

ANNUAL REPORT

2022-2023



Cooperative Development Institute
P.O. Box 1051
Northampton, MA 01061

www.cdi.coop
info@cdi.coop
1-877-NE-COOPS



**COOPERATIVE
DEVELOPMENT
INSTITUTE**

The Northeast Center
for Cooperative Business

From Executive Director Pam Zagorski



Dear CDI Community,

After almost a year as Executive Director at CDI, I continue to be amazed by the extraordinary work of our team, solving challenges affecting our communities and rising to opportunities that help people live better across the Northeast.

The cooperative movement is strong, and I see unlimited opportunity for growth in this sector, particularly for mitigating the affordable housing crisis, strengthening sustainable food and energy systems, and addressing the "Silver Tsunami" of baby boomer business owners expecting to retire in the next few years.

During our recent company retreat in November, we developed our strategic plan and identified four primary strategic initiatives that will help us meet the growing need and desire for cooperative development. Those initiatives include: 1) capacity building; 2) internal and external communications strategies; 3) sustainability; and 4) strategic and selective growth. We have been and will continue to execute the plan and implement these initiatives over the course of the year.

CDI has thirty years of experience with securing and managing funding to expand its diverse array of programs. CDI operates primarily with a blend of federal grants, private grants, and contract revenues. These funding sources are critical to maintaining and growing our programs. We will continue to rely on grant funding for specific programming and look to expand and maximize our contract funding sources. We also seek to expand our unrestricted funding to fuel development of our people, systems, and processes for continued growth, service enhancement, and sustainability.

CDI enjoys and appreciates the support of its colleagues, partners, and private and public entities. CDI is active in advocacy efforts for legislation and resources that are favorable to and promote the development of the cooperative ecosystem. We ask for your support in these initiatives. We continue to enhance our social media and physical presence to communicate and educate the public on the importance of cooperative development as a means of solving systemic issues and the unique ability of cooperatives to strengthen communities and enhance people's lives.

CDI is celebrating its 30th anniversary in August 2024. We are so proud of all that we have accomplished in the last three decades and I have no doubt that we will continue to scale our impact in the Northeast for decades to come. We could not have done it without your help. Thank you for your continued support.

With thanks and appreciation,
Pam Zagorski
Executive Director

“The cooperative movement is strong, and I see unlimited opportunity for growth in this sector.”





Our Impact

Number of affordable homes created

CDI's New England Resident-Owned Communities (NEROC) Program has helped convert 58 manufactured-home communities across New England, representing 5,500 individual homes that are now permanently affordable.

5,500
homes

Number of businesses that transitioned to employee ownership

Since CDI started its Business Ownership Solutions (BOS) Program in 2013, we have led 28 businesses through transitions to employee-owned cooperatives, creating ownership opportunities for more than 520 employees and helping them secure over \$28 million in capital to buy those businesses.

28
businesses

Number of new co-op jobs created

CDI's Cooperative Business Services (CBS) has helped to form 181 co-op startups, representing more than 880 new jobs in the cooperative economy, and has assisted more than 216 existing co-ops with growth and transformation planning.

880
jobs

Money secured for water infrastructure

Since its inception in March 2023, our Water Infrastructure Support Program (WISP) helped 20 manufactured home communities, representing hundreds of homes, submit grant applications totaling \$9.5 million for their infrastructure projects.

