

# CASC/ACÉC

## COOPERATION IN A CHANGING ECONOMY

THE ROLE OF COLLECTIVE INNOVATION  
AND SOCIAL ENTREPRENEURSHIP



## LA COOPÉRATION DANS UNE ÉCONOMIE EN ÉVOLUTION

LE RÔLE DE L'INNOVATION SOCIALE ET  
DE L'ENTREPRENEURIAT COLLECTIF

*L'Assemblée Annuelle 2011 Annual Meeting  
Canadian Association for Studies in Co-operation  
L'Association Canadienne pour les Études sur la Coopération*

JUNE 1-3 JUIN, 2011

UNIVERSITY OF NEW BRUNSWICK AND ST. THOMAS UNIVERSITY  
L'UNIVERSITÉ DU NOUVEAU-BRUNSWICK ET L'UNIVERSITÉ ST. THOMAS  
FREDERICTON, NEW BRUNSWICK/NOUVEAU BRUNSWICK

## **WELCOME! – BIENVENUE!**

Dear Colleagues/Chers Collègues,

Welcome to “Cooperation in a Changing Economy: The Role of Collective Innovation and Social Entrepreneurship”/La coopération dans une économie en évolution: Le rôle de l’innovation sociale et de l’entrepreneuriat collectif,” the 27<sup>th</sup> annual conference of the Canadian Association for Studies in Co-operation (CASC)/L’Association Canadienne pour les Études sur la Coopération (ACÉC). We are delighted to be in Fredericton and hosted by the University of New Brunswick and St. Thomas University this year.

We are excited about this year’s program involving delegates from across Canada, Italy, France, the United Kingdom, and the United States. Not only do we have twenty-two concurrent sessions representing fifty-nine different papers, but we also have ten joint sessions with the Association for Nonprofit and Social Economy Research (ANSER), as well as a session with ERA-Can. We have sessions on Innovation and Entrepreneurship and the co-operative model in Atlantic Canada, as well as several special lunchtime events (with lunch provided): with the Rural and Co-operatives Secretariat, ERA-Can, and a roundtable on student co-ops and the role of CASC. We conclude our meetings with a youth-student co-op workshop and planning for IYOC 2012.

We are delighted to welcome our keynote speaker Professor Carlo Borzaga from the University of Trento (as well as EURICSE and EMES) who will also participate with our special guest Professor Linda Shaw of the Co-operative College in Manchester on a session jointly sponsored by the European Research Area in Canada (ERA-Can). We are delighted too that Dr. Greg MacLeod will be our guest speaker at our joint banquet with ANSER on June 2nd.

We would like to take this opportunity to thank our sponsors and those who have helped organize this year’s conference, especially the local organizer Luc Theriault to whom we owe a huge debt, our program committee (Fiona Duguid, Doug Lionais, Darryl Reed, Luc Theriault, and Marcelo Vieta, as well as Tanya Gracie), and our executive. We are grateful for the financial and in-kind support received this year from the following organizations: The Co-operators for their generous support of student participation, Canadian Co-operative Association for translation services on June 1, and the Social Sciences and Humanities Research Council of Canada.

We hope you enjoy the conference! Au plaisir de vous accueillir à Fredericton.

Darryl Reed, President  
for the 2010/2011 CASC board of directors  
and the Program Committee

## PROGRAM AT A GLANCE/ VUE D'ENSEMBLE DU PROGRAMME

*Note: Carleton Hall, home of the Faculty of Arts, is located at 19 MacAulay Lane, Tilley Hall at 9 MacAulay Lane, and Singer Hall at 7 MacAulay Lane. The Harriet Irving Library is at 5 MacAulay Lane. The History Department lounge (T-107) is reserved for informal delegate meetings.*

