

CANADIAN CO-OPERATIVE ASSOCIATION

2011

Recognizing governance
leadership and excellence
in co-operatives and credit
unions across Canada




CALL FOR ENTRIES

Application Deadline:
December 10, 2010

Winners announced at
CCA's Institute of
Co-operative Leadership
February 10, 2011
Fairmont Royal York, Toronto

CO-OPERATIVE GOVERNANCE AWARDS



The Canadian Co-operative Association (CCA) seeks to foster co-operatives and credit unions that are well governed, effectively managed, profitable, and firmly focused on the delivery of benefits to their members and the communities in which they operate.

The 2011 Leadership in Co-operative Governance Award and the Brown Governance Co-operative Award for Boardroom Culture recognize that the effectiveness of co-operatives and credit unions is closely linked to the ability of the members of the governing board. These awards showcase the strength of the co-operative system, advance understanding about performing as a co-operative, and stimulate dialogue and reflection on co-operative governance and co-operative performance indicators.


Why should your co-op or credit union apply?

As an award winner, you will be honoured in front of your peers at an awards ceremony at the CCA's Institute of Co-operative Leadership, and featured in CCA's *Governance Matters* e-newsletter and other publications of Brown Governance Inc. and CCA. Your achievements will serve as a model for other co-ops and credit unions, and raise the profile of the strength and benefits of the co-operative system. And, most importantly...you work hard and deserve recognition for it!

Who can apply?

Both awards are open to co-operatives that are full members of CCA, or primary credit unions and co-operatives that are members of regional co-operatives, provincial co-operative associations, credit union centrals, and sector federations that are members of CCA.

Applicants are welcome to apply for both Awards. Past applicants to the Leadership in Co-operative Governance Award are encouraged to apply for both or either Award.






Leadership in Co-operative Governance Award

Leadership in co-operative governance is demonstrated by boards of co-ops and credit unions that strive for excellence by adopting new practices to improve the way they work, fulfilling the co-operative principles, and offering opportunities for their peers to learn from and replicate best practices. Leadership excellence is evident by practices that produce specific and demonstrable benefits or results, and that can be transferred to other co-operatives and credit unions.

The Leadership Award is based on:

- Overall governance excellence: having superior practices and processes to guide your co-op or credit union to success;
- Excellence in co-operative governance practices: demonstrating the co-operative principles and respecting the values and vision of your members; and
- Governance leadership: seeking out and applying new ways of working together.

Application process

1. Answer eight questions (maximum two pages total) focussing on governance leadership and the benefits that leadership has had on your co-operative or credit union. The application form and entry questions can be found at:
<http://tinyurl.com/CCAGovernanceAward>.
 2. Provide a link to your latest annual report and a list of members of your Board of Directors. You may also choose to provide the names of independent third parties who can comment on your governance excellence (e.g. employees, delegates, members/customers, local community, and / or stakeholder representatives). Third party testimonials are also welcome.
 3. Once your application has been received, you will be sent the Complete Survey on Co-operative and Credit Union Governance Practices, a questionnaire developed in partnership by CCA and Brown Governance Inc. on co-op/credit union governance practices. The questionnaire responses are used by the judging panel to benchmark selected indicators of co-operative governance as part of the evaluation process. These responses will be held in the strictest confidence, and are used by the adjudicators to benchmark selected governance and board practices as part of the evaluation process.
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Brown Governance Co-operative Award for Boardroom Culture

CCA and Brown Governance Inc. are proud to announce the Brown Governance Co-operative Award for Boardroom Culture.

WORKPLACE CULTURE describes what a particular office is like to work in.

ORGANIZATIONAL CULTURE describes the psychology, attitudes, experiences, beliefs, and values of an organization, and how people within that organization relate to each other.

Similarly, BOARDROOM CULTURE goes beyond a board's structures and considers how the board members interact with each other. Are conflicts between board members dealt with in an open, constructive way or quietly in the Chair's office? Does your board favour consensus-driven decisions or rapid autocratic actions? Does the board prefer benchmarks and performance measures to gauge its effectiveness or does it just want the bottom line? Is your board more comfortable operating in a bureaucratic environment or does it prefer more of a family atmosphere?


These are only some of the factors that contribute to boardroom culture. In essence, boardroom culture is the set of unwritten, often even unspoken norms underlying governance power structures.

