

**2008 Conference and
Annual Meeting of the
Canadian Association for Studies in
Co-operation**

CASC

Congress of the Social Sciences and Humanities
*Cooperative Renewal: Cooperatives in the
Twenty-First Century*

June 5th to 7th, 2008

**University of British Columbia
Vancouver, BC**

**Chemistry Building
Room 124 and 300**

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Dear fellow co-operators,

Welcome to another meeting of the Canadian Association for Studies in Cooperation! This year's topic, Cooperative Renewal, is an important one both in terms of our study and practice, but also in terms of our organization. The first is probably well known to all. The study of cooperation has made some small but significant inroads into the academy over the past quarter century, as has the practice of cooperation into the larger economy. These inroads have been the result of innovation in cooperatives on the ground (such as Fair Trade or New Generation Cooperatives) and new ways to conceive of cooperatives within a larger policy, economic and theoretical frame (such as the Social Economy or Social Enterprise). Renewal creates debates as well as new practices/cites of study – the lifeblood of academic and practitioner activity – and many of these topics and perspectives are covered in our program.

However in this context of renewal, we cannot forget that our organization must also periodically look at itself and decide if we should renew ourselves. Our program reflects the desire by some members for self-examination and change in a number of important ways. First, we are holding joint sessions with an exciting new Association for Non-Profit and Social Economy Research (ANSER) which is holding its first meeting at the Congress. Many of the names and faces participating in ANSER will be familiar, and if they aren't before the conference we hope they will become so through our various joint sessions, reception, and banquet.

Second, we have scheduled a session entitled "CASC: Who are We and where are We Going?" to encourage open dialogue on the future of our organization. This will be followed by one of our most important AGM's in quite some time where our constitution and structure will be discussed and renewed and a new executive elected to move us forward on this path.

Third, we have given one of our rooms on the final afternoon of the conference over to a yet-to-be-named organization of Canadian Fair Trade organizers, practitioners, students and academics for their "West Coast" consultation meeting. By giving over some of our space, we are participating in important ways in the emergence of both a new movement as well as a new form of cooperation that crosses borders and cultural boundaries.

All of this should not distract us from the fact that we have an outstanding variety of papers from a great variety of perspectives and a wide range of participants. If these papers and presenters are any indication, we are well on our way to renewal and many more years of a strong and vibrant CASC!

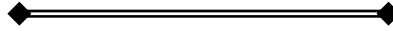
Sincerely,

J.J. McMurtry
On Behalf of the Executive,
Canadian Association for
Studies in Co-operation

Conference Schedule at a Glance

	Thursday June 5 th	Friday June 6 th	Saturday June 7 th
8:30	Coffee	Coffee	Coffee
8:45			
9:00	Welcome	Cooperatives and Government Policy AND Cooperative Governance	Cooperatives and Youth AND Film - Co-operatives and the Pursuit of Peace
9:15	Coops and Sustainability SESSION A and B		
9:30			
9:45			
10:00			
10:15			
10:30	Break		
10:45	Break	CASC: Who are We and Where are we Going Chemistry 300	Cooperatives and Fair Trade AND Social Cooperatives
11:00	Cooperation in Oral Communities AND Joint Sessions with ANSER		
11:15			
11:30			
11:45			
12:00			
12:15	Lunch Special Lunch for Graduate Students Hosted by SE/Hub	Lunch	Lunch
12:30			
12:45			
1:00	Panel With ANSER: What's in a Name? Chemistry 200	Social Cooperatives AND Worker Cooperatives	Cooperative Economics AND Fair Trade Movement Meeting
1:15			
1:30			
1:45			
2:00			
2:15			
2:30	Break	Break	Break
2:45	Food Security AND Joint Sessions With ANSER	CASC Annual General Meeting Chemistry 300	Surveying Cooperatives AND Fair Trade Movement Meeting
3:00			
3:15			
3:30			Break
3:45			
4:00			
4:15	Reception with ANSER Totem Park Ballroom	CASC Annual General Meeting Chemistry 300	Break
4:30			
4:45			
5:00	Joint Banquet with ANSER Totem Park Ballroom	Wine and Cheese Graduate Student Society 6371 Crescent Road	Closing Remarks
5:15			
5:30			
5:45			
6:00			
6:15			
6:30			
6:45			
7:00			
7:15			
7:30			

Program Outline



June 5th

SESSION 1A Chemistry 300 – Cooperatives and Sustainability I, 9:15am - 10:45am

- Greening the Co-operative movement: Adding the third leg of sustainability
 - *Jennifer Sumner*
- Co-operatives and the environmental challenge
 - *John Anderson*
- Co-operative Marketing of Organic Field Crops in Saskatchewan: Record and Prospect
 - *Jason Heit & Michael Gertler*

SESSION 1B Chemistry 124 – Cooperatives and Sustainability II, 9:15am - 10:45am

- Alternative Energy and Sustainable Development A Cooperative case of study
 - *Silvina Gilberto*
- Cooperatives- A Key for Sustainability
 - *Lynn Hannley*
- From the Inside Out: Nurturing Co-operation in Co-operatives
 - *Joy Emmanuel*

SESSION 2A Chemistry 300 – Governing Oral Institutions: How co-ops function, and could function, in essentially oral societies, 11am - 12:30pm

- Practice aspects of institutional governance in oral villages in Cambodia
 - *Yang Saing Koma,*
- Oral information media and culture as driving factors in the shaping and managing oral institutions & urban-managed development projects in developing countries
 - *Twyla Gibson*
- Oral institutions, community-based microfinance & orality
 - *Brett Matthews*
- Agency and governance in cooperatives in oral communities in developing countries
 - *Ian MacPherson*

PANEL Chemistry 200 JOINT SESSION WITH ANSER WHAT'S IN A NAME? 1:30 – 3:00

Chair: Michael Hall, Imagine Canada, Toronto, ON

Vic Murray, University of Victoria, BC

Jack Quarter, OISE/University of Toronto, ON

Lou Hammond-Ketilson, University of Saskatchewan, SK

Darryl Reed, York University, ON

SESSION 2B Chemistry 300 – Cooperation and Mobilization: Building Food Security through the Canadian Social Economy Research Projects, 3:15pm - 4:45pm

- Mobilization around Food Security within the Canadian Social Economy Research Partnerships: A National Scan
 - *Liesel Carlsson and Patty Williams*
- L'utilisation plus grande de compost comme intrant organique dans les cultures par les fermiers du Sud-Est du Nouveau-Brunswick
 - *Danièle Courchesne*
- The Harvest Moon Society Local Food Initiative: Building Social Capital through and Alternative Food Economy.
 - *C.R. Anderson and S.M. McLachlan*
- CCEDNet : Cooperative Community Development and Food Security Networks
 - *Elizabeth Morrison*

June 6th

SESSION 3 Chemistry 300 – Cooperatives and Government Policy, 9am - 10:30am

- Legislative Renewal: Drafting Cooperative Principles into Law and Prospects for Renewing Cooperative Organizations
 - *Edward De Barbieri*
- Challenges and Lessons Learned from the Innovation and Research Projects in the Co-operative Development Initiative.
 - *Fiona Duguid and J Roy*
- Co-operatives and Public Policy: Negotiating with Government
 - *Jennifer Heneberry*
- Picking on Policy: How the New Brunswick Government could Better Serve Co-operatives
 - *Erin Hancock*

SESSION 4A Chemistry 124 – Cooperative Governance, 9am - 10:30am

- Loyalty Program: Reaching out to Members of Member-Owners of The Co-operators Group Ltd
 - *Lily Ng*
- Co-operative Democracy: Board Diversity and the Representation of Women
 - *Kimberly Brown*
- Its ownership Jim but not as we know it: member shares, membership and ownership in co-operatives
 - *Elizabeth Hicks, John Maddocks, and Ann MacGillivray*

SESSION 4B Chemistry 300 – CASC Q and A - Who are We and Where are we Going?, 10:45am – 12:30pm, Chair: Sonja Novkovic, St. Mary's University, NS

Lou Hammond Keitlson, University of Saskatchewan, SK

Tom Webb, St. Mary's University, NS

Denyse Guy, Ontario Cooperative Association, ON

William J. Nelson, President, CHS Foundation

SESSION 5A Chemistry 124 – Social Cooperatives, 1:30pm - 3pm

- Strategies for Inclusion: Empowerment, Disability, and Co-operatives
 - *Kama Soles*
- Co-operatives and Dimensions of Co-operation: Do They Determine Quality Child Care?
 - *Catherine Leviten-Reid*
- Tales of Co-operation: Developing a Regional Co-operative
 - *Joy Emmanuel*