<b>WEDNESDAY, 1 JUNE</b>			
8:45 – 9:00 am	Registration Coffee, Tea, and Juice		
9:00 – 10:15 am	<b>Session A1</b> - C-139 Welcome Remarks – Darryl Reed Keynote Address – Carlo Borzaga <i>Social Innovation and New Enterprise Models and Opportunities</i>		
10:15 – 10:30 am	<b>BREAK</b>		
10:30 – 12:00 pm	<b>Session B1</b> C-139 <i>The Co-operative Model in Atlantic Canada: Can it still be an answer to today's issues</i>	<b>Session B2</b> C-140 <i>Work, Labour and Cooperation</i>	<b>Session B3</b> T-125 <i>Community Organizing &amp; Community Economic development</i>
12:00 – 12:45 pm	<b>Session C1</b> C-139 <i>Putting Co-operatives on the Map: Co-operatives and the Community Information Database</i> (Presentation by Rural and Cooperatives Secretariat)		
12:45 – 2:15 pm	<b>Session D1</b> C-139 <i>Social Entrepreneurship and Innovation in Co-operatives</i>	<b>Session D2</b> C-140 <i>Women and Co-operatives</i>	
2:15 – 2:30 pm	<b>BREAK</b>		
2:30 – 4:00 pm	<b>Session E1</b> T-102 <i>Building a Co-operative Research Agenda</i>	<b>Session E2</b> C-140 <i>Educating for Cooperation</i>	<b>Session E3</b> SH-161 <i>Agricultural Co-operatives</i>
4:15 – 5:30 pm	<b>Session F1</b> C-139 <i>Co-operatives and Finance</i>	<b>Session F2</b> C-140 <i>Social Innovation and Fair Trade</i>	
5:45 –	<b>JOINT CASC-ANSER RECEPTION</b> <i>Harriet Irving Library 111 (LIBRARY COMMONS)</i>		

<b>THURSDAY, 2 JUNE</b>			
8:30 – 8:45 am	Coffee, Tea and Juice		
8:45 – 10:15 am	<b>Session G1</b> C-139 <i>Public Policy and Co-operatives</i>	<b>Session G2</b> C-140 <i>Coopératives &amp; entreprise sociale</i>	
10:15-30	<b>BREAK</b>		
10:30 – 12:00 pm	<b>Session H1</b> C-139 <i>International Panel</i> (Sponsored by ERA-Can)		<b>Session H2</b> T-5 <i>Innovative Cooperation: Interdisciplinarity, Education, Diversity</i>
12:00 – 1:00 pm	<b>Session J1</b> C- 139 <i>Information Session – ERA- Can</i>		
1:00 – 2:15 pm	<b>Session K1</b> C-139 <i>Roundtable with Co-operative Entrepreneurs</i>		
2:15 –30	<b>BREAK</b>		
2:30 – 4:00 pm	<b>Session L1</b> C-139 <i>Mapping Trends in Co-operatives and CED</i>	<b>Session L2</b> C-140 <i>Co-operatives and Sustainability</i>	
4:00 – 6:00 pm	<b>Session M1</b> C-139 <i>CASC Annual General Meeting</i>		
6:00 – 9:00 pm	<b>Joint CASC-ANSER Banquet – Guest Speaker: Greg MacLeod</b> Crowne Plaza Hotel Fredericton (659 Queen St.)		
<b>FRIDAY, 3 JUNE</b>			
8:45 – 9:00 am	Coffee, Tea and Juice		
9:00 – 10:30 am	<b>Session NI</b> C-139 <i>Cooperation for Overcoming Exclusion in Vulnerable Communities</i>		<b>Session N2</b> T-102 <i>Credit Union/Caisse Populaire and Rural and Aboriginal Communities in Canada</i>
10:30 – 10:45am	<b>BREAK</b>		
10:45 – 12:15 pm	<b>Session O1</b> C-139 <i>Issues in the Social Economy in Atlantic Canada (Roundtable)</i>	<b>Session O2</b> C-140 <i>Cooperative Governance</i>	
12:15 – 1:30 pm	<b>Session P1</b> C-139 <i>Roundtable on Student Co-ops – What Role for CASC and CASC members?</i>		
1:30 – 4:00 pm	<b>Session Q1</b> C-139 <i>Youth-Student Co-op Workshop</i>	<b>Session Q2</b> C-140 <i>Planning for IYOC 2012</i>	

\* Joint Sessions with the Association for Non-profit and Social Economy Research are shaded.