\$9.5
million

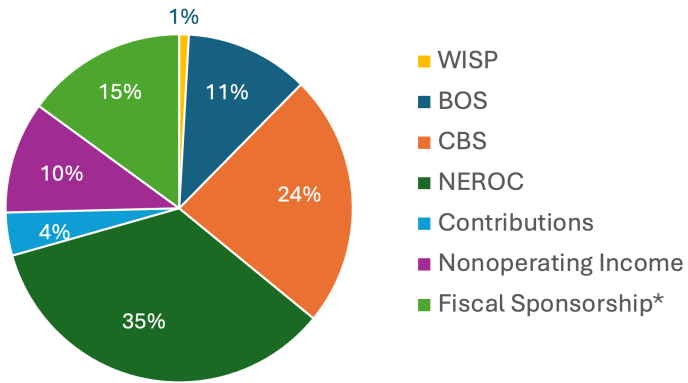


Financial Years in Review

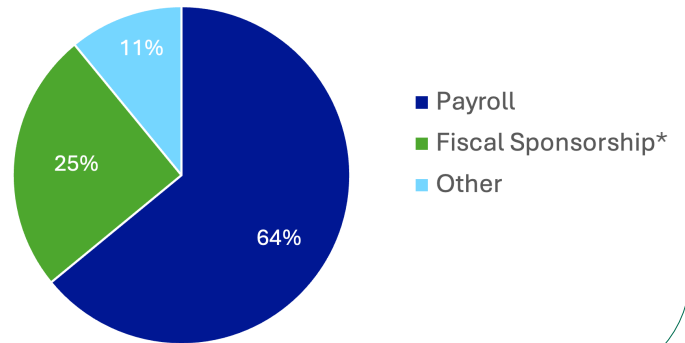
FY 2023

Excluding fiscal sponsorship* activity, our surplus for FY23 was \$424,627.

Revenue by Program 2022
Total Revenue: \$3,735,560



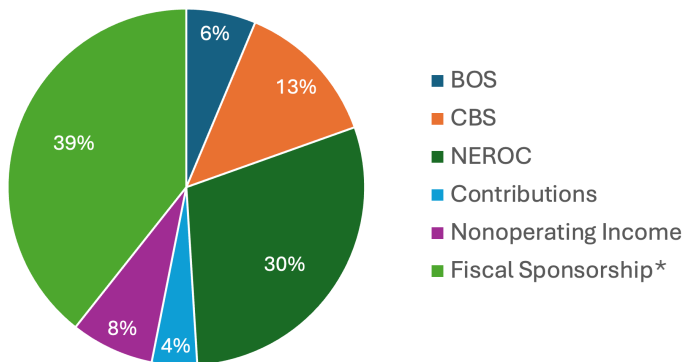
Expense by Category 2022
Total Expenses: \$4,452,705



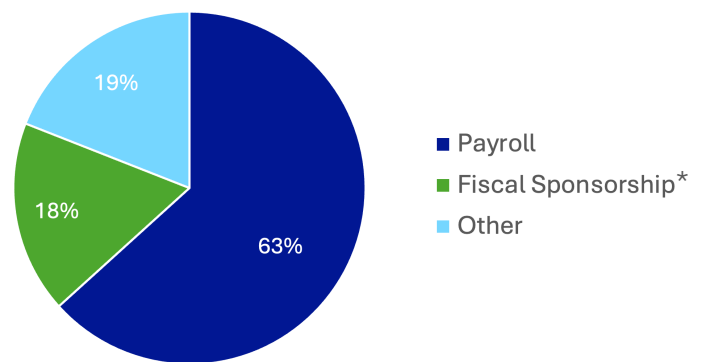
FY 2022

Excluding fiscal sponsorship* activity, our surplus for FY22 was \$372,631.

Revenue by Program 2022
Total Revenue: \$4,954,780



Expense by Category 2022
Total Expenses: \$3,197,103



BOS: Business Ownership Solutions

CBS: Cooperative Business Services

NEROC: New England Resident-Owned Communities

WISP (Water Infrastructure Support Program) is a new program started in March 2023.

*** Fiscal sponsorship:** In addition to the services we provide, CDI leverages our 501(c)3 non-profit status to help other entities that do not qualify as a tax-exempt organization collect charitable donations. CDI serves as the fiscal sponsor for start-up cooperatives looking to raise funds from their communities to launch their projects. Because of these donations, co-ops have been able to do things such as purchase land, lease space, pay for services, and secure inventory.



Program Highlights

Click on each program title to learn more.

[New England Resident-Owned Communities \(NEROC\)](#)

Co-Program Director: Julia Curry

Co-Program Director: Pat Schwebler

- NEROC has helped residents at 58 manufactured-home communities across New England purchase their communities (the land underneath their homes), representing 5,500 individual homes that are now permanently affordable.
- NEROC’s advocacy supported the passing of “Opportunity to Purchase” laws in Maine and Connecticut, providing protection to manufactured homeowners whose communities go up for sale, threatening the affordability of their homes. These laws went into effect in the fall of 2023.
- In 2022, NEROC supported a national campaign to secure federal funding to address infrastructure needs of resident-owned manufactured-home communities. Thanks to their efforts, on December 23, 2022, Congress voted to pass a FY 2023 spending bill that included the creation of the Preservation and Reinvestment Initiative for Community Enhancement (PRICE) program. The \$225M federal grant program provides funding to revitalize manufactured-home communities.