The Brown Governance Co-operative Award for Boardroom Culture recognizes that a healthy boardroom culture is critical to governance success.

The Brown Governance award is based on:

- Adaptability: demonstrating the ability to optimize your board culture and avoid power extremes to maximize success;
- Effectiveness: understanding and using governance norms effectively in an otherwise challenging situation; and
- Transferability: having enough clarity on the culture in your boardroom to be able to share your experience in such a way that other boards will be able to learn from and apply that knowledge.

Application process

1. Submit a case study (maximum three pages) that describes a challenging problem your board faced that required a healthy board culture to address. The case study should include a description of who was involved, the essence of the challenge or problem, the aspects of your boardroom culture (positive or negative) that played a significant part in the solution, any cultural change that ensued, and your opinion on what and how other co-operative directors can learn from your story.
 2. Complete online The Boardroom Culture Tool[®], a board culture assessment survey created by Brown Governance Inc. The application form and survey can be found at www.browngovernance.com/BGIAward.htm.
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Awards process

The deadline for entries for both Awards is December 10, 2010.

The Awards are administered by CCA staff. Applications to the Leadership in Co-operative Governance Award are adjudicated by an independent judging panel led by Brown Governance Inc. Applications to the Brown Governance Award for Boardroom Culture are adjudicated by Brown Governance Inc. The judges' decisions will be final.

The Awards will be presented at the CCA's Institute of Co-operative Leadership, February 9–11, 2011 at the Fairmont Royal York in Toronto. The Chair of the Board, CEO or another Director will be expected to receive the Award in person and participate in a governance workshop at the Institute.

Submission of an entry is deemed as consent to the above.



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About the Canadian Co-operative Association

The Canadian Co-operative Association (CCA) is a national association for co-operatives in Canada, representing more than nine million co-operative and credit union members from over 2,000 organizations. CCA members come from many sectors of the economy, including finance, insurance, agri-food and supply, wholesale and retail, housing, health, utilities and the service sector. CCA provides leadership to promote, develop, and unite co-operatives and credit unions for the benefit of people in Canada and around the world.

CCA has a reputation amongst its members and partner organizations within the co-operative movement for providing content-rich materials relating to governance. The association has consistently raised the bar in terms of the co-op system's understanding and knowledge of the latest thinking and activities relating to governance and the role of the board and directors.

CCA initiatives in governance include:

- *Governance Matters*. Edited by Debra Brown of Brown Governance Inc. and published up to four times a year, this e-newsletter throws the spotlight on key governance issues imperative to the co-operative leader and tackles specific subject areas such as board committee models and conflicts of interest.
- Co-operative Corporate Secretaries Conference. This event provides CCA member corporate secretaries and staff responsible for board development an opportunity to share best practices, knowledge and information amongst one another and learn from acknowledged experts in the field of corporate governance, member relations, communications and co-operative systems.
- Institute of Co-operative Leadership. Convened biannually, the Institute is the only national event that contributes to the development of leadership across organizations and sectors within a co-operative and credit union context. It provides opportunities for directors and senior management of co-operatives and credit unions to explore governance issues with a diversity of co-op leaders and experts from Canada and the world.
- Reports and surveys. In partnership with Brown Governance Inc., CCA publishes leading-edge analyses of best practices and behaviours in co-operative governance including:
 - Counting on Canada's Co-ops: 2008 National Report on Co-operative and Credit Union Governance Practices
 - Advancing With Distinction: 2008 National Report on Credit Union Governance Practices

About Brown Governance Inc.

Since 1991 Brown Governance Inc. has built experience by working full-time in corporate governance, serving boards in the private, public, co-operative and not-for-profit sectors. We understand the challenges and opportunities of co-operative governance and have developed a reputation and expertise in this area.

Some examples of Brown Governance Inc.'s particular expertise are:

- Building principle-based governance frameworks, guidelines and systems
- Articulating the roles, responsibilities and relationships and delegation of authorities of the Board, committees, Chair, CEO, and Shareholders (Members)
- Developing and delivering Board and Committee training and development programs
- Conducting performance evaluations of the Board, Chair, committees, CEO
- Advising on compensation of board and committee members and chairs
- Assessing board functioning
- Conducting and reporting on governance reviews



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