.

## Service to the Community

The Vision for the Community Centre is to establish a space of safety, innovation, and vitality. The Co-op will become “The Place to Be” – a hub with engaged membership and sustainable activities and services that meet the present and future needs of the citizens of Ryde Township.

Ongoing activities include:

- Tai Chi
- Fresh Food Baskets
- Community Garden
- Internet Café (Wi-Fi is now available at the Centre)
- Dinners, Lunches and Breakfasts for a modest fee
- Bid Euchre
- VON SMART Exercise Program
- Wellness Initiative for Seniors Engaged
- Soup and Sandwich Lunch

Special Activities:

- Agriculture Charter with special workshops on Foraging, Dehydrating, Straw Bale Construction
- Cooking Classes
- Sewing Classes
- Cook Once, Eat for A Week Workshop
- Soap Making Workshop

Events:

- Ryde Barn Quilt Trail
- 135<sup>th</sup> Anniversary of Ryde Celebrations
- Meet the Needs Health Fair
- “Happy Days” Health Fair for Seniors
- Planning annual Heritage Day based on the success of the 135 Anniversary Celebrations

There is a commitment by the current board to reach out to the most vulnerable citizens in the community to visit, and ensure residents are safe and able to carry out their daily living activities. The internal communication circle lets members of the Co-op keep up with those who are ill, or need temporary and/or ongoing support. Plans for the future include a community kitchen for those who need assistance with preparing healthy meals, being part of a transportation partnership with District Municipality of Muskoka, ongoing congregate dining activities and activities of interest to the members. There is a progressive membership drive with a goal to surpass 200 members in 2015.



In a recent Strategic Planning exercise, the board identified the following goals in their vision for the Centre:

- Commercial/professional kitchen (Other than expansion and a future purchase of a commercial dishwasher, this goal has been reached)
- Large multi-function hall
- Free Wi-Fi (Accomplished)
- Completely barrier free. Newly accessible grab bars, toilets and sinks, have been installed and a new grant will create a ramp into the building
- Hub for the District of Muskoka Mobile Medical Unit
- Emergency gathering centre
- Outdoor pavilion for events
- Greenhouse
- Paid Staff – office manager – activity coordinator

## **Major Supporters**

- Town of Gravenhurst
- District Municipality of Muskoka
- Seniors Secretariat
- YWCA
- Ministry of Health and LTC
- Teopoli
- Riley and Kahshe Lake Cottage Associations
- Older Adults Centres' Association of Ontario
- Gravenhurst Chamber of Commerce

## **Strategic Initiatives – A Plan for the Next 3 - 5 Years**

### **1) Initiative – Develop and implement a centre sustainably plan.**

#### **Tactic a) Research feasibility of obtaining long term rights to the former Ryde Public School**

STEPS:

- Create a Capital Building Committee comprised of Ryde Co-op board members, interested Co-op members, Town of Gravenhurst staff and counsellors, Trillium Lakeland District School Board representative(s), District Municipality of Muskoka representatives
- Develop a plan that will secure property ownership
- Develop long term plan for building upgrades according to Older Persons Centre Act – Audit list that centres must meet to be a designated Older Person Centre
- Research grants, partnerships and private benefactors to accomplish

## **Tactic b) Become a designated Older Persons Centre**

### STEPS:

- Address all of the matters on the Audit List
- Apply to both government and non-government sources for funds to address cost of bringing building up to code
- Apply to become a designated Older Persons Centre
- Work to secure ongoing operating funds from the Ministry of Social Services
- Conduct a survey of members and families throughout Ryde Township to ascertain what people want and need to create “The Place To Be”
- Develop a plan of core services to be offered at the Co-op

## **Tactic c) Develop a Marketing Plan that will achieve recognition and support for the Centre**

### STEPS:

- Establish Ryde Community Co-op as a Charitable organization through Canada Revenue Agency
- Create Operating Policies and Procedures to meet all legislated requirements
- Develop mission statement, tag lines, marketing tools that will create a profile/branding recognition for the Centre as “The Place To Be”
- Create a series of public awareness events to grow the membership and public awareness of the Co-op

## **2) Initiative – Develop a People Plan for essential human resources**

### **Tactic a) Identify key functions of staff and volunteers to deliver them**

#### STEPS:

- Assess functions of Directors, Volunteers and Staff
- Create Job Descriptions
- Create and implement required human resources framework to sustain functions
- Create a “Living” succession plan for the Board of Directors that is ongoing and outlines how the current and future boards will continue to attract, recruit, train and mentor new directors, length of term for directors, and nominating process with Terms of Reference, Policies and Procedures and 3 year goal projections/desired outcomes.