Members of the Royal Crest Residents Association Board celebrate their new resident-owned community in Wareham, MA.



Members from three resident-owned communities in Vermont appealed to DC decision-makers about the need for infrastructure and public health updates in ROCs, and the importance of public investment in these communities.

[Business Ownership Solutions \(BOS\)](#)

Program Director: Rob Brown

- In 2022 and 2023, BOS led employee ownership transitions for 11 businesses, including:

Business name	# of employees	Annual revenue (2023)
Dean’s Beans	16	\$6.5 million
Maine Camp Outfitters	11	\$1.3 million
O’Donal’s Nursery	45	\$5 million
RLMG	38	

- In June 2023, Wells Fargo awarded CDI’s BOS Program \$1.25 million to develop the [Northeast Transition Initiative \(NETI\)](#) partnership. The goal of the partnership is to raise public awareness of employee ownership, and train and activate a regional network of small business advisors, develop a robust training program for new employee-owners, and document best practices and outcomes.



When the owners of O’Donal’s Nursery in Gorham, ME decided to retire, they sold the business directly to its most invested stakeholders: their employees.



Program Highlights

Click on each program title to learn more.

BOS Program *continued*:

The Participatory Management Initiative (PMI) is a multi-session course offered by CDI's BOS Program. The course is designed to help business owners grow their businesses through employee participation in decision-making. PMI had a total of 35 participants in 2022 and 54 participants in 2023, including English and Spanish cohorts.

Cooperative Business Services (CBS)

Program Director: Katherine Bessey

- CBS has helped to form 181 co-op startups and has assisted more than 216 existing co-ops with growth and transformation planning. CBS prioritizes groups that are led by women, immigrants and people of color.
- Some of the cooperative businesses supported by CBS either from inception to launch or who received TA support include Maine Flower Collective, Compost Co-op, Buffalo Mountain Food Co-op, New Roots Cooperative Farm, Diggers Co-op, Tootie's Tempeh, Black Yard Farm Collective, Global Village, Happy Little Paradise Childcare Cooperative, and the Lewiston-Auburn Community Market.

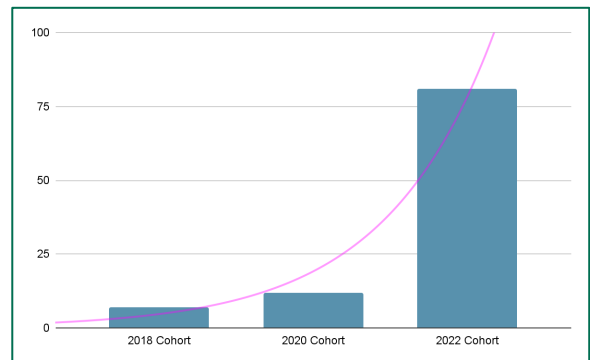


Happy Little Paradise Childcare Cooperative celebrating a soft launch in 2022.

Cooperative Development Training Program

This free, introductory training program is a "training for trainers" multi-session course designed to teach participants how to start a co-op and provide tools to become a co-op developer. The goal is to help participants teach others how to grow their cooperative. The size of our program has grown over the years with 78 participants in 2022.

CDTP cohort size over the years



Cooperative Maine Business Alliance (CMBA)

Network Coordinator: Emmy Andersson

- CMBA is a statewide network with a mission to improve the success and sustainability of cooperatives in Maine through peer-to-peer mentorship, networking, workshops, shared marketing opportunities, and advocacy. It has a diverse membership made up of 32 active members.
- CMBA provides a range of programs, including the annual Principal 6 Conference. In 2023, 130 people attended the Principal 6 Conference in Lewiston, ME. During the conference, we provided scholarships for those in need, interpretation in three different languages for at least 15 individuals, and childcare for 10 kids. We also offered quiet/prayer and lactation spaces. Accessibility services were made possible by a grant from Elmina B. Sewall foundation and local sponsors.



NEW programs at CDI!