SESSION 5B Chemistry 300 – Worker Cooperatives , 1:30pm - 3pm

- Assessment of Labors' Consumer Cooperatives in Isfahan – Iran
 - *Masoud Ramezani, Amir Mozafar Amini, Mohammad Nagi Golami*
- Co-opting Precariousness: Worker Cooperatives providing alternatives to precarious employment for marginalized populations
 - *Amanda Wilson*
- The Worker-Recovered Enterprises of Argentina and the State: Searching for 'Genuine' Democracy in a Hostile Environment
 - *Rhiannon Edwards*

CASC AGM Chemistry 300, 3:15 – 5:30

WINE AND CHEESE 6:00 – 8:00

June 7th

SESSION 6A Chemistry 300 – Cooperatives and Youth, 9am - 10:30am

- Made in Canada: Youth working for stronger communities and a stronger Canada
 - *Tanya Gracie, Kathryn Foulds, and Chelsea Lake*

SESSION 6B Chemistry 300 – Cooperatives and Peace Film Premiere, 9 am - 10:30am

- Social Justice, and Human Development: The Pillars of Co-operation,
 - *Discussion to be led by Joy Emmanuel*

SESSION 7A Chemistry 300 – Social Cooperatives, 10:45am - 12:15pm

- The Italian Cooperative Movement And The Development Of Civic Capacity Among Social Cooperatives In Northern Italy: A Case Of Cooperative Renewal?
 - *Vanna Gonzales*
- Financing Aboriginal Enterprise Development: The Feasibility of Using Co-operative Models
 - *Lou Hammond Keitlson and Kimberly Brown*
- Cooperative Values: The Social Framework of Cooperation
 - *J.J. McMurtry*

SESSION 7B Chemistry 300 – Cooperatives and Fair Trade, 10:45am - 12:15pm

- An Evaluation of Co-op Group's Fairtrade Initiative as an Example of Co-operative Innovation
 - *Norma Babineau, Erbin Crowell, and Kevin Lytle*
- Fair trade and co-operation - Nigeria's food industry and the impact of government regulation
 - *Oluseyi Oduyoye*
- Co-operatives, Fair Trade and the Social Economy: Developing Locally-Based Regional Alternatives for Ethical Trade in Canada
 - *Debbie Dergousoff*

SESSION 8 Chemistry 300 – Cooperative Economics, 1:30pm - 3:00pm

- Ontario Soybean Producers And Organizational Structure In The Value Added Industry: Case Study
 - *Greg Pate, Getu Hailu and Alfons Veersink*
- Building a Tax Policy Framework to Enable Co-operative Development: A comparative experience
 - *Monica Juarez Adeler*
- The Co-operative Difference: Jurisprudential Interpretation in the Post-national Constellation
 - *Robert Dobrohoczki*

SESSION 9 Chemistry 300 – Surveying Cooperatives, 3:15pm - 4:45pm

- Measures of performance of co-operative firms
 - *Sonja Novkovic and Tom Webb*
- A New Portrait of Co-operatives and Credit Unions in Atlantic Canada
 - *Luc Thériault*
- Globalization, innovation and co-operative support organizations: Sector, Territory, Synergy
 - *Mitch Diamantopoulos*

Fair Trade Group Meeting – Chemistry 124, June 7th 1pm to 5pm

Abstracts



SESSION 1A Chemistry 300 Cooperatives and Sustainability I

Greening the Co-operative movement: Adding the third leg of sustainability *Jennifer Sumner*

The International Principles of Co-operation guide the actions of co-operatives around the world. Regardless of whether they are worker co-ops, producer co-ops or consumer co-ops, all respect these fundamental values, which promote economic and social sustainability. And yet, as we face such crises as climate destabilization, peak oil and water shortages, environmental sustainability is nowhere to be found in these principles. Indeed, the environment seems invisible in these most basic of guidelines, reflecting the general neglect of the environment in the wider world.

This paper will address this anomaly by comparing the principles of the co-operative movement with the principles of the organic agriculture movement. This comparison will open up the conversation that must begin to take place about the relationship between the co-operative movement and the environment. Without this conversation, the co-operative movement will continue to sideline the environment and contribute, however unintentionally, to global degradation. Organic agriculture co-operatives offer a window into understanding how all co-op members can begin to think more environmentally, and how to complement the “cooperative turn” with the “environmental turn” to achieve a full-spectrum economic, social and environmental sustainability.

Co-operatives and the environmental challenge *John Anderson*

This paper will examine how co-operatives can respond to the challenges of environmentalism and sustainability and will look at some of the new trends in co-operative development around this issue and what are the strengths and weaknesses of this movement.

1. The paper will first examine rise of a new set of co-operatives dealing with issues raised by a new focus on the environment. There are now over 200 co-ops which are concerned with such issues as car sharing, natural and organic foods, alternative energy etc.
2. It will then examine the role of some of the major existing co-ops such as Mountain Equipment, Co-operators and Vancity have become leaders on the environment in their particular business communities.

Research Methodology

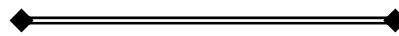
The paper is based on a comprehensive study of environmental issues and co-ops recently done by CCA as well as on interviews with co-op representatives.

Conclusions

The conclusions will examine what are the most important elements of this new trend and how could governments foster a greater co-op development in this area.

**Co-operative Marketing of Organic Field Crops in Saskatchewan:
Record and Prospect**
Jason Heit & Michael Gertler

The agricultural sector in Saskatchewan has a long history of co-operative marketing. With significant growth in organic field crop production, a number of new kinds of processing and/or marketing co-operatives have been established. These have met with varying degrees of success but all provide important lessons for would-be co-operative developers. Drawing on recent field research, we chronicle the development of several significant co-operative marketing initiatives, presenting brief histories and enterprise profiles. We also consider their struggles, and the potential advantages and limitations of alternative approaches to structuring, financing, and governing such enterprises. Farmers face many challenges when they participate in markets that are increasingly dominated by private traders, grain companies, corporate-industrial farm operations, and multinational grocery product manufacturers and retailers. Co-operative arrangements that allow for stronger alliances with key employees, supportive community members, informed consumers, and other co-operatives may be a key to commercial success, and to more equitable and sustainable outcomes.



SESSION 1B

Chemistry 124

Cooperatives and Sustainability II, 9:15am - 10:45am

Alternative Energy and Sustainable Development

A Cooperative case of study

Silvina Gilberto

Social economy is a substantial component of the sustainable development. This necessarily includes economic growth, environmental balance and social equality. This is from particular importance in the Latin American context which conjugates high levels of poverty and social inequality with abundance of natural resources. This context necessarily forces us to consider the strengths of the premises using the existing comparative advantages. So it is the case of the commodities, that they have had an important roll in the growth of the regional economies in the last decade. The no fossil fuel production represents an opportunity for these commodities, nevertheless, at the same time they threaten to the stability of prices of foods and the environment.

This paper is a study of Cooperative PIRCA. An organization on social economy dedicated to adapt, design and produce solar kitchens and furnaces. Located in the Gorge of Humahuaca, Province of Jujuy, in the Argentine north. PIRCA is an organization conformed mainly by native population, that maintains a strong bond with its ancestral culture. We considered it an interesting case of study by several reasons, mainly

- 1) Because they develop products that demonstrate initiative in the search of alternative sources of energy, which in addition they are environmentally sustainable.
- 2) Because they have managed to establish effective mechanisms of internal management and external alliances, that have allowed to the continuity of the organization and the progressive improvement of products quality

- 3) Because they have enhanced preexisting knowledge in the community to elaborate innovating products of high added value.

In the other hand, they also demonstrated that still in a context of extreme poverty, is possible to enhance the social capital of a community to generate economic capital, a righter distribution of the income and how to use natural resources in a sustainable way.

Cooperatives- A Key for Sustainability *Lynn Hannley*

The underlying values and principles of cooperatives have resulted in an organizational and business model with a quadruple bottom line:

- the business must be economically viable and sustainable over time
- the product or results of the business must meet both the needs of the members and the customers of the cooperative, who may or may not be one in the same
- members must be actively engaged in the management and governance of the cooperative, thus resulting in empowerment of the membership
- the business must be carried out with a concern for community including the environment.

Unlike many other enterprises, cooperatives need not operate as isolated businesses; they are part of a cooperative sector with sectoral, regional, national and international organizations available to provide inspiration and support.

Cooperatives, particularly worker and multi-stakeholder cooperatives can play a significant role in the provision of community services and bring added value because their quadruple bottom line and the “closed loop” nature of their accountability framework. These cooperatives can be more effective than a traditional “non-profit” non-governmental organization.

