Of all the teachings we receive, this one is the most important. **NOTHING BELONGS TO YOU,**
of what there is, of what you take, you must share.
Curve Lake First Nation, Petroglyphs Provincial Park, Ontario
"WE'RE NUMBER ONE! WE'RE NUMBER ONE!! U-S-A! U-S-A! U-S-A!
GO! AMERICA! BE COM—HEY!! WHERE'S YOUR COMPETITIVE SPIRIT??"
Income Inequality Facts (USA)

Highest individual annual income in history (2007): $3.7 billion (USD)
Average annual earnings for top 25 hedge fund managers 2007: $928 million
Average annual earnings for top 25 after 2008 crash: $464 million
Average annual earnings for top 25 in 2009: $1 billion

Ratio of Rockefeller’s income to average per capita income: 7,000 to 1
Ratio of top 25 hedge fund managers to per capita (2009): 24,000 to 1

Ratio of top 100 CEO pay to workers (1970s): 45 to 1
Ratio of top 100 CEO pay to workers (2006): 1,723 to 1
Income Inequality Facts (Canada)

Number of tax filers in the top 1% of income: 246,000
Average annual income for top 1% (2007): $404,500
Number of tax filers in the top 0.01% of income: 2,460
Average annual income for top 0.01% (2007): $1.85 million

Average annual income for top 100 CEOs (2009): $6.6 million
Average annual income for top 100 CEOs (2010): $8.4 million
Percentage increase in income year over year: 27%
Average annual income for the 99% (2010): $44,366
Average annual income for the 99% (2011): $44,854
Percentage increase in income year over year: 1.1%
Average annual income for minimum wage workers (2010): $19,798

Ratio of top 50 CEO pay to workers (1995): 85 to 1
Ratio of top 50 CEO pay to workers (2010): 255 to 1
47% Canadians who self-identify as middle class; down from 70% in 2002.

59% Increase in the number of Canadians who were working for the minimum wage in 2012 compared to 2006.

165% Canadian household income taken up by debt in 2012; worse than U.S. or U.K.

11% Canadians working in the private sector who are covered by a defined benefit pension plan. Down from 29% in 1982.
We are facing a looming energy & environmental crisis.

Earth’s natural carrying capacity: 1 billion people

Current Population: 7 billion
Atmospheric CO₂ Concentrations
(parts per million - ppm)

- **350 ppm** – CO₂ level required for stability
- **450 ppm** – uncontrollable climate chaos tipping point

- **1908** – First Ford Model T
- **Coal-fired steam engines in wide use**

Chart shows historical CO₂ concentrations from 1850 to 2100, with projected trends labeled A1F1, B2, and MIT.
The industrial revolution of modern times, beginning about 200 years ago, started society on the road to destruction and spoilage of the whole human habitat, using the adage "muck makes money".

The degradation of the environment has gone hand in hand with wasteful use of resources and disturbance of the delicate balances of nature.

Alex Laidlaw
Report by the Commission on the Measurement of Economic Performance and Social Progress (Sep 14-09)

• We are now living one of the worst financial, economic and social crises in post-war history.

• The whole Commission is convinced that the crisis is teaching us a very important lesson: those attempting to guide the economy and our societies are like pilots trying to steer a course without a reliable compass.

• We are also facing a looming environmental crisis, especially associated with global warming. Market prices are distorted by the fact that there is no charge imposed on carbon emissions; and no account is made of the cost of these emissions in standard national income accounts.

• The key message, and unifying theme of the report, is that the time is ripe for our measurement system to shift emphasis from measuring economic production to measuring people’s well-being. And measures of well-being should be put in a context of sustainability.

Joseph Stigliz, Nobel Prize Winning Economist
Ecology, Society and Economics

ECOLOGY

HUMAN SOCIETY

HUMAN ECONOMY

- **Ecology** – from the Greek *oikos* or house. The natural world that humans share with all creatures.

- Human **Society** – from the Latin *socius* or companion. The sum of human activity and conditions that function as an interconnected whole.

- Human **Economy** – from the Greek *oikonomia* or household management. The wealth and resources of a community and how they are organized to meet peoples’ needs.
Human Population

- Half of humanity lives on <$2 per day
- 1 in 6 go hungry every day
- In 100 years, population has x 4; economy x 40

- In 1960, the rich-poor gap was 30:1; now 154:1
- 86% of wealth is owned by the richest 20%
- Human use of nature’s annual output:
  1960s – 70%
  1980s – 100%
  1999 – 125%
  2012 – 150%
Value Comparison
Competitive (Free-Market) Versus Co-operative (Fair Market) Economic Systems

Self-interest (win-lose)
Maximize Individual Wealth
Short-term
Global Fear
Autocratic
Information Control
Bigger is Better
Centralized
Status Quo

Mutual Benefit (win-win)
Fulfill Collective Needs
Long-term
Local Empowerment
Democratic
Information Sharing
Small is Beautiful
Decentralized
Visionary Change
The primary adaptation of our species is not hunting, tool making, or language, but our ability to co-operate.