## PROGRAM SESSIONS\*

<b>Wednesday, June 1<sup>st</sup>, 2011</b>					
Time	Session/ Room	Event	Presenter	Affiliation	
8:45 to 9:00 am		Coffee, Tea, and Juice			
9:00 to 10:15 am	A1 C139	<b><i>Welcome Remarks</i></b> <b><i>Keynote Address-Social Innovation and New Enterprise Models and Opportunities</i></b>	Darryl Reed Carlo Borzaga	York University Università degli Studi di Trento	
10:15 to 10:30 am		Break			
10:30 to 12:00	B1 C139	<b><i>The Co-operative Model in Atlantic Canada: Can it still be an answer to today's issues?</i></b>	Sonja Novkovic, Chair	St. Mary's University	
		Leslie Brown, SOAN Department Chairperson, Professor, Mt St Vincent University			
		David Bent, PhD student, University of New Brunswick			
		Marcel Garvie, President of the Board, Co-op Atlantic and Board Member, Canadian Co-operative Association			
	B2 C-140	<b><i>Work, Labour and Cooperation</i></b>	Angela Greco, Chair	Università degli Studi di Brescia	
		The Importance of Co-operatives in the Canadian Social Fabric	Janice McKendrick	UPEI	
		Coworking – a modern take on co-operatives	Katarzyna Polanska	Carleton University	
	10:30 to 12:00	B3 T125	<b><i>Community Organizing &amp; Community Economic Development</i></b>	Monica Juarez Adeler, Chair	University of Winnipeg
			Community Based Planning:	Brendan Reimer	CCED-Net
			Building a Federal Policy Framework for CED	Kirsten Bernas	CCED-Net

		Municipal Government Support of the Social Economy Sector	Brendan Reimer	CCED-Net	
12:00 – 12:45 pm	C1 C-139	<b><i>Putting Cooperatives on the Map: Co-operatives and the Community Information Database</i></b>	Adrian Egbers Chris Nicholls	Rural and Cooperatives Secretariat	
12:45 – 2:15 pm	D1 C-139	<b><i>Social Entrepreneurship and Innovation in Co-operatives</i></b>	Brendan Reimer, Chair	CCED-Net	
		Co-operative management as social entrepreneurship	Stephanie Guico Sonja Novkovic	St. Mary's University St. Mary's University	
		Forging Alternatives: Starting an Integrative Health Co-operative in Victoria	Vanessa Hammond Ian MacPherson Mark Sherman	University of Victoria University of Victoria University of Victoria	
		Co-operative networks	Wendy Holm Sonja Novkovic	St. Mary's University St. Mary's University	
	D2 C-140	<b><i>Women and Co-operatives</i></b>	Linda Shaw, Chair	Co-operative College	
		Voluntary Cooperation in Group Formation: Some New Experimental Evidence	Chris de Clercy	University of Western Ontario	
		Women and housing co-operatives in Kenya	Lesley Voellmecke	University of Ottawa	
		More than Just Babysitting: A historical look at Childcare Co-operatives in BC	Lisa Pasolli	University of Victoria	
2:15 – 2:30 pm		BREAK			
2:30 – 4:00 pm	E1 T-102	<b><i>Building a Co-operative Research Agenda</i></b>	John Anderson, Chair	Director Government Affairs & Public Policy, CCA	
		Lou Hammond Ketilson, Former Director, Centre for the Study of Co-operatives, University of Saskatchewan			
		Denyse Guy, Executive Director, Ontario Co-operative Association			
		André Leclerc, Professor, University of Moncton			
		Marie-Joëlle Brassard, Director Research and Development, CQCM			

		Anne-Marie McInnis, Rural and Co-operatives Secretariat		
2:30 – 4:00 pm	<b>E2</b> <b>C140</b>	<b><i>Educating for Cooperation</i></b>	Janice McKendrick, Chair	UPEI
		The Rhythms of Education	Michael Chartier	University of Saskatchewan
		L'éducation coopérative	André Martin	Université de Sherbrooke
	<b>E3</b> <b>SH-161</b>	<b><i>Agricultural Co-operatives</i></b>	Michael Gertler	University of Saskatchewan
		Les archives des entreprises coopératives agricoles	Sophie Lefranc-Morel	Université de Saint-Etienne
		Trust in Organizational Economics: A Review with Application to Co-operatives and Community Supported Agriculture	Mally McGregor Getu Hailu	Guelph University Guelph University
Alternative Development in a Postcolonial State		Joel Ratcliffe	University of Ottawa	
4:15 – 5:30 pm	<b>F1</b> <b>C-139</b>	<b><i>Co-operatives and Finance</i></b>	Elizabeth Hicks, Chair	Mt St Vincent University
		Investing Locally: The Nova Scotia CEDIF Program	John Aylward	Venture Solutions
		Financing of Co-operatives in Nova Scotia	Imamuddin Khoso Larry Haiven	St. Mary's University St. Mary's University
		Financial Performance of Co-operative Organizations during Periods of Executive Transition	Gregory McKee	North Dakota State University
	<b>F2</b> <b>C140</b>	<b><i>Social Innovation and Fair Trade</i></b>	JJ McMurtry, Chair	York University
		The Becoming of Fair Trade Practices: When Small Social Entrepreneurs Join and Innovate	Angela Greco	Università degli Studi di Brescia
		Débat au sein du commerce équitable: la coopérative ou la plantation comme mode organisationnel	Philippe Lapointe	UQAM
		Social Entrepreneurship and Innovation in Northern Fair Trade Firms	Darryl Reed	York University
5:45 –		<b><i>Joint CASC-ANSER Reception</i></b> Harriet Irving Library 111 (Library Commons)		