## **Tactic b) Identify the required resources to offer the core services at the Co-op**

### STEPS:

- Continue to build membership – explore year round, seasonal and corporate support categories and corresponding benefits
- Develop Volunteer Recruitment Plan and package that will be standard in promoting values and vision of the Co-operative
- Develop a Marketing Plan of tools and events that will allow recruiters to reach new volunteers
- Create partnership with Volunteer Muskoka that will aid in recruitment, training and sustaining long term volunteer commitment
- Develop Screening and Training Tools for new volunteers
- Obtain a grant that will allow the board to hire a staff person to coordinate volunteers and ensure all activities are appropriately staffed

## **3) Initiative – Develop and Implement a sustainable funding framework**

### **Tactic a) Computerize accounting system to produce regular financial statements**

#### STEPS:

- Transfer current figures into a reputable and easy to manage accounting software program and ensure designated book keepers for the Co-op are trained and able to maintain system
- Produce accurate financial statements to distribute to Board, Co-op members, funders, Town of Gravenhurst and other partners as required
- Track various avenues of service, activities and fundraisers to create budget forecasts and event/activity profit and loss statements to determine grant and fundraising requirements as well as enable board to comply with grant reporting requirements

### **Tactic b) Seek Charitable Status from Canada Revenue Agency and utilize to develop donor base**

#### STEPS:

- Complete application for Charitable Status
- Create Fund Development Committee with Terms of Reference, Policies and Procedures and time lines for current and future work plan (over next 5 years); Roles and responsibilities would include staying current with foundation, provincial, and local granting opportunities so that grants applications could be responded to in a timely manner

- Create short term and long term financial goals for the Co-op that will achieve ongoing operations as well as accomplish building upgrades and staffing goals
- Create plans to engage individual donors and corporate supporters; identify year-round and seasonal target list and respective program outlines/specific activities that would potentially be of interest to each market segment (i.e. potential customer demographics for a business that would attract their sponsorship and/or support)
- Develop donor package about the Co-op that includes gift acceptance policies and gift recognition grid
- Identify speakers for groups and for individual face to face interviews/solicitation with potential donors

### **Tactic c) Identify range of activities each year and fundraising events that will cover operating budget and build a capital fund**

#### STEPS:

- Each year, set out a calendar of activities and projected events
- Set up event committees to determine budgets, revenue forecasts and to ensure there are sufficient people to successfully carry out events
- Determine user fees for members and non-members as well as event pricing structure/additional revenue avenues for each event
- Debrief after each activity/event to study successes, challenges, make recommendations and review viability of the event for board review

# GOVERNANCE

## 2015 Board of Directors:

<b>Chair:</b>	Jennie Nice
<b>Treasurer:</b>	Ivan Speicher
<b>Secretary:</b>	Amy Heighington
<b>Programs:</b>	Judy Campbell
<b>By-laws:</b>	Beckie Fitchett
<b>Events:</b>	Larry Peck

## Board Structure and Operating Principles:

There is consensus among all directors when it comes to guiding principles, values and vision; they have been entrusted to preserve the legacy of the Ryde Community Co-op and to ensure that “The Place To Be” in Ryde Township is sustainable; vibrant; responsive to community need, age diversity, ability, and socio-economic status; it is essential that this be achieved by maintaining connection to the community who supports them - both Ryde Township and the Town of Gravenhurst.

To that end, the board of directors has hired a Not-For-Profit Consultant who has led them in a Strategic Planning exercise. The board has computerized its accounting structure and is now undertaking the responsibility of revising the by-laws to meet new provincial not-for-profit corporation guidelines, governance structure and to developing policies and procedures that will ensure safe, reliable, cost-effective and accessible activities that are for the interest of the members, for the sustainability of the Co-op and for the benefit of the Community at large.