This paper will review the quadruple bottom line and the closed loop nature of the accountability framework. The paper will compare the organizational framework of a traditional NGO and a worker cooperative and detail how and why the accountability framework is more robust in a co-operative than in the traditional NGO. Accountability within an NGO can be described as “structural accountability”. The accountability framework is deemed to be inherent in the organizational framework because the Board members have no vested interest in the current or ongoing operations of the NGO, and the staff are not involved in the governance of the organization. In a worker cooperative, on the other hand, accountability can be described as “operational accountability”, existing as a result of the interplay of the inherent checks and balances that exist within the operational model as well as the overarching cooperative values and principles. Case studies will be included. The paper will conclude with why cooperatives are a most appropriate model for the 21 century for the delivery of human services and the development of sustainable communities.

From the Inside Out: Nurturing Co-operation in Co-operatives *Joy Emmanuel*

Some people argue that humans are naturally competitive and others say we are inherently co-operative. We may not have a definitive answer to settle this debate but most would agree we live in a culture that encourages and rewards competition, domination, and survival of the fittest. While formal co-operatives demonstrate that we do, at times, choose to work together to create social

structures that are open, democratic, and equitable and meet our needs, co-operation – even within co-ops – is not always easy or a given.

Are co-operators naturally co-operative or is co-operation something that needs to be intentionally nurtured within co-operatives? We know the ICA Identity Principles and Values are integral to co-operative practices but how do we actually incorporate these ideals into our co-operative structures and ways of being together?

The BC Institute for Co-operative Studies recently completed a research project on Effective Practices in Starting Co-operatives. Part of this work included interviews with 18 co-op developers across the country exploring critical factors in the success of new co-ops. This paper will focus on one theme that emerged through these interviews which emphasized the importance of internal dynamics that can influence the vitality, creativity, and cohesion and build a sense of community within the co-op. How do we incorporate co-op Values and Principles in to everyday practices? Are power dynamics an issue in co-operatives? Do people naturally know how to work from consensus? What role does motivation play in the inner life of the co-op? What insights from experienced developers are helpful in addressing some of these questions? Some practical tools and resources will be offered.



SESSION 2A

Governing Oral Institutions: How co-ops function, and could function, in essentially oral societies

PANEL

Practice aspects of institutional governance in oral villages in Cambodia

Yang Saing Koma

Oral information media and culture as driving factors in the shaping and managing oral institutions & urban-managed development projects in developing countries

Twyla Gibson

Oral institutions, community-based microfinance & orality

Brett Matthews

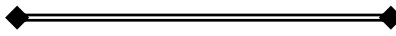
Agency and governance in cooperatives in oral communities in developing countries

Ian MacPherson

Questions for Panelists

- [Everyone] Is the term ‘oral institution’ an oxymoron, or does it refer to something achievable in the oral villages of today?
- [Everyone] Is oral culture *inherently* in conflict with fundamental Western values like democracy, accountability, and transparency? Should we just continue communicating through literate channels even in oral communities, on the grounds that there is no point in trying to develop democratic institutions through oral tools?
- [MacPherson, Koma] How do primary credit unions in oral communities grow, and what is likely to help them or hinder them at different moments in their development? Do we have (or can we develop) a growth/governance typology for financial cooperatives?

- [Gibson] What tools have been used historically to manage complex information in oral societies that may be relevant to the current problems of building and/or governing oral institutions?
- [MacPherson, Koma] Can oral information management and governance tools overcome some of the governance problems that have challenged cooperative development in the rural South (Comilla Model and beyond)? If so, how?
- [Gibson] What tools can be used in oral communities to help manage oral organizations and institutions?



SESSION 2B

Cooperation and Mobilization: Building Food Security through the Canadian Social Economy Research Projects

Mobilization around Food Security within the Canadian Social Economy Research Partnerships: A National Scan

Liesel Carlsson and Patty Williams

Sub Node Three (Mobilization on Food Security and Community Economic Development), one of six regional sub nodes of the Atlantic Social Economy Research Network (SES), undertook a national scan of food security related research within the Canadian Social Economy Research Partnerships (CSERP). The purpose of the scan was to fuel discussions within the SES and SN3 around potential collaborations and future research, identify gaps in the food security research fabric on a national level, and to initiate cooperation among CSERP regional nodes to synthesize food security-related results. The scan was conducted from July 2007 to May 2008 and included a review of the CSERP tele-learning session on food security and the social economy, CSERP and node websites, and interviews with node coordinators and food security project leads. Thematic analysis revealed *cooperatives* as one of the emergent alternative strategies used within the social economy to build food security. This paper will open the session on *Cooperation and Mobilization: Building Food Security through the Canadian Social Economy Research Projects*, situating cooperative initiatives within the fabric of food security initiatives in CSERP.

L'utilisation plus grande de compost comme intrant organique dans les cultures par les fermiers du Sud-Est du Nouveau-Brunswick

Danièle Courchesne

The Really Local Harvest is a cooperative of relatively small scale farmers in south-eastern New Brunswick. Some members of the coop would like to make more use of compost as an important source of organic fertilizer that helps maintain soil health. With the help of researchers from the Université de Moncton, a study was undertaken to estimate compost needs and to evaluate the feasibility of a farmer owned and operated composting facility in the region. Interviews were conducted with farmers, compost producers and forestry and agri-food businesses in the region. The establishment of a composting facility was not recommended. The complexity of a medium to large scale composting facility involves important costs and expertise. Existing composting businesses in the region are already competing for organic matter. We estimate that it would be difficult to produce compost at a lower cost than what is offered on the market. Also interviews conducted showed that the demand on the part of farmers is of yet limited although many express

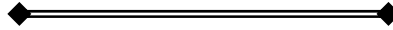
the desire to use more compost in the future. The main obstacles to compost use are the price of the product (associated to transportation in large part) and the belief that consumers will not necessarily be willing to pay more for their products even if they apply such environmentally friendly practices. Partnerships such as those created between farmers and compost businesses in the course of this project will be important to encourage farmers of the region to adopt more sustainable practices on their farms.

**The Harvest Moon Society Local Food Initiative:
Building Social Capital through and Alternative Food Economy.
*Anderson, C.R and McLachlan, S.M.***

Local food is increasingly recognized as an alternative to the conventional agro-food system and is often lauded as a solution to the ongoing rural decline in Canada. Indeed, the perceived shortcomings of the global agro-food system have prompted many farmers to explore local marketing as an alternative. Yet, little is known about how priorities vary amongst farmers and between other stakeholders in the food system. The overall goal of this study was to better understand local food systems from multiple perspectives and evaluate the farm-level implications of participation in direct marketing. The Harvest Moon Society Local Food Initiative (HMSLFI) is composed of 17 farm families in south-western Manitoba who are in the early stages of developing a farmer-driven collective marketing enterprise. Using a participatory action research framework, we took a leadership role in helping to establish this collective. Our mixed methods data collection approach included both likert scaled and opened ended questions in a series of individual interviews with farm families involved in the HMSLFI (n=17). These were supplemented with interviews with retailers (n=11), consumers (n=10) and conventional farmers (n=7). Our findings suggest that participation in this direct marketing group increased social cohesion within the collective, thus facilitating risk sharing, knowledge transfer, conflict resolution and the sharing of resources. There was substantial variation in priorities within and among the different stakeholder groups. Yet the concept of “local food” was attractive to all participants and has the potential to connect multiple stakeholders around a common set of values and to build greater awareness regarding any differences in values. In this way, local food initiatives that focus on value-based messages and relationship-building generate bridging social capital among heterogeneous groups in the food system. By reducing the intermediaries between farm and fork, they create alternative market-based economies that shift control over food production from intermediaries to both farmers and consumers.

**CCEDNet : Cooperative Community Development and Food Security Networks
*Elizabeth Morrison***

This presentation will explore how networks are an effective tool for breaking barriers in building thriving local food economies. The rooted nature of food growing means many work alone, unaware of effective initiatives in other regions of the country. This presentation will highlight how CCEDNet (The Canadian Community Economic Development Network) members use information sharing, tele-learning, and compilation of best practices to overcome the geographical limitations that force locally based initiatives towards isolation. Presenters will examine how national networks made up of co-operative food producers, distributors, and lobbyists -including the new CCEDNet food policy working group- create collaborative communities. In particular, presenters will provide positive examples of how collaborative networks can act as crucial support for research and policy analysis leading to supportive legislation.