<b>Thursday, June 2<sup>nd</sup>, 2011</b>				
8:30 – 8:45 am		Coffee, Tea and Juice		
8:45 – 10:15 am	<b>G1</b> <b>C-139</b>	<b><i>Public Policy and Co-operatives</i></b>	Isobel Findlay, Chair	University of Saskatchewan

		Enabling Policy Environments for Co-operative Development: A Comparative Experience	Monica Juarez Adeler	University of Winnipeg
		Advocacy and Public Policy in the Ontario Co-operative Movement	Denyse Guy Jen Heneberry	ON-COOP
	G2 C-140	<b>Coopératives &amp; entreprise sociale</b>	Omer Chouinard, Chair	Université de Moncton
		Les meilleurs pratiques de gestion des coopératives fondées sur leur identité et leurs contributions à l'avantage concurrentiel	Michel Lafleur	Université de Sherbrooke
		Entreprise sociale et entrepreneuriat social	François Brouard	Carleton University
		La création de valeur par la coopérative et la mutuelle	Claude-André Guillotte	Université de Sherbrooke
10:15- 10:30 am		BREAK		
10:30 – 12:00 pm	H1 C-139	<b>European-Canadian Research Panel</b>	Lou Hammond Ketilson, Chair	University of Saskatchewan
		Making connections: innovation, education and co-operative development	Linda Shaw	Cooperative College
		The Determinants of Job Satisfaction in Social Co-operatives	Carlo Borzaga	Università degli Studi di Trento
	H2 T-5	<b>Innovative Cooperation: Interdisciplinarity, Education, Diversity</b>	Ana Maria Peredo, Chair	University of Victoria
		Is this crisis an opportunity? Actors from below, collective enterprise, and social innovation	Ana Maria Peredo	University of Victoria
		The Importance of Co-operatives in the Canadian Social Fabric	Nick Montgomery	University of Victoria
		Interdisciplinarity, Citizenship, Motherhood: Childcare Co-ops in BC	Lisa Pasolli	University of Victoria
		Innovation in Education: Participatory Youth Cooperation	Ben Geselbracht	University of Victoria
12:00 – 1:00 pm	J1 C-139	<b>Information Session – ERA- Can</b>	Garth Williams	Public Knowledge Canada / Savoir Public Canada
1:00 – 2:15 pm	K1 C-139	<b>Roundtable with Co-operative Practitioners</b>	Denise Guy, Chair	Ontario Co-operative Association
		John Aylward, Venture Solutions		
		Jeff Moore, JustUs Coffee Roasters		
		Karen Miner, Board Member, Mountain Equipment Coop		



2:15 –30		BREAK		
2:30 – 4:00 pm	L1 C-139	<b><i>Mapping Trends in Cooperatives and CED</i></b>	Isobel Findlay	University of Saskatchewan
		A Profile of CED in Manitoba	Brendan Reimer	CCED-Net
		Profiling the Social Economy in Northern Ontario, Manitoba, and Saskatchewan	Lou Hammond Ketilson	University of Saskatchewan
		Innovative Trends in Co-operatives: what we have learned	John Anderson	Canadian Co-operative Association
	L2 C-140	<b><i>Cooperatives and Sustainability</i></b>	James Popham, Chair	University of Saskatchewan
		Co-operative Sustainability and Planning Practices: A Participatory Approach	Leslie Brown Hicks, Elizabeth André Leclerc	Mt St Vincent University Mt St Vincent University Université de Moncton
Supply Co-ops and the Climate Change Challenge: Issues and Options		Michael Gertler	University of Saskatchewan	
4:00 – 6:00 pm	M1 C-139	<b><i>CASC Annual General Meeting</i></b>		
6:00 – 9:00 pm		<b><i>Joint CASC-ANSER Banquet</i></b> Crowne Plaza Hotel Fredericton (659 Queen St.)		