The board is committed to building this sound base and structure as well as relationships with current and potential members, donors, businesses and commercial/corporate networks, municipal, district and provincial supporters – to safe guard the legacy and to “grow” the Co-op. This strategy is the foundation of the Co-op’s future and will ensure that the fiduciary responsibilities of the board remain mindful of the core values, adhere to governance structure and at all times, minimize risk and liability while accomplishing the Co-op’s goals. Furthermore, the board will develop a succession plan for the future “governors” of the Co-op so that their work will continue long after the current board’s retirement. This level of engagement should build confidence in the skills, abilities and energy of the current board that will be passed on and entrusted to the future representatives of the Co-op.

## SUMMARY OF GOALS FOR NEXT 3 – 5 YEARS:

- A Mission Statement that is representative of the community and in keeping with the values of the Older Persons Centres
- Revised by-laws that meet the new ONCA guidelines with corresponding governance and operating policies and procedures
- Succession plan for the future
- Deliverable and sustainable framework for the Centre operations
- Achievable short term and long term goals that are measurable and consistent with provincial Older Adult Centres best practices

# FINANCIAL PICTURE

## Financial Report for 2014: (Attached as Addendum 1)

### Forecast for Tomorrow:

To build this forecast, statistics obtained from “Building Bridges to Tomorrow – A Profile of Older Adult Centres in Ontario” *Sept 2007* were utilized to bring The Ryde Community Co-op more in line with other Older Adult Centres operations.

#### VOLUNTEERS:

According to Profile, average ratio of Volunteers to Members in Ontario is 1 to 6.6

Projected # Members for Ryde Community Centre is 200

**PROJECTED # VOLUNTEERS FOR RYDE = 30**

#### COST OF AVERAGE OLDER ADULT CENTRE:

According to Profile, average cost to operate in Ontario is \$345 per Member

Projected # Members for Ryde Community Centre is 200

**PROJECTED OPERATING COST FOR RYDE = \$ 69,000**

(Based on full operations 4 – 6 days per week with 3 – 7 hours of activities per day)

#### HOURS OF VOLUNTEER WORK CONTRIBUTED:

According to Profile, 7692 Volunteers in Ontario contribute 531,000 Hrs = 69 Hr per Volunteer

Projected # Volunteers for Ryde Community Centre is 30

**PROJECTED NUMBER OF HOURS CONTRIBUTED BY VOLUNTEERS PER YR = 2070 HR.**

It should be noted that currently, volunteers contribute closer to a total of 4000 hr/yr = 133 hr/volunteer/yr.

#### OPERATING REVENUE BY SOURCE:

There are 2 primary sources of revenue for the average Older Adult Centre in Ontario – government grants and user fees. % of revenue by source:

1. Municipal governments 32.7% of total revenue
2. User Fees 23.9%
3. Provincial Government 17.3%
4. Membership Fees 7%
5. Fund Raising 6.3%
6. Other Sources 13.7%

Based on 2014 Revenue, actual % of revenue by source for Ryde Community Centre:

1. Municipal government 10.7%
2. User Fees 4.2%
3. District Government 23.2%
4. Provincial Government/Associations 4.4%
5. Membership Fees 3.9%
6. Fund Raising 46.1%
7. Other Sources 7.5%

NOTE:

1. Exceptional for 2014 was a one time grant from the District of Muskoka for \$10,000 which was used to establish an Agriculture Charter and subsequent workshops. The balance is currently being held in trust to be utilized for ongoing workshops and agricultural activities for the Centre and may not be applied to general operating.
2. Exceptional for 2014 as part of the fund raising stream of revenue, the Barn Quilt Trail and 135 Anniversary Celebrations raised a total of \$17, 664. A partial balance is currently being held in trust to be utilized for the first Annual Heritage Day in 2015 and the rest will be put into Centre upgrades which is not considered Centre operating expenses.