SESSION 3

Cooperatives and Government Policy

Legislative Renewal: Drafting Cooperative Principles into Law and Prospects for Renewing Cooperative Organizations

Edward De Barbieri

This paper considers the problem of cooperative renewal from the perspective of legislative reform. One particular model, the Industrial and Provident Societies Acts, 1893 to 1978, in Ireland, is discussed and analyzed. Using the Irish legal framework, issues are raised regarding the codification of cooperative principles into law. In particular, the diverse needs of different types of cooperatives, from large agricultural and dairy cooperatives, to credit unions, and small workers' cooperatives are highlighted.

Possible solutions for reform are proposed and evaluated. Recent examples of legislative reform in Ireland, such as the Credit Union Act 1997, are also discussed and evaluated. Beyond domestic law, the Irish model is compared and contrasted with the recent European Cooperative Societies Statute and its advancements in including cooperative principles in legislative reforms. Finally, examples of law reform in the United States are introduced and their merits assessed, including a discussion of the differences and potential benefits of choosing a limited liability company (LLC) framework instead of other statutory entities, such as a traditional cooperative society or corporation.

Challenges and Lessons Learned from the Innovation and Research Projects in the Co-operative Development Initiative.

Fiona Duguid/J Roy

This research aims to explore two questions: one, what are the challenges for emerging co-operatives in Canada; two, what solutions are co-operatives finding for those challenges in co-operative development? We explore these questions through an analysis of the first 92 Innovation and Research projects in the Co-operative Development Initiative. The Co-operative Development Initiative (CDI) is a five-year \$15 million program to facilitate the strengthening and creation of new co-operatives in areas of federal interest including: the knowledge economy, community capacity-building, and service delivery.

To do this research, we have taken an exploratory approach by conducting a document analysis of existing CDI reporting mechanisms such as quarterly reports, final reports and financial statements, as well as other co-operative related documents such as websites, articles and co-operative publications.

For the purposes of this paper, we analyze co-operative development projects based on the priority area: adding value to agriculture; access to health care and home care; economic development in rural, remote or northern communities; development of Aboriginal communities; integration of immigrants into Canadian communities; and community solutions to environmental challenges. Findings pertain to project activities, program statistics, chronic issues, challenges and creative solutions for co-operative projects within a specific priority area or for the co-operative sector as a whole.

Co-operatives and Public Policy: Negotiating with Government

Jennifer Heneberry

Co-operatives have long been involved in meeting the social needs of Canadian communities in a number of ways. Health services, home care and child care co-ops all provide social and community functions that are also traditionally provided by government or funded by public dollars. They also meet a number of government policy goals and objectives. The emerging field of social co-operatives is one that provides services and support to vulnerable populations (youth, psychiatric survivors, intellectually disabled individuals) and in many cases to new Canadians. This is also an area that government has also identified as a concern and area to begin directing more concerted funding and policy support. This leads to a natural tendency to explore partnerships between the co-operative sector and government which would jointly serve the member needs of the co-ops while also meeting the policy objectives of the government. However, the actual negotiation and partnership development process between individuals (and the co-operative sector as a whole) and the government can be difficult to navigate and effectively develop a working relationship. For example:

1. One of the co-operative principles is dedicated to the concept of co-ops being autonomous and independent. Can a co-operative effectively partner with government in a particular sector to deliver member services that serve a larger community goal and realistically maintain its autonomy and identity distinct from government?
2. How can co-operatives seek funding contributions from government where they take public money to deliver a service or good to the community without diluting their obligations to meet their member needs first and foremost?
3. How can the co-operative sector as a whole advocate for greater recognition and support from government by using the idea of ‘co-ops meeting public policy needs’ without compromising its values

These questions will be explored through the investigation of co-op/government partnership in various jurisdictions throughout the country. The healthcare system in Quebec and the national child care co-op consultation process will be a focus, as will advocacy efforts of social co-operatives in Ontario to gain greater recognition for their efforts with provincial government ministries and bureaucrats. The efforts of the Ontario Co-operative Association related to the advocacy movement to create an Ontario Co-operative Secretariat will be discussed as a particular focus and case study for this discussion.

Picking on Policy: How the New Brunswick Government could Better Serve Co-operatives

Erin Hancock

This presentation will discuss the government policy context for the establishment and continued operation of co-operative enterprises in the Province of New Brunswick, focusing mainly on the areas of support for co-operative enterprise start-up and funding for co-operative development. This paper and presentation will offer an analysis of the relationship between government and co-operatives using the Province of New Brunswick as the case study. Furthermore, the report will offer a summary of a systematic policy scan (describing what policies address co-operatives) along with a prescription for policy changes based on a literature review and consultations with a subset of New Brunswick co-operators.

While co-ops may be able to access support under some government programs, few programs offer special and specific mention of co-ops. The legislation has not been updated since 1978 and thus, reflects the situation for co-ops that may not be true today. Are co-operatives being overlooked as a possible solution to New Brunswick's development challenges and self-sufficiency goals? Co-operatives can offer local solutions to local problems, allowing communities to take ownership over their future. I argue that antiquated policies and a lack of co-operative-focused or co-operative-friendly government services might fail to adequately support the co-operative movement in the province of New Brunswick.

In New Brunswick there are over 200 co-operatives (Therriault, 2007), but this business model could be better promoted and supported. Through developing a more favorable policy atmosphere, the co-operative model can become more accessible to New Brunswick citizens who are seeking changes in their lives and communities.



SESSION 4A

Cooperative Governance

Loyalty Program: Reaching out to Members of Member-Owners of The Co-operators Group Ltd

Lily Ng

The Co-operators Group (CGL), whose mission is financial security for Canadians, is facing one of its more difficult challenges as it enters into a new era in its strategic direction for growth. CGL draws most of its revenue from ownership of a group of insurance companies in Canada and this is where some of its main challenges rest. The challenge is to increase the total number of clients and increase the number of multiple-line product clients.

The companies owned by CGL are primarily concerned with commercial success, but being owned by second-tier co-operatives and similar organizations, they also have co-operative and social goals to achieve. In the business of insurance (paying claims), it is crucial that commercial success meet at least minimum capital tests for financial strength and abide by provincial and federal regulations according to the various Insurance Acts. Social goals cannot be achieved without commercial success.

Within their strategic focus areas are plans to gain more business from member and non-member co-operatives. Their vision in the 2007 Challenges document states, "As a co-operatively owned and controlled organization, we will maintain mutually beneficial relationships with our member-owners and the broader co-operative and credit union community. The expansion of our role as the insurance provider of choice for co-operatives will contribute to our profitable growth targets." How should CGL promote economic participation and provide patronage payments to Members of Member-owners?

The purpose of the paper is to show how that vision statement can be turned into reality by providing patronage payments down to members of member-owners (MOMO). This increases the scope and depth of the existing member-owner (MO) loyalty program and in turn has the potential to step up profitable growth through strengthening mutually beneficial relationships with the broader co-operative and credit union community.

Co-operative Democracy: Board Diversity and the Representation of Women
Kimberly Brown

Democratic governance is a defining feature of co-operative organizations. As such, there is an expectation that co-operatives should have adequate representation of member groups on their boards. However, empirical evidence indicates that many Canadian co-operative boards embody a “diversity problem:” there is little diversity in board representational characteristics.

This study has two core research questions. First, how do boards achieve diversity? Second, how do diverse boards maintain their diversity? Factors in four key areas believed to affect board diversity levels are identified: problem recognition; formal diversity policies; proactive recruitment strategies; and responsive governance. Two credit union boards of directors are selected as case studies. The first case is the Surrey Metro Savings Board of Directors between 1995 and 2002, which was homogenous in terms of its demographic composition. The second case is the Coast Capital Savings Board of Directors between 2001 and 2006, which was diverse in terms of its demographic composition. In view of the theoretical propositions that fall under the four main areas of inquiry, each case is examined separately, after which a cross-case analysis is conducted.

The case study findings support the view that, to achieve diversity, boards must recognize representational homogeneity as problematic, make diversity a priority issue, and take deliberate action towards increasing their diversity levels. These findings also support the view that, to maintain their diversity, diverse boards must have an inclusive governance approach and provide all board members with meaningful opportunities to participate in decision making processes.

**Its ownership Jim but not as we know it: member shares,
membership and ownership in co-operatives**
Hicks, Maddocks, MacGillivray

When a co-operative seeks to explain, through promotional literature, what co-operative membership entails, they may refer to the member as: “owner”, “shareholder”, “member/owner”, “customer-owner”, or “member shareholder”. There is, perhaps an implicit assumption that we have a shared understanding of what “owner” or “shareholder” means and, furthermore, that such ideas of ownership and shareholding have universal application regardless of whether applied in a co-operative, investor owned business (IOB), or other organizational context.