<b>Friday, June 3<sup>rd</sup>, 2011</b>				
8:45 – 9:00 am		Coffee, Tea and Juice		
9:00 – 10:30 am	N1 C-139	<b><i>Cooperation for Overcoming Exclusion in Vulnerable Communities</i></b>	Isobel Findlay, Chair	University of Saskatchewan
		Trading on Tradition: Innovative Aboriginal Enterprise	Isobel Findlay	University of Saskatchewan
		Craft in Northern Ontario: Cultural Identity, Social Innovation and Collective Entrepreneurship in Place-based Economies	Jude Ortiz	Algoma University
		The role of co-operatives as fiscally responsible alternatives to incarceration: A trapper's model.	James Popham	University of Saskatchewan
9:00 – 10:30 am	N2 T-102	<b><i>Credit Union/Caisse Populaire and Rural and Aboriginal Communities in Canada</i></b>	Jack Quarter, Chair	University of Toronto
		<i>The Challenges of Rural Communities: Credit Unions in the Canadian Countryside</i>	Ian MacPherson	University of Victoria

		<i>Financing Aboriginal Enterprise Development: The Feasibility of Using Co-operative Models</i>	Lou Hammond Ketilson	University of Saskatchewan
		<i>Trying to Understand the Rural Tilt among Co-operatives and Credit Unions</i>	Jennifer Hann Laurie Mook Jack Quarter	University of Toronto Arizona State University University of Toronto
10:30 – 10:45 am		Break		
10:45 – 12:15 pm	O1 C-139	<b><i>“Issues in the Social Economy in Atlantic Canada”</i></b> (Meet the Authors)	Sonja Novkovic, Chair	St. Mary’s University
		Overview of the Book and the Issues (L. Brown/S. Novkovic)		
		The Social Economy of Atlantic Canada (L. Theriault, S. Asimakos, N. Millar)		
		Mobilizing to meet Community Needs (O. Chouinard, I. Novaczeck, I. Emke, P. Williams)		
		Evaluation and Measures of Performance in the Social Economy (S. Novkovic)		
		Policy Directions for the Social Economy (M. MacDonald)		
	O2 C-140	<b><i>Co-operative Governance</i></b>	Michael Gertler, Chair	University of Saskatchewan
		Canadian Co-operatives - Are They Governed Better than Nonprofits?	Judy and Larry Haiven	St. Mary's University
		Creating A Dispute Resolution Process in Worker Co-operatives	John McNamara	St. Mary’s University
12:15 – 1:30 pm	P1 C-139	<b><i>Roundtable on Student Co-operatives – What Role for CASC and CASC members?</i></b>		
1:30 – 4:00 pm	Q1 C-139	<b><i>Youth-Student Co-op Workshop</i></b>		
	Q2 C-140	<b><i>Planning for IYOC 2012</i></b>		

\* Legend: C = Carleton Hall T = Tilley Hall SH = Singer Hall

\* Joint sessions with the Association for Non-profit and Social Economy Research (ANSER) are shaded



## **ABSTRACTS**

Abstracts are in alphabetical order by the first author's last name.

### **Enabling Policy Environments for Co-operative Development: A Comparative Experience**

*Monica Juarez Adeler*, Department of Business and Administration, Faculty of Business and Economics, University of Winnipeg; PhD candidate, Interdisciplinary Studies (Co-operative Concentration), University of Saskatchewan

By identifying effective factors and strategies that create, sustain, and develop co-operative organizations, this study draws on a comparative analysis of policy frameworks from Spain, Italy, and Quebec. These diverse co-operative sectors are marked by similarities and disparities of innovative policy mechanisms, supportive organizational structure, financing tools, and socio-economic impact. In exploring the policy domain, this study will be attending to the socio-cultural factors in Spain, Italy, and Quebec that have predisposed them to achieve remarkable co-operative development and encouraged innovative co-op policy.

### **Innovative Trends in Co-operatives: what we have learned about where we are going and are we going where we want to go?**

*John Anderson*, Director, Government Affairs and Public Policy, Canadian Co-operative Association

This paper will examine innovative trends in new and emerging co-operatives in Canada since 2003. It will use data from the Innovative Co-operative Projects component of the Co-operative Development Initiative: a four year \$16 million partnership program funded by the Co-operatives Secretariat and managed by CCA and the CCCM (le Conseil canadien de la coopération et de la mutualité) to help develop new and emerging co-operatives.