Click on each program title to learn more

[Water Infrastructure Support Program \(WISP\)](#)

Program Director: Jeremiah Ward

- WISP provides free technical and managerial support to connect eligible manufactured home communities across New England with available funding sources. Manufactured-home communities are an essential source of affordable housing for New England. However, their infrastructure is often at the end of their useful lifespan and major investment is needed to sustain these affordable communities for the long term.
- Since its inception in March 2023, WISP helped 20 manufactured home communities submit grant applications totaling \$9.5 million for their infrastructure projects.

[Immigrant Services](#)

Program Director: Pável Uranga

- Recognizing the growing demand for support of immigrants and asylum seekers in the Northeast, in May 2023, CDI launched its first program designed to service immigrant communities. CDI has unique experience in co-op development and the changing needs of immigrant communities. In its early stages, we aim to form an immigrant cooperative services business alliance; increase local ownership of business, housing, land and other assets; and fundraise and partner with financial institutions to invest more general resources into Immigrant Services and its beneficiaries.

[HOPE \(Housing Opportunities for People and Equity\)](#)

Program Manager: Shana Siegel

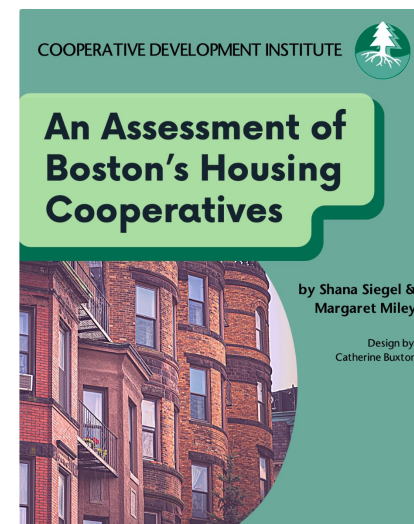
- CDI has been incubating the HOPE Program for more than three years, expanding our cooperative housing expertise to urban communities such as Boston. As part of its initial work, the HOPE Program was tapped by the Community Economic Development Assistance Corporation in Massachusetts to provide technical assistance and perform research on the status of affordable housing cooperatives in Boston. CDI published HOPE Program's research findings in January 2023. Read the report [here](#).



The Board of Directors at Pine Gate Cooperative in Plymouth, NH.



[Boston Cleaning Collective, LLC](#) is a cooperative of immigrant people from El Salvador.





From our board chair Carolyn Edsell-Vetter

Dear CDI Community,

As my second term as CDI Board chair draws to a close, I am so honored to have been able to accompany this organization through a momentous period of growth and change. CDI's work to expand democratic and community ownership is helping people throughout New England and New York to solve pressing problems that impact our daily lives. In a time of increased fragmentation in our country, solutions like resident-owned housing, employee-owned businesses, and producer-owned food distribution systems bring people together across our differences to benefit the places we call home. Many of these cooperative solutions enjoy broad-based, bipartisan support, and that gives me hope for our collective future.

In preparing this message, I was struck by how many of CDI's new initiatives are helping to meet the needs of our aging population:

- The Water Infrastructure Support Program (WISP) has helped residents of manufactured housing communities to afford safe water and waste systems. In its first 15 months, the program has provided funds and technical assistance for 20 communities of primarily limited-income and over-55 residents.
- Immigrant Services is supporting New Americans starting employee-owned businesses, making the region stronger and more economically resilient. These young entrepreneurs are helping to renew states with the oldest populations in the country: Maine, New Hampshire, and Vermont.
- The Northeast Transition Initiative (NETI) is training up economic developers across the region, positioning them to engage retiring business owners about selling to their employees as a way to preserve good jobs and local businesses.

These innovations are only possible through the work of CDI's dedicated staff. In particular, I want to appreciate Pam and the Leadership Team for pacing change to encourage staff wellness while pursuing strategic improvements. Appreciations also to my fellow board members, who have kept CDI anchored to our mission and values through the recent period of change. I'm excited to be entering a new phase of board recruitment and growth to ensure representation from different sectors and regions. Keep an eye out for opportunities to nominate members of your community for the board or committees.

And kudos to you, CDI's supporters who walk this road with us. I invite you to deepen your engagement as we continue to develop in ways that will keep CDI sustainable for the next 30 years and beyond!