*William F. Allman*
<table>
<thead>
<tr>
<th>Co-operative Principles</th>
<th>Co-op Values</th>
<th>Sustainability Principles</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) Voluntary and Open Membership</td>
<td>Equality Openness</td>
<td>• Equality within the current population and between present and future generations (Aalborg, Bellagio, Fair Trade, Melbourne, ORTEE)</td>
</tr>
</tbody>
</table>
| 2) Democratic Member Control | Democracy | • Members create and share a long-term vision and goals, and govern the organization democratically (Aalborg, Bellagio, Fair Trade, Melbourne, ORTEE)  
• All relevant stakeholders are included in the design and implementation of the project (Aalborg, Bellagio, Fair Trade, ORTEE) |
| 3) Member Economic Participation | Equity | • Achieve long-term economic and social security for all people (Aalborg, Fair Trade, Melbourne) |
| 4) Autonomy and Independence | Self-responsibility | • Empower people and foster participation (Aalborg, Fair Trade, Melbourne)  
• Enable individuals and communities to minimize their ecological footprint (Aalborg, Melbourne, Natural Step, ORTEE) |
| 5) Education, Training and Information | Self-help Honesty | • Recognize the intrinsic value of biodiversity and natural ecosystems, and protect and restore them (Aalborg, Fair Trade, Melbourne, Natural Step, ORTEE)  
• Enable continual improvement based on accountability and transparency - data, methods and interpretation are public, accessible and clear (Bellagio, Fair Trade) |
| 6) Co-operation Among Co-operatives | Solidarity | • Expand and enable co-operative networks to work towards a common, sustainable future (Aalborg, Fair Trade, Melbourne, ORTEE) |
| 7) Concern for Community | Social Responsibility Caring for Others | • Social/community well-being (local and global) and the ecology are fully considered (Aalborg, Bellagio, Fair Trade) |
ONFC’S SUSTAINABILITY SCORECARD - 2011

- Founded 1976
- Not-for-profit food wholesale, second-tier
  - $50 million in annual sales
  - 70 local organic food co-ops

**Goal: Better report on ONFC Mission and Vision**

**Two stages:**

1. Outline practices – qualitative efforts in triple bottom line
2. Establishing specific measurable benchmarks

   **Economic:** 73%
   **Social:** 70%
   **Environmental:** 75%

- A work in progress, will grow and evolve as ONFC does
- Use scorecard to compare from year to year
ARON

Be part of the fun.
### Economic Measures

<table>
<thead>
<tr>
<th>Economic Measures</th>
<th>13-May-14</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number of Minimum Recommended Practices Identified</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Total Number of Minimum Recommended Practices Used</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Total Possible Score If All Practices Were Fully Used</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>Total Score Based on 1 to 5 Ranking of &quot;Current Level of Use&quot;</td>
<td>39</td>
<td></td>
</tr>
<tr>
<td><strong>Percentage Economic Score</strong></td>
<td>78%</td>
<td>0%</td>
</tr>
</tbody>
</table>

**Main Areas for Improvement (in order of priority):**

1. We use a participatory budgeting process each year, making sure those who are responsible for meeting financial targets are involved in setting them.
2. We have assigned responsibility to collect accounts receivable in a timely manner, and we actively enforce our credit policy and terms (with discretion).
3. Our co-operative is adequately capitalized by our members and retained earnings.

### Social Measures

<table>
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<tr>
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<th>13-May-14</th>
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<tbody>
<tr>
<td>Total Number of Minimum Recommended Practices Identified</td>
<td>11</td>
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</tr>
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<td>Total Number of Minimum Recommended Practices Used</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Total Possible Score If All Practices Were Fully Used</td>
<td>55</td>
<td>55</td>
</tr>
<tr>
<td>Total Score Based on 1 to 5 Ranking of &quot;Current Level of Use&quot;</td>
<td>35</td>
<td></td>
</tr>
<tr>
<td><strong>Percentage Social Score</strong></td>
<td>64%</td>
<td>0%</td>
</tr>
</tbody>
</table>

**Main Areas for Improvement (in order of priority):**

1. Our co-operative is an active member of a regional, sectoral and/or national co-operative association - we co-operate with other co-operatives.
2. We have a written human resources policy that provides employees with the details of our compensation and performance appraisal systems, professional development opportunities and conflict resolution procedures.

### Environmental Measures

<table>
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<td>Total Number of Minimum Recommended Practices Used</td>
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</tr>
<tr>
<td>Total Possible Score If All Practices Were Fully Used</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>Total Score Based on 1 to 5 Ranking of &quot;Current Level of Use&quot;</td>
<td>27</td>
<td></td>
</tr>
<tr>
<td><strong>Percentage Environmental Score</strong></td>
<td>54%</td>
<td>0%</td>
</tr>
</tbody>
</table>

**Main Areas for Improvement (in order of priority):**

7. We share sustainability practices with other co-operatives and our competitors.
8. Our marketing strategy includes the publication of our annual Sustainability Scorecard and the environmental benefits of our products and services.

### Triple Bottom Line/Sustainability Score:

<table>
<thead>
<tr>
<th>Triple Bottom Line/Sustainability Score:</th>
<th>13-May-14</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>65%</td>
<td>0%</td>
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