The paper will try not only to chart what are the trends in innovation but using interviews with the projects, co-op developers and provincial organizations understand why these trends are occurring in certain sectors and regions and what are the strengths and weaknesses of these developments.

### **Investing Locally: Is the Nova Scotia CEDIF program a successful method of raising capital for Community Economic Development in Nova Scotia?**

*John Aylward*, Senior Project Manager, Venture Solutions

This paper evaluates whether the Nova Scotia Community Economic Development Investment Fund (CEDIF) program has been a successful method of raising capital for community economic development in Nova Scotia over the past ten years. A participatory research methodology was applied involving the CEDIF developers, board members, Government agencies and representative associations who have created and utilized a CEDIF. Based on province wide research into the topic through questionnaires, interviews, existing literature and available financial data, the research will provide information which may raise awareness of the program and stimulate debate as to the effectiveness of regional community investment based programs.

## **Building a Federal Policy Framework and Program in support of Community Economic Development (CED)**

*Kirsten Bernas*, Research and Policy Advisor, Canadian Community Economic Development Network

The paper provides a broad overview of the Province of Manitoba's CED Policy Framework and Neighbourhoods Alive! program. This includes an analysis of the key strengths and weaknesses of each initiative and the major factors contributing to their success or lack thereof. Based on the Manitoba experience, the presentation will conclude by recommending how a CED Policy Framework and accompanying Neighbourhood Revitalization program might be developed and implemented at the federal government level to support comprehensive and community led socio-economic development across Canada.

## **Co-operative Sustainability and Planning Practices: a Participatory Approach**

*Leslie Brown*, Chair, Department of Sociology & Anthropology at Mount Saint Vincent University, and Director of the SSHRC-funded Social Economy and Sustainability Research Network (2005-2011).

*Elizabeth Hicks*, Associate professor, Business Administration and Tourism and Hospitality Management, Mount Saint Vincent University, board member of CEARC and ANSER

*André Leclerc*, Chaire des caisses populaires acadiennes en gestion des coopératives (Acadian Credit Unions Chair in Co-operatives Management).

Three university-based researchers are collaborating with Co-op Atlantic and seven of its member co-operatives to refine, pilot, and assess the use of a sustainability and planning tool with which retail co-operatives can not only account for and report on their co-operative sustainability (including their social, economic and environmental performance) but also use in their strategic planning and ongoing operations and governance. The tool is rooted in the ICA Co-operative principles and values and informed by Russ Christiansen's balanced scorecard for Co-operatives and other literature.

The focus of this paper is on the process of refining the tool, the content of the tool and the preliminary experiences of those who piloted its use.

## **The Rhythms of Education: The Role of Foresight and Wisdom in Co-operative Practice**

*Michael Chartier*, PhD Candidate, Interdisciplinary Studies, University of Saskatchewan

This paper argues that the foundations of successful co-operative development lie in educational practices which rely on democratic participation and creativity. I argue that the educational theory of Alfred North Whitehead, a notable 20<sup>th</sup> century philosopher of education and metaphysics, provides a model of learning that meets the specific ideological needs of community-based collective enterprises. Through an examination of Whitehead's Rhythmic Theory of Growth and his concepts of Foresight and Wisdom, I demonstrate the suitability of his work to co-operative development by emphasizing connections between education and democratic economic participation.

## **Voluntary Co-operation in Group Formation: Some New Experimental Evidence.**

*Christine de Clercy*, Department of Political Science, University of Western Ontario

The failure of large groups to form represents a key challenge for voluntary action. Explaining why co-operative and not-for-profit groups often fail to coalesce, despite an obvious need for collective action, poses a large challenge for activists, scholars and practitioners alike. This paper reports the results of a series of small group experiments aimed at exploring how the gender composition of latent groups affects the probability of their initiation. The results suggest gender differences, particularly the presence of women in the leadership core, is important in the creation of voluntary groups.