Certain indicators show a significant difference from the average Older Adult Centre in Ontario:

1. Membership for Ryde contributes only 3.9% versus Provincial average of 7%. Consequently, the board is exploring revised membership categories and to include seasonal and corporate supporter categories as well as increasing regular year round membership.
2. User fees for Ryde contributed only 4.2% versus Provincial average of 23.9%. The board will undertake a review of user fees that relate to each activity/category without jeopardizing member participation. Also, the Co-op will undertake separating regular user fees from activities that are provided free of charge for the membership so as not to skew user fee statistics.
3. As a designated Older Adult Centre, The Ryde Community Centre may qualify for 50% of the operating funds which in 2014 totalled \$18,379. This would translate potentially into \$ 9,190. The balance of operations would be augmented by Town of Gravenhurst operating grant which would reduce the requirement to raise significantly more money than the provincial average of 6.3% through fundraising. The board is looking at grants, events and activities that would raise capital revenue to bring the building up to code.

**PROGRAM PROFILE:**

1. In 90% of Provincial Centres primary programs include fitness, arts and crafts, social and card playing activities. Ryde offers a variety of similar programs, workshops and congregate dining opportunities.
2. Largest program contributions – Foot care in 69.2% centres; Health Promotion 59.6%; and Falls Prevention 55.8%. It should be noted that transportation was a common barrier influencing program attendance. In recognition of the barriers presented by transportation, the Ryde Community Co-op is partnering in a project sponsored by the District Municipality of Muskoka to utilize available school buses in down times to offer rural communities transportation to more urban centres. This will address shopping and appointments in Gravenhurst, connect Ryde residents to the daily 211 Corridor Bus to communities as far south as Barrie and as far north as Huntsville for appointments, etc. As well, the Board intends to implement a voluntary transportation group to get members out to activities.
3. The Ryde Community Co-op conducted a health fair, brought in VON S.M.A.R.T. exercise program and partnered with the District Municipality of Muskoka and its Wellness Initiative for Seniors Engaged, Community Advisor program, and the Fresh Food Basket program so is already aligned with Provincial centres and is looking to add in other popular programs such as foot care.
4. 42% of the Provincial Centres profiled expressed a need to increase intergenerational programs which is shared by the Ryde Community Co-op. The board is not focusing on being everything to everyone in the community but is looking to involve children, youth, and younger adults in a wide array of intergenerational programs and activities.

## **SUMMARY OF FUTURE DIRECTIONS:**

- Establish Capital Committee to develop plan to change ownership of building from Trillium Lakeland District School Board
- Bring the building up to municipal code and meet the audit list specifications for designated Older Adults Centres
- Attain Charitable status from Canada Revenue Agency
- Build a consistent, annual membership base of minimally 200 members
- Establish a roster of minimally 30 volunteers to carry out the duties, responsibilities, activities and fundraising/events of the Centre
- Develop an annual budget and corresponding revenue forecast that will meet operating costs of \$69,000 per year (based on a membership of 200 and the current average cost \$345 per member for Older Adult Centres in Ontario which will include key staff positions)
- Negotiate long-term lease and operating subsidies with the Town of Gravenhurst
- Diversify categories of user fees and create sponsorship opportunities for increased community support
- Reduce volume of fundraising activity currently required to maintain Centre operations
- Increase revenue from other sources such as operating, project and capital grants, planned giving, donations and legacies
- Develop a core roster of regular activities, days and hours of operation and an annual plan of special or extra activities, workshops, education and health promotion.
- Increase number of activities that will encourage intergenerational participation.



# CONCLUDING THOUGHTS

The Ryde Community Centre is the heart and hub for the citizens of Ryde Township. In view of the common protective elements for achieving overall health and mental health well-being within a community, Ryde Community Co-op is:

- Increasing access to community supports; the centre is a place to connect with, to navigate the myriad of municipal, district, regional and provincial services and especially in regards to health care; the centre is bringing a variety of health promotion and social connection opportunities
- The Centre is the social and cultural network within the community where members keep in touch with the wellbeing of other members who live there; there is awareness and intent to assist families and individuals who may be ill, frail, elderly, isolated and in need of food or shelter support due to their economic situation
- The Centre is a supportive environment, inclusive and accessible
- There are growing opportunities for people in the community to volunteer
- Everyone is welcome at the Centre and there are many activities or avenues of interest for members and non-members to choose from and participate while addressing issues of transportation to assist in their engagements
- The Centre is like a warm blanket of acceptance, respect, and inclusiveness – it is the Centre where everyone can belong to the family.