In cooperation,
Carolyn Edsell-Vetter
Chair of CDI's board of directors

“Many of these cooperative solutions enjoy broad-based, bipartisan support, and that gives me hope for our collective future.”





Mission Statement

The Cooperative Development Institute (CDI) is a regional 501(c)3 non-profit founded in 1994 by co-op leaders in the Northeast. Our mission is to create and sustain democratically owned, cooperative enterprises and networks in the Northeast that grow a prosperous and equitable economy. We envision a world where every person can fulfill their needs and aspirations.

Values

CDI's work is about transformation. We believe that cooperation as a foundation for change allows for creative, democratic and just solutions. We support real-world transformations by helping groups become co-owners of the places where they work and live. We strive to live the values we teach, working together with mutual respect and accountability, communicating openly and honestly. As we serve those in need, we learn from those at the center of injustice. Read more about our values [here](#).

CDI Board

- **Chair:** Carolyn Lagomasino Edsell-Vetter
- **Vice Chair:** Maggie Cohn
- **Treasurer:** Matthew Lewis
- **Clerk:** Carlos Masashi Teuscher
- Heiny Maldonado
- Nick Clark
- **Staff rep:** Brittany Henderson
- **Staff rep:** Libby O'Flaherty

CDI Staff

Administration:

- **Executive Director:** Pam Zagorski
- **Administrative Director:** David Gowler
- **Finance Director:** Alyson Frederick
- **Grants Manager:** David Court
- **Communications Manager:** Heather Holland
- **People + Culture Manager:** Brittany Henderson

New England Resident-Owned Communities (NEROC):

- **Co-Director:** Julia Curry
- **Co-Director:** Pat Schwebler
- **Market Development and Acquisitions Specialist:** Nora Gosselin
- **NEROC Regional Manager:** Jason Brady
- **Cooperative Housing Development Specialists:**
 - Chris Cervantes
 - Thomas Choate
 - Vanessa Gonzales
 - Melissa Mullineaux
 - Libby O'Flaherty
 - Grace Pfeil
 - Emily Portman

Water Infrastructure Support Program (WISP):

- **Director:** Jeremiah Ward
- **Program Associate:** Annik Paul

Business Ownership Solutions (BOS):

- **Director:** Rob Brown
- **Program Project Manager:** Terri Bruce
- **Cooperative Business Development Specialists:**
 - Ryan Demers
 - Heather Foran
 - Ariaun Stewart

Cooperative Business Services (CBS):

- **Director:** Katherine Bessey
- **Cooperative Developer and Technical Advisor:** Omar Hassan
- **Systems and Resources Specialist:** Chris Lepre
- **Cooperative Connections Specialist:** Analise Sesay

Immigrant Services

- **Director:** Pável Uranga

HOPE Program:

- **Program Manager:** Shana Siegel

Cooperative Maine Business Alliance:

- **Network Coordinator:** Emmy Andersson



Thank you to our Donors and Supporters!

Our funders, including government agencies, regional foundations, and individual donors, make our huge breadth of work possible. Support from the U.S. Department of Agriculture, including the Rural Cooperative Development Grant, form the backbone of CDI's work across rural New England and New York.

Thank you to the following foundations and grant makers for making significant investments in CDI and in the cooperatives whom we serve:

2022

- Community Economic Development Assistance Corporation
- Elmina B. Sewall Foundation
- New Visions Foundation
- US Department of Agriculture

2023

- Adirondack Foundation-Sybil A Picket Fund
- CoBank
- Elmina B. Sewall Foundation
- Harvey L. Miller Family Foundation
- Hudson Headwaters Health Network / Adirondack Foundation
- Healthy Food Financing Initiative Reinvestment Fund
- James W. and Sally Larson Carignan Fund for Community Programs
- National Cooperative Business Association CLUSA
- New Visions Foundation
- US Department of Agriculture
- US Department of Housing and Urban Development
- Vermont Housing and Conservation Board
- Vermont Housing Finance Agency
- Wells Fargo Foundation

Thank you to our board members for your time, talent, and support. Thank you to our supporting members, whether you're just joining us, or you've been with us for years. Your contributions made a huge difference in 2022 and 2023. Here's to your continued support and impact for years to come!