## **Trading on Tradition: Innovative Aboriginal Enterprise**

*Isobel M. Findlay*, Associate professor, Management and Marketing, Edwards School of Business, and Scholar, Centre for the Study of Co-operatives, University of Saskatchewan

Societies and their institutions require open, dynamic, and exemplary systems to facilitate new ways of thinking and doing. In the Canadian context, co-operatives are engaging and being enriched by Aboriginal communities bridging traditional and social economies to achieve a common vision of a healthy, sustainable community. This paper discusses how one Aboriginal co-operative is reinventing itself and engaging youth to redefine co-operative enterprise. If the co-operative form has helped Aboriginal communities revitalize entrepreneurship and resist neo-colonial incursions, Aboriginal communities have brought new energies and understandings to co-operatives, a renewed respect for Indigenous knowledge with a capacity to combine governance and enterprise in fashioning sustainable futures.

## **Supply Co-ops and the Climate Change Challenge: Issues and Options**

*Michael Gertler*, Associate Professor, Sociology; Acting Director, Centre for the Study of Co-operatives; Assoc. Member, School of Environment and Sustainability, University of Saskatchewan

While co-operatives can act effectively on sustainable development agendas, co-ops supplying production inputs face particular challenges in responding to environmental regulations and expectations. They frequently handle products that are contentious as pollutants or as agents of climate change, and they face contradictory demands in terms of pricing, products, production processes, and environmental management. This paper examines the environmental practices of important supply co-ops in North America—and further afield. It evaluates underlying issues, potential responses and associated costs. It also identifies strategies that enable supply co-ops to reduce environmental impacts and respond to this central societal challenge.

## **The Becoming of Fair Trade Practices: When Small Social Entrepreneurs Join and Innovate**

*Angela Greco*, PhD Candidate, Università degli Studi di Brescia

Based on in-depth interviews, this paper analyzes a network alternative to mainstream channels and composed of small-sized co-operatives involved in the production, transformation, and commercialization of fair trade coffee: coffee beans are grown in Guatemala, roasted and sold in Italy. Within the institutional and organizational context, the paper describes how cooperation among cooperatives entails an alternative socio-economic model (based on diversity, quality and social/environmental sustainability)

that can trigger mechanisms that - beyond providing effective solutions to (global and local) market failures - reinforce the role of cooperative values as sustainable approach to contemporary challenges of socio-economic and environmental complexity.

### **Co-operative management as social entrepreneurship**

*Stephanie Guico and Sonja Novkovic*, Department of Economics, St. Mary's University

The paper argues that cooperative form of organization is a source of social entrepreneurship by its very nature. Social entrepreneurship, understood to represent jointly created solutions by a group of participants rather than one person alone, is a key component of decision-making in democratic firms based on cooperative principles and values. When cooperatives subscribe to participatory management, we argue, the solutions to ongoing issues are jointly created by the members. We describe the Cooperative Index as a management tool rooted in total participation, and as such it can be also understood as a tool that can promote social innovation.

### **La création de valeur par la coopérative et la mutuelle: état des lieux.**

*Claude-André Guillotte*, Étudiant au doctorat et chargé de cours; chercheur associé à l'Institut de recherche et d'éducation pour les coopératives et les mutuelles de l'Université de Sherbrooke (IRECUS)

Les coopératives et les mutuelles participent d'une finalité de réponse aux besoins de leurs adhérents, et non à la maximisation du capital investi. Il devient donc important d'adopter des modèles managériaux de création de valeur qui prennent en compte cette distinction fondamentale. Une revue des modèles de création de valeur issus de l'entreprise traditionnelle témoigne de l'incompatibilité de ces modèles avec les finalités coopératives et mutualistes. Il s'agit donc pour ces entreprises collectives de définir la valeur et la création de valeur pour bâtir des modèles alignés sur les fondements coopératifs et mutualistes.

### **Advocacy and Public Policy in the Ontario Co-operative Movement**

*Denyse Guy*, Executive Director, Ontario Co-operative Association, *Jen Heneberry*

In the early 2000s, the co-operative movement in Ontario came together in order to lobby the provincial government for active co-operative development support programs. There was momentum in Ontario to undertake this due to several events and examples happening elsewhere. Many provincial governments had developed such support programs with the provincial co-operative movements, and the federal government had just announced that it was launching the Co-operative Development Initiative (CDI) to provide active support to the movement across the country, followed by the promise of federal policy support for the social economy sector. This research paper assesses the progress of the efforts of the Ontario co-operative movement to date as well as the barriers and challenges faced by the leaders of the movement in their lobbying efforts. It details how the Ontario co-operative movement developed a sectoral identity for itself and framed its objectives in an effort to strengthen its relationship with the Ontario government. Gaining a better understanding of the development of the movement's efforts and analyzing the challenges it has faced in achieving its goals will provide an opportunity to identify other strategies or directions that the movement might consider in continuing its efforts.