It is essential that every effort be taken to keep the Ryde Community Centre and the Ryde Community Co-op open and viable not only now, but also in the future.

# REFERENCES

1. **Best Practice Guidelines For Mental Health Promotion Programs for Older Adults 55+**  
CAMH - 2010
2. **Building Bridges To Tomorrow: A Profile of Older Adults Centres in Ontario**  
Older Adults Centres Association of Ontario – 2008
3. **Census Statistics For Gravenhurst**  
Statistics Canada – 2011
4. **Community Services Capacity Focus Group – Final Report to the Board MAHC**  
Muskoka Algonquin Health Care - 2013
5. **History of Ryde Township**  
Written by Robert J. Boyer and published in Herald Gazette Press 1979
6. **Muskoka Growth Strategy Report**  
District Municipality of Muskoka - 2013
7. **Older Adult Centres Association of Ontario: The Voice of Older Adults**  
[www.oacao.org](http://www.oacao.org) – 2014
8. **On Co-op – The Ontario Co-operative Association**  
Director's Forum – 2013
9. **Report on Health Promotion**  
World Health Organization 1986
10. **Social Determinants of Health: Canadian Perspective**  
Dennis Raphael and Juha Mikkonen – 2004

# ADDENDUM 1

## Ryde Community Co-Op Profit & Loss January through December 2014

	<u>Jan - Dec 14</u>
Ordinary Income/Expense	
Income	
Activity Income	141.00
Advertising	1,275.00
Bank Interest	5.99
Barn Quilt/135	17,663.99
BEAM Muskoka Community Network	1,875.00
District Municipality of Muskok	7,887.40
Donations	1,307.56
Fundraising	7,031.91
Memberships	2,210.00
Older Adult Centres	2,500.00
Rental Income	331.08
Sales of Co-op Articles	465.00
Town of Gravenhurst	6,000.00
Workshop Fees	2,511.00
Total Income	<u>51,204.93</u>
Gross Profit	51,204.93
Expense	
Admin Costs	247.05
Advertising and Promotion	3,760.19
Agricultural Charter	3,837.40
Bank Service Charges	6.00
Barn Quilt/135 Expenses	12,618.43
Computer and Internet Expenses	212.05
Donations & Sponsorships	100.00
Fundraising Expenses	4,526.57
Hall Supplies	246.47
Health Fair	38.43
Hydro	4,274.17
Insurance Expense	1,673.47
Membership Fees	228.94
Office Supplies	855.04
Repairs and Maintenance	5,296.53
Volunteer Appreciation	257.97
Workshop Expenses	1,220.01
Workshops	100.00
Total Expense	<u>39,498.72</u>
Net Ordinary Income	<u>11,706.21</u>
Net Income	<u><u>11,706.21</u></u>

**Ryde Community Co-Op**  
**Balance Sheet**  
**As of 31 December 2014**

	<u>31 Dec 14</u>
<b>ASSETS</b>	
Current Assets	
Chequing/Savings	
Business Investor Account	3,979.80
TD Chequing Savings	19,852.38
<b>Total Chequing/Savings</b>	<u>23,832.18</u>
<b>Total Current Assets</b>	23,832.18
Fixed Assets	
Equipment & Furniture	5,099.94
<b>Total Fixed Assets</b>	<u>5,099.94</u>
Other Assets	
GST Receivable	637.92
PST Receivable	1,708.18
<b>Total Other Assets</b>	<u>2,346.10</u>
<b>TOTAL ASSETS</b>	<b><u>31,278.22</u></b>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Other Current Liabilities	
Agri Charter In Trust	5,162.60
<b>Total Other Current Liabilities</b>	<u>5,162.60</u>
<b>Total Current Liabilities</b>	<u>5,162.60</u>
<b>Total Liabilities</b>	5,162.60
Equity	
Opening Balance Equity	14,409.41
Net Income	11,706.21
<b>Total Equity</b>	<u>26,115.62</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b><u>31,278.22</u></b>