Yet lessons from recent developments in accounting standards, in relation to classifying shares as equity or liabilities, are that co-operatives do not always fit into a conceptual framework designed with the IOB shareholder in mind. Membership in a co-operative is not comparable to being a shareholder in a publicly listed company or owner of a private business. Membership in a co-operative is different and we can improve our understanding of this by considering how this is expressed in the characteristics and qualities of member shares and member ownership.

This paper explores the characteristics of Canadian co-operative member shares and the nature of member ownership, based on a review of co-operative annual reports and co-operative legislation. This includes consideration of differing types of co-operative and variations in share characteristics. The dual function of the member share as a vehicle for joining and investing is discussed as are the two elements of member ownership that signal differences to the IOB shareholder model: member benefit primarily in proportion to use of the co-operative and co-operative assets held in common by existing members, with limited expectations of member claims on the net assets of the co-operative. Following exploration of member share characteristics the paper applies this to the accounting issue of finding a universally applicable rule for defining member shares as equity.

SESSION 4B

CASC Q and A - Who are We and Where are we Going?

Chair: Sonja Novkovic, St. Mary's University, NS

Lou Hammond Keitlson, University of Saskatchewan, SK

Tom Webb, St. Mary's University, NS

Denyse Guy, Ontario Cooperative Association, ON

William J. Nelson, President, CHS Foundation, MN

SESSION 5A

Social Cooperatives

Strategies for Inclusion: Empowerment, Disability, and Co-operatives

Kama Soles

Democratic participation is vital for community empowerment and social inclusion. People with disabilities face numerous economic, social and political obstacles preventing them from meaningful democratic participation, thereby reducing opportunities for empowerment and inclusion in Canadian society. This paper shows how the disability community needs new opportunities for empowerment and community development to be lifted out of disadvantage and marginalization, and explores the potential of co-operatives, vis-à-vis the social model of disability, to do this. One model of co-operative, the multi-stakeholder co-operative, is highlighted and the ways in which the multi-stakeholder model of workers, members, and interested stakeholders can work to build solidarity and social inclusion by promoting democratic participation is outlined. There is a deficiency in the literature on co-operatives and social movements highlighting the potential of co-operative development as vehicles for empowerment of the disability community. Little has been written in either the co-operative or disability studies literature on how co-operatives can work to enhance the social model of disability. This paper fills this gap.

**Co-operatives and Dimensions of Co-operation:
Do They Determine Quality Child Care?**
Catherine Leviten-Reid

Researchers have clearly established that quality child care is vital for the intellectual and social development of children. The type of organization best able to deliver this quality, however, remains a topic of both public and scholarly debate. The purpose of this study is to determine whether a cooperative advantage exists in the delivery of child care.

Using a cross-sectional design, this research examines the care provided by a sample of approximately 220 Canadian child care centres. The sample includes parent co-operatives, non-profits, sole proprietorships and corporations. Quality, the outcome variable, is measured using the Early Childhood Environment Rating Scale – Revised Edition (ECERS-R). Predictor variables include organizational form, but also dimensions of co-operation that may be practiced by other kinds of child care centres. These include parent/guardian involvement on the board of directors, and parent/guardian involvement in the classroom.

Tales of Co-operation: Developing a Regional Co-operative
Joy Emmanuel

Co-operatives, like other social enterprises and businesses, must continue to reinvent themselves and adapt to changing economic and social circumstances. Over the past three decades we have experienced increased liberalization of global free-market trade relations, continual downsizing of government through cutbacks and privatizing of services, and the collapse, or instability, of various resource sectors (fishing, forestry). All of these macro level changes have an impact on local economies, and thus on many small-scale co-operatives.

In the past four years, the BC Institute for Co-operative Studies has conducted longitudinal research to follow the progress of co-operatives in two regions of British Columbia. One site, Malcolm Island, off the northern tip of Vancouver Island, is removed from major centers for commerce and services; the other site, the Kootenay region, while itself a hub of economic activity, is still a great distance from large urban centers and primary transportation routes. Both communities have been hard hit by declines in resource sectors and a loss of government services. In the time that BCICS conducted this research, half of the co-ops we followed folded.

How are co-operatives in rural and remote communities adapting to meet these changes? While co-operatives in one of these communities struggle, co-operators in the other district have moved ahead with creating a regional co-operative association. This is the first such initiative in British Columbia. Although the regional council is newly formed, their momentum and direction is already breaking new ground for co-operative activity and growth in the region. This paper will highlight the challenges, benefits, and vision of this fledgling initiative.

SESSION 5B

Worker Cooperatives

Assessment of Labors' Consumer Cooperatives in Isfahan – Iran
Masoud Ramezani, Amir Mozafar Amini, Mohammad Nagi Golami

The present study will examine the success rate of labors' consumer cooperative stores operating in the city of Isfahan and will also try to determine the factors involved in their success. Literature review and survey methods were employed in the data collection process. Based on the objectives defined for the study, seven structured questionnaires were developed and the stratified method was used in sampling. Using the Cochran formula, the opinions expressed by 280 subjects were used as the statistical sample. In order to define the research constructs, the correlated indexation method was employed while the AHP method and the component weight were used in scaling. The survey of the cooperatives under study was based on their socio-economic success. The results revealed that only one-fourth of the cooperatives under study had successful performance in achieving their socio-economic goals. The impact of both intra (i.e. human resource, management and finance) and extra-organization factors (i.e. NGO & GO) on the successfulness of these cooperatives were evaluated. The final results showed that the cooperatives under study owed about 9% of their success to background variables, 79% to intra-organizational variables (human resources 7%, management resources 27%, commercial resources 45%) and 12% to extra-organizational factors.

Co-opting Precariousness: Worker Cooperatives providing alternatives to precarious employment for marginalized populations

Amanda Wilson

Through an analysis of three worker cooperatives, I am examining whether, and to what degree, worker cooperatives are providing alternatives to the precarious employment relations faced by marginalized communities in Canada. Given the increase of precarious employment, there is a need for solutions that go beyond legislative reforms and new organizing models, and offer a different model of work which provides people, particularly those most often trapped in precarious employment, with decent and fair employment opportunities. There are several examples of low income, recent immigrant and Aboriginal communities who have organized worker cooperatives with the purpose of providing decent and secure employment for their members. In addition to employment these cooperatives provide a space of empowerment, increased social capital and skill building for these communities. While it has its own challenges and limitations, the cooperative model offers hope and potential for creating decent and secure employment for members of marginalized communities. I hope to provide some insights into bridging the gaps in current research between the problem of precarious employment and the potential solution of cooperatives. My goal is to begin to build an alternative discourse on slowing the tide of precarious employment through promoting and supporting cooperative business models.

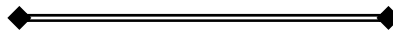
Three case studies are being analyzed, using interviews and data collection. Research participants will be involved in the shaping of interview topics and questions and will have input in the overall findings and conclusions. This research aims to provide a space for members of worker-coops to share their struggles and experiences in creating an alternative model that provides them and their fellow members' decent and fulfilling employment.

**The Worker-Recovered Enterprises of Argentina and the State: Searching for ‘Genuine’
Democracy in a Hostile Environment**
Rhiannon Edwards

Throughout the last six or so years the worker-recovered enterprises of Argentina have been developing practices of worker self-management, running the cooperatives and production processes democratically, where all workers have the right and responsibility to assume the collective management of a business. The Argentine State has gone to some lengths to encompass the recovered enterprises in its institutions and logic, primarily through the INAES (National Institute of Associativism and Solidarity Economy) and the INTI (National Institute of Industrial Technology). However, this paper shows that the exercise of the participatory democracy of the recovered enterprises is impeded by the structures, actions, and logic of the State institutions that are ostensibly set up to help the cooperatives. The overwhelming effect that the State has had upon the recovered enterprises has been to seriously and consistently undermine the processes of self-management and participatory democracy, despite rhetoric and institutions that create an image of a State supportive of social movements and the so-called social or solidarity economy.

This paper explores the complex relationship between this particular group of cooperatives and the State, the basis of which is located in the differing versions and visions of democracy. The participatory democracy in the recovered enterprises is founded upon and supported by the collective relationship with the means of production and the socialization of the economic and social benefits produced; whereas the liberal democracy of the Argentine State is founded upon the primacy of private property and the unequal distribution of wealth.

This paper aims to illustrate to all those invested in the cooperative project that in order to grow, we must be mindful of the nature of the State and of our relationships with it. The arguments set forth in this paper, though perhaps unconventional, are of utmost relevance to conversations surrounding the necessity of and strategies for cooperative renewal.