## **Canadian Co-operatives - Are They Governed Better than Nonprofits?**

*Judy Haiven*, Associate professor, Management, Sobey School of Business, Saint Mary's U.

*Larry Haiven*, Professor, Management, Sobey School of Business, and Director, MMCCU, Saint Mary's U.

The 2012 "The International Year of Co-operatives" approaches and we are passing through the worst financial crisis since the 1930s - a crisis in large part due to a massive failing in the governance of for-profit corporations. Yet we see very little in-depth research into co-operatives and how they are governed. According to a recent Quebec study, the survival rate of co-operatives after five years in that province was 82% higher than other forms of enterprise and 130% higher after ten years. These figures are truly impressive and suggest that there is something about the co-operative governance that makes it more sustainable. We investigate a) the relationship between co-operative governance and their performance and b) whether co-operatives have lessons for governance in other sectors as well. This study focuses on an in-depth investigation of the governance of rural natural gas and electrical delivery co-operatives in the province of Alberta. The Alberta model for these utilities is unique in Canada (though it exists in the United States). Other Canadian provinces deliver these utilities either through government-owned enterprises (some later privatized) or private enterprises from the start. In Alberta, the private sector did not initially wish to invest in rural delivery and government did not want to run these utilities either. Thus, they established co-operatives, somewhat of an anomaly in such a "redneck" province.

## **Forging Alternatives: Starting an Integrative Health Co-operative in Victoria**

*Vanessa Hammond, Ian MacPherson, and Mark Sherman*, University of Victoria

Canadians are justifiably proud of their health care system, yet it is far from perfect. It is not as accessible as is commonly believed. It tends toward heroic medicine, treating people when they become ill and not doing enough to encourage prevention of illness through greater personal responsibility and community wellness. It tends to ignore alternative forms of medicine. This paper will explore the emergence of the Victoria Community Health Co-operative (VCHC). It is written by Mark Sherman, widely regarded as the "founder" of the co-op; Vanessa Hammond, a co-operative developer associated with it since its earliest days; and Ian MacPherson, a Co-operative Studies specialist who has served on the Board for two years. The paper will explore the origins of the co-operative, which stretch back to 2002 and which particularly tries to address issues of accessibility, integrated medical practice, personal strategies for achieving better health, and activities to improve community wellness. It will discuss the relationship with the James Bay Community Project, which until government funding ceased, operated a health clinic employing salaried doctors, and how that clinic was transformed into VCHC. It will address the specific issues typically associated with co-operative entrepreneurship as co-ops proceed through their formative and stabilizing issues, highlighting how it has addressed relationships with members, the community, the sector and the government. It will address the kinds of challenges the co-op has encountered in developing appropriate management structures. There are several innovative dimensions within the work so far undertaken by VCHC: for example, bridging different kinds of medical practice, conducting outreach programmes for the benefit of members and the community generally, understanding how to develop such a co-op within the existing fee system in British Columbia, and connecting effectively with the sector.

## **Profiling the Social Economy in Northern Ontario, Manitoba, and Saskatchewan: Examining Five Years of Research**

*Lou Hammond Ketilson*, Centre for the Study of Co-operatives, University of Saskatchewan

Over the past five years Northern Ontario, Manitoba, and Saskatchewan researchers have been developing comprehensive profiles of social-economy organizations, highlighting innovative organizational structures, internal and external processes for community and member engagement, effective financing strategies, and comprehensive measures of organizational and community outcomes. The research has been conducted with an eye to producing conclusions and models for best practices that can be widely applied. Research has also reflected on whether such models and practices need to be rethought or adapted to fit different cultural contexts such as Aboriginal communities. The proposed paper analyses the organizational profiles that have been developed and attempts to draw conclusions regarding the unique nature of the social economy in this particular region of Canada.

### **Co-operative networks**

*Wendy Holm* and *Sonja Novkovic*, Department of Economics, St. Mary's University

The paper examines cooperative networks as a source of innovation. While theory suggests that cooperative network formation is a basis of innovation, as well as a source of competitive advantage, in practice these networks are scarce. We argue that cooperatives that are utilizing the principle of cooperation among cooperatives are more likely to create innovative solutions for their members. We examine the theory and evidence of cooperative network formation and advantages, and illustrate with a few examples.

### **Financing