SESSION 6A

Cooperatives and Youth

Made in Canada: Youth working for stronger communities and a stronger Canada
Tanya Gracie, Kathryn Foulds, and Chelsea Lake

Description

We envision this presentation as bringing together and highlighting what some young people are doing to provide co-operative education, to promote the co-operative sector and to engage existing co-operatives and their peers in youth engagement. The co-operative model is very unique and has the ability to adapt to a range of business types as well as community, social and economic needs. The presentation will highlight what young people are currently doing, the way that history impacts our future and what we can do to move forward (in the long and short term future) as well as what other young people and those inside and outside of the co-operative sector are saying about youth initiatives.

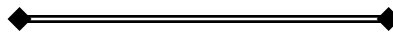
Rationale for this workshop—why is it important?

The topic of this presentation is important for both young people to realize the opportunities that are available as well as the opportunities that they can make for themselves when they work together. In addition, it is important for older adults to realize the strength and diversity of youth engagement within their co-operatives. The reality of an aging Canadian population is something that will impact us all and there is a great need for relationships of co-operation during these times of transition. History guides and creates places of opportunity for the future and in understanding where we have come from we can better understand where we are headed. Overall, this workshop will provide the audience with interest, hope and ideas for opportunities surrounding youth engagement and youth involvement.

Objectives

By the end of this workshop, participants will:

1. Have an understanding of the youth lead initiatives and co-operatives that exist or are in the process of developing across the province.
2. Understand the variety and diversity in the possibilities to meaningfully work with and engage young people in the co-operative sector.
3. Learn the goals and strategic directions that young people are interested in to continually bring the co-operative into the next generation while celebrating our strong history.



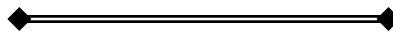
SESSION 6B

Cooperatives and Peace Film Premiere

Peace, Social Justice, and Human Development: The Pillars of Co-operation

Discussion to be led by Joy Emmanuel

How do co-operatives contribute to peace? What is unique to how co-operatives are structured that make them an effective means of addressing conflict? This 40 minute video, based on presentations and interviews at the 2006 conference on co-operatives and peace, explores ways co-operatives are contributing to peace making in communities around the world. We examine situations of inequality and poverty, conflict and natural disaster, world trade and the people-to-people process of community building.



SESSION 7A

Social Cooperatives - 10:45am - 12:15pm

The Italian Cooperative Movement and the Development Of Civic Capacity Among Social Cooperatives In Northern Italy: A Case Of Cooperative Renewal?

Vanna Gonzales

As the primary interest intermediary between social cooperatives and the Italian State on the one hand, and Italian Civil Society on the other, Cooperative Associations play a key role in social cooperatives' political and cultural development. This paper analyzes the effect that Italy's two major national cooperative confederations, Legacooperativa and Confcooperativa, have had on the civic capacity of social cooperatives in Northern Italy and the implication of this for the

development of the Italian cooperative movement more generally. In addition to providing an important first step in understanding the capacity of social cooperatives to act as change agents within Italian civil society, by illuminating the ways in which “old” interest intermediaries influence the development of “new” social actors, I hope to provide a better understanding of the process of institutional adaptation within Cooperative Movements.

The paper is divided into four main sections. The first part of the paper provides an introduction to the Italian cooperative movement. In addition to discussing the unique institutional character of Italian social cooperatives, this section establishes the basis for investigating how these organizations contribute to the formation of civic capital. In the second part of the paper I provide a descriptive analysis of the role of the Italian Cooperative Movement in shaping social cooperative identity. Drawing on extensive interview data and primary source material gathered from representatives of Legacooperativa and Confcooperativa, at the national, regional, and local levels, I investigate: 1) Orienting frameworks, including key goals for social cooperative development 2) membership criteria, and 3) development strategies. Having discovered two distinctive models of development, in the third part of the paper, I switch levels of analysis. Utilizing in person survey data I collected from over 140 social cooperatives in Lombardia and Emilia Romagna, I analyze the effect of these models on social cooperatives capacity to generate civic capital at the local level. I then conclude the paper by commenting on the relevance of my findings for the current problems facing the Italian Cooperative Movement more generally.

Financing Aboriginal Enterprise Development: The Feasibility of Using Co-operative Models

Lou Hammond Keitlson and Kimberly Brown

Aboriginal Financial Institutions (AFIs) are a key source of business financing and support services for Aboriginal entrepreneurs. AFIs provide development loans to fill current gaps resulting from private lenders’ reluctance to provide commercial loans to Aboriginal businesses. Studies and evaluations of AFIs confirm that developmental lending activities are, in and of themselves, not sustainable over the long term. As a result, AFIs collectively continue to sustain annual deficits, which eat into and erode their capital base.

At the same time, the emerging Aboriginal business sector continues to mature and financing needs are becoming more diverse. Over time it is expected that Aboriginal business financing needs will become less developmental and more commercial. Against this backdrop, the current roles and activities of AFIs will become less relevant to the market place. AFIs will face the choice of serving fewer and fewer clients as their capital bases diminish or evolving as an institution and moving into new business lines.

Alongside changing business needs, many Aboriginal individuals and communities require access to a broader range of financial services ranging from deposit-taking to mortgages and investments. A significant portion of the Aboriginal population lives in rural and remote locations, and many do not have access to these services in their communities. In the past decade, a number of Aboriginal communities in Québec and Ontario have established caisses populaires or credit unions to address these needs. Within this context, some AFIs are exploring the creation of a financial institution to service personal and community banking needs.

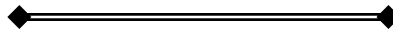
In this paper we explore the potential for AFIs to evolve from their current developmental role to full service financial providers such as credit unions. We identify some of the factors that motivate AFIs to explore new institutional arrangements and potential challenges or hurdles they

perceive or have faced in pursuing this objective. We also identify potential opportunities and challenges for the development of new credit unions in Aboriginal communities and in Canada generally. Finally, we consider whether, as credit unions, existing AFIs could continue to provide developmental loans and continue to serve their current client base.

Cooperative Values: The Social Framework of Cooperation

J.J. McMurtry

In the context of corporate globalization the principles of cooperation, as well as the cooperative business model, are often seen as barriers to success and relics from an era surpassed by economic and social events. As a result of this perceived competitive disadvantage, there have been various “innovations” to the cooperative form in recent years such as New Generation Cooperatives and healthy cooperative demutualization. This has led some to argue that the future of cooperatives lies in relaxing the “impositions” of values on the economic bottom line. This paper argues against this trend, and for a conception of cooperative values as both a competitive economic advantage in a context of planetary crisis, as well as an advanced framework for a globalization that is responsive to human and planetary life-need.



SESSION 7B

Cooperatives and Fair Trade

An Evaluation of Co-op Group's Fairtrade Initiative as an Example of Co-operative Innovation

Norma Babineau, Erbin Crowell, and Kevin Lytle

This paper explores the opportunities and challenges for co-operative innovation presented by the modern Fair Trade movement. We explore the context and development of Fair Trade as a movement and a marketing concept, and the intersection between its principles and those of co-operation. We examine the common goals of these movements and then discuss the participation by co-operatives representing various sectors within the Fair Trade system. We present the case of Co-op Group's (UK) Fairtrade Initiative as an illustration of co-operative innovation and the competitive advantages offered to co-operatives engaged in the marketing of fairly traded products. At the same time, the mainstream success of Fair Trade product certification is not without controversy. We explore the potential challenges posed to producers as certification has begun to shift its focus from small farmer co-operatives to plantation production and for marketing and retail co-ops as mainstream and multinational firms have become more involved in the marketing of fairly traded products as an expression of social responsibility. Finally we propose that there is an opportunity for co-ops to build on the marketing gains made through engagement in Fair Trade to develop a subset of the movement that links its values with those of co-operation. This model of “Co-operative Fair Trade” would emphasize the integration of co-ops from production through to the retail level, presenting a seamless alternative model for globalization that combines the historic goals of co-operation with those of the more recent movement for Fair Trade.

**Fair trade and co-operation - Nigeria's food industry and the
impact of government regulation**
Oluseyi Oduyoye

Nigeria's bakeries, driven by an unholy passion for profit, are up in combat against a determined regulatory body in ensuring a socially responsible business environment, which to a large extent ensures the safety of consumers. Hitherto, there have been reports of some bakeries using bread "improvers" and other non-nutritive food additives most of which are carcinogenic.

However, due to the porous nature of the nation's laws and the illiteracy of a large section of the population, some of these deadly additives have found their way into bread, cakes, and other flour-based products, to the health detriment of Nigerians. While highlighting some unfair trade practices within the Nigerian food industry especially the bakery sector, the paper explores the possibility of co-operatives setting up and running bakeries that would benefit not only members but other health-conscious Nigerians and non-Nigerians alike.

In an empirical study employing a simple questionnaire administered to a random sample of co-operators and other members of the public within the University town of Ilisan Remo, the major research questions are:

- a) "Will you patronize bromate-free bread and other flour-based products made by co-operative societies and other flour products made without improvers and non-nutritional additives?"
- b) "Will you be willing to pay more for such bread and other products?"
- c) "Will you partner with co-operative societies in enlightening the public on the health benefits of such bread and other products?"

Initial findings support the setting up of co-operatives-run bakeries albeit with some caveat viz. easy accessibility to loans from micro-finance banks, training of members in baking skills and an enabling environment plus other forms of support from the government.

By and large, unfair trade practices would be gradually eliminated a big plus to a large percentage of the population especially co-operative members. Hopefully, other nations can pick some useful lessons from the Nigerian experience.

**Co-operatives, Fair Trade and the Social Economy:
Developing Locally-Based Regional Alternatives for Ethical Trade in Canada**
Debbie Dergousoff

In February, 2007, the BC Institute for Co-operative Studies hosted an Ethical Purchasing Forum at the University of Victoria. The Forum was designed to bring together practitioners, institutions, active citizens, and academics to explore issues of ethical trade, to develop policies for ethical trade at municipal and institutional levels, and to provide support for ethical trade in the Victoria region. Sessions were organized to foster a spirit of appreciation for common goals and obstacles, rather than to produce criticisms and nihilism of creative alternatives. This paper explores three utopian and pragmatic representations of the relationship between economy and society, first by reporting some of the proceedings and outcomes of the Ethical Purchasing Forum and then by exploring co-operation as a means of enhancing outcomes for developing locally-based regional alternatives for ethical trade. There is much to be learned about opportunities to enhance the social economy in Canada from the way co-operatives and fair trade work together to contribute to the social economy of communities in the South. Collaboration between Canadian and Southern co-operatives can

deepen the impact of fair trade and broaden participation in efforts toward it, thereby enhancing the overall practical and conceptual meanings of fair trade.

Expanding a fair trade co-operative movement in Canada needs to be explored as a strategy for assisting depressed local economies by engaging them proactively in international commodity trade. Co-operatives have a track record of success with smaller economies and they are able to work across national boundaries because international organization is already part of the co-operative idea. Rather than understanding alternative trade in terms of concepts like “ethical”, “fair”, or “sustainable”, the popular definition should be “co-operative” trade.



SESSION 8

Cooperative Economics

Ontario Soybean Producers And Organizational Structure In The Value Added Industry: Case Study

Greg Pate, Getu Hailu and Alfons Veersink

Bioproduct opportunities, specifically related to soybeans provide an opportunity for commodity producers in Ontario to diversify their operations and become involved in value added production. A visible example of value added success is corn producers in the United States who accomplished value added ventures through the use of co-operatives.

The purpose of this study is to explore factors that influence the choice of an organizational structure and use the knowledge to assess under what circumstance a co-operative business structure would be feasible for Ontario soybean producers in value added venture.

Co-operatives are a significant part of organizational structures in agriculture and this research examines three possible ownership structures: 1) traditional co-operatives, 2) new generation co-operatives and 3) investor-oriented firms.

The study focuses on four major areas of organization: 1) stakeholders 2) corporate governance 3) financial governance and 4) non-financial investment requirements.

An in depth case study of three existing co-operative is conducted. Both primary (interviews) and secondary data (publicly available) are used. A scorecard is used as the basis for making recommendation on organizational structure for new investment opportunities for soybean producers. The scorecard works by appointing values to the influencing factors in choosing an organizational structure. The potential bioproduct projects that producers could invest in using a co-operative are biodiesel production and an IP specialty crusher facility. As a result, this research offers guidance for soybean producers looking at potential bioproduct investment and useful information for the government and bioproduct industry.

**Building a Tax Policy Framework to Enable
Co-operative Development: A comparative experience**
Monica Juarez Adeler

This research project will identify effective tax policy models and strategies of policy advancement for the co-operative sector. This project will draw on a comparative analysis of tax models from Spain (i.e. Mondragon Co-op) and Italy (i.e. Emilia Romagna region) and will include a scan of tax policy and legislation regarding co-operatives in Manitoba, Saskatchewan, and Northern Ontario. The objective of the research is to analyze different tax policies that have played a key role in the development of the co-operative sector and in creating sector controlled, self-sustaining co-operative development and financing tools by exploring the possibilities of parlaying the research results from the international models into appropriate models in Canada, with specific consideration to the Manitoba context.

In doing so, this research will build on existing literature regarding tax models and policies, supports and barriers, and the various factors that contributed to the sustainability of the co-operative development in various parts of the world. A review of the tax legislation in key tax systems (namely Spanish, Italian, and Canadian at the federal/provincial level) will be also necessary.

It is anticipated that supportive tax policies will be identified as a key factor for impacting how the social economy can be enhanced through improved support for co-operative development. Moreover, effective models for applicability to the Canadian or Manitoba context will also be revealed through the research. The research will lead to policy recommendations for government and the co-operative sector that will address gaps and barriers, as well as enhanced support, influencing co-operative development. The research will also identify effective strategies for advancing the recommended policy changes.

**The Co-operative Difference: Jurisprudential Interpretation in the Post-national
Constellation**
Robert Dobrohoczki

This paper highlights some of the jurisprudence concerning the “co-operative difference” and its significance for the co-operative movement in a global, post-national era. According to COOPREFORM, an International Labour Organization affiliated program, co-operatives are an efficient means to alleviate negative side effects of any structural adjustment and strengthen popular participation in national decision-making. However, as Daniel Ish and other scholars have noted in the literature, a number of court decisions in Canadian jurisprudence have tended toward a judicial interpretation of co-operative law as analogous to corporate law, and have followed the corporate precedent of an elite model of democracy at the expense of co-operative principles. Such an interpretation can be criticized jurisprudentially through the framework of critical legal scholarship. As co-operatives increasingly find themselves situated in economies bound by international trade arrangements, the conflation of corporate and co-operative models in jurisprudence leads to potentially problematic precedents for challenges that may occur under such arrangements, in particular, the capacity for national governments to foster and develop co-operative enterprise and grassroots community development through social policy. A number of United Nations sponsored international conventions, such as the *Co-operatives (Developing Countries) Recommendation of 1966 (No. 127)*, already advocate co-operatives as an effective means of social policy. Such an alternative is lost if courts and legislative drafters fail to acknowledge the distinctive nature of co-operatives vis-à-vis corporate models, and the co-operative movement itself fails to advocate the co-operative difference in legislation and in opportunities for challenging judicial precedent.



SESSION 9

Surveying Cooperatives

Measures of performance of co-operative firms

Sonja Novkovic and Tom Webb

This presentation describes the process of development of a diagnostic tool for co-operative organizations, based on the cooperative difference rooted in the ICA statement of co-operative identity. The project draws on recognition that strategic management of cooperative firms needs to focus around cooperative principles and values. The tool is being designed to capture the cooperative difference as seen by the partners- worker cooperative firms, relying on the existing diagnostics methods in organizational psychology (Stocki et.al). We start from the premise that individual perceptions play an important role in democratic organizations. Therefore, cognitive aspects of participation in the life of a cooperative organization are vital if one wants to capture the cooperative difference, its impact on the creation of social capital in communities, and ultimately the social component of cooperative firms rooted in cooperative values.

A New Portrait of Co-operatives and Credit Unions in Atlantic Canada

Luc Thériault

While the debate is raging in Canada, as in other developed countries, as to what exactly constitutes the social economy, few commentators would doubt that co-operatives are social economy organizations emerging from the collective action of local socio- economic actors.

In 2007, a research team affiliated with the *Social Economy and Sustainability Research Network* conducted a survey of co-ops and credit unions in the Atlantic provinces of Canada (Newfoundland and Labrador, New Brunswick, Nova Scotia, and Prince Edward Island). A total of 686 co-operatives were contacted by mail and 296 (43%) completed the questionnaire. This instrument covers a wide range of issues and enables us to present a new quantitative profile of the co-operative sector in Atlantic Canada.

In this presentation we will introduce a selection of preliminary findings from the survey. The presentation will include a discussion of unique and up-to-date descriptive information on what co-operatives are doing, who their members and volunteers are, where they do business, what resources they can mobilize, what contributions they make in their communities, and what challenges they face in their operations. Moreover, we will also analyse the behaviour of these organizations in regards to the internationally acknowledged Seven Principles of Co-operation. These principles provide a yardstick with which to evaluate how close the reality of co-operatives in Atlantic Canada matches with the notion of a “social economy.”

**Globalization, innovation and co-operative support organizations:
Sector, Territory, Synergy**
Mitch Diamantopoulos

Globalization, innovation and co-operative support organizations: Sector, Territory, Synergy

This conceptual paper reviews the debate on co-operative support organizations in development efforts, tracing the movement from sector-based to community economic development to social economy development paradigms in the most recent wave of globalization from the eighties to the present day.

Statement of the problem: Infrastructure first?

This paper's theoretical approach builds on the argument of Cornforth et. al. (1998) that worker co-op development hinges on the availability of *specialist entrepreneurial infrastructure*. The implication of their approach is that under-investment in Co-op Support Organizations (CSOs) accounts for the development lag in the co-op sector.

However, critics charge the Cornforth group with discounting the *educational and cultural dimensions of the development process*. This paper will also, therefore, explore educational and cultural dynamics as well as the existence of formal, institutionalized support systems or CSOs. In this way, I will attempt to get beyond the infrastructure – culture impasse in the literature.

To adequately situate this central problem of critical success factors for sector 'take-off,' the paper will theoretically 'nest' this debate in the emergent context of globalization.

The globalization context(s)

Globalization has transformed the climate for worker co-op development, and theorizing worker co-op development, in at least three major ways over the last three decades. These shifts have each contributed to an increasingly reflexive attitude toward business conventions, including firm structure itself, and represent new 'openings' for advancing the worker co-op option.

1) Economic and political context

First, global economic concentration and centralization have meant systematic industry consolidation, regional divestment and social and occupational exclusion. Capital flight and the elimination of smaller firms, which do not enjoy economies of scope and scale, have each put considerable economic pressure on disadvantaged regions, in particular, to develop innovative job creation and regional development strategies. The increased attractiveness of the worker co-op model in this new, regionalized development context reflects its unique character:

1. as an endogenous development tool (capable of developing and mobilizing local entrepreneurial capacity rather than relying on the attraction of outside investment);
2. a job-creation vehicle (worker co-ops are typically concentrated in labour-intensive sectors), and;
3. a regionally-rooted form of capital (less likely to relocate or disregard community concerns).

4. a ‘values-added’ vehicle (more likely to attract social entrepreneurs with eco-social objectives and develop markets unattractive to private investors)

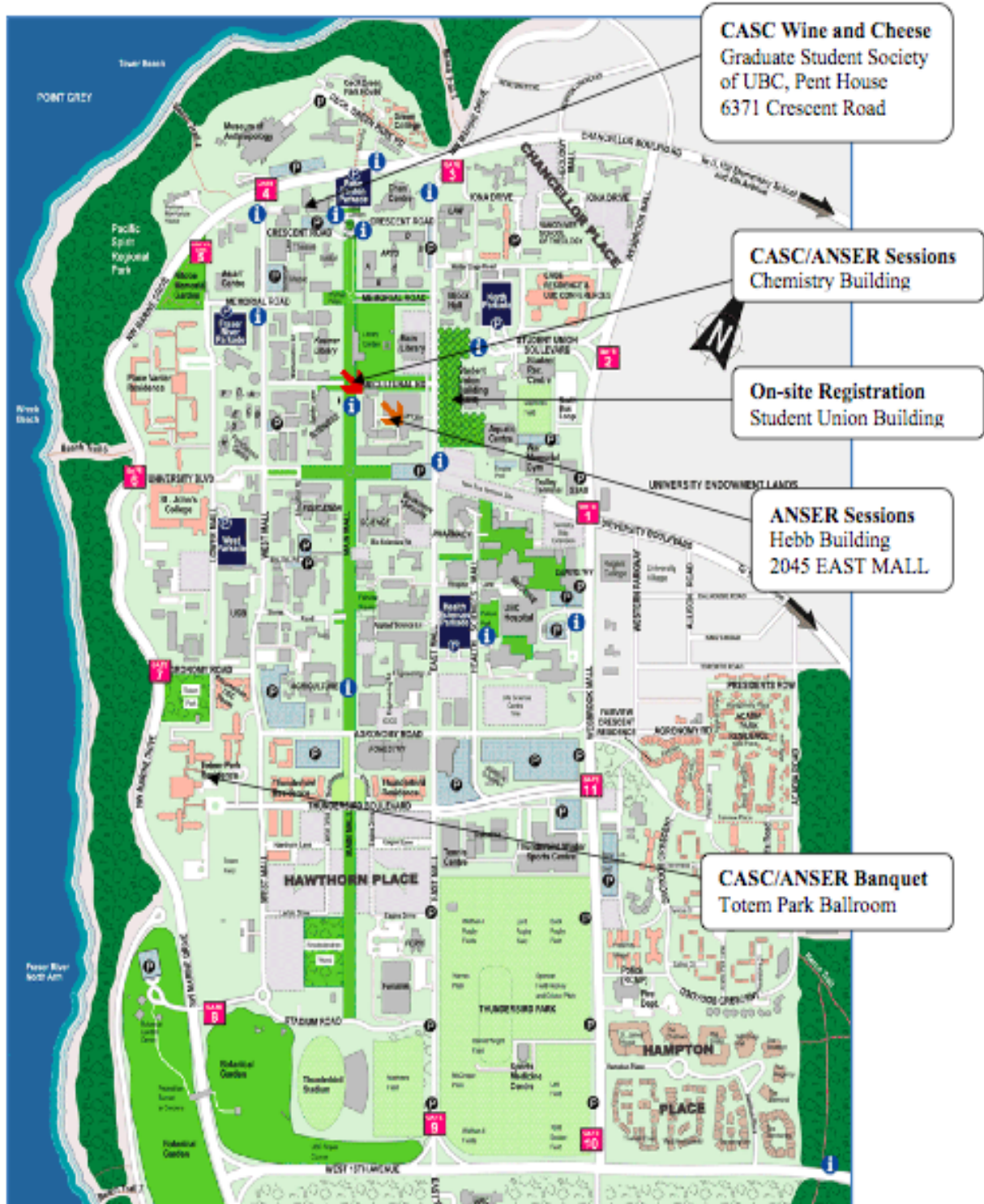
2) Cultural context

Second, backlash against corporate globalization (Klein, 2000) and other cultural trends such as talent under-employment due to increasing educational attainments (Livingstone, 2004) and rising anti-authoritarian and on-the-job self-actualization values (Nevitte, 1996), have further increased popular interest in workplace democracy. Shifting values, particularly among the young, have increased the worker co-operative business model’s capacity for cultural expansion.

3) Communications context

Third, the rise of electronic communications and international travel has increased awareness of regionalized worker co-op sectors, strengthening inter-regional and inter-sectoral movement exchange and collaboration. This globalization of knowledge networks has reinforced the speed, volume and quality of economic and cultural responses. This has significantly enhanced emergent movement potential and the capacity for accelerated innovation transfer.

Campus Map



Event Information

1. FREE Student Lunchtime Reception on the Social Economy

...Do you have questions about the Social Economy?

.....Are you interested in Social Economy research and practice?

.....Do you believe that we can better provide economic and social well-being to peoples around the globe?

If you answered YES to any of these questions, please join us on June 5th to discuss these topics and more while enjoying a free lunch!

In association with the Canadian Social Economy Hub (CSEHub), the Association for Nonprofit and Social Economy Research (ANSER) and the Canadian Association for Studies in Co-operation (CASC), the Social Economy Student Network is hosting this event for both graduate and undergraduate students.

Thursday, June 5th, 2008 @ 12:30 PM Room Hebb 10

The lunch will...

- * be fun, free and full of students
- * expose students to aspects of the Social Economy
- * facilitate information-sharing, networking and community-building
- * offer participants a chance to get to know other students and top researchers working in the field

To register, RSVP to studentnet@socialeconomy.info with your name, and university affiliation

2. Pre Banquet reception sponsored by BCICS, the Canadian Social Economy Research Partnerships, ANSER and CASC.

The reception will take place at the Totem Ballroom at UBC.

Free admission with a banquet ticket. No host bar.

June 5 from 5:30pm to 6:30pm

3. Bookfair booth

The Canadian Social Economy Research Partnerships, BCICS and the Center for the Studies of Co-operatives are pleased to invite you to their booth at the Congress Book Fair. There will be information on the Research Partnerships, the studies of co-operatives and books on the Social Economy and Co-operatives.

We look forward to seeing you at the booth.

NOTES

Sponsors and Partners



Canadian Social Economy Hub
Centre canadien d'économie sociale

coordinating research to build the social economy

The Association for Nonprofit and Social Economy Research (ANSER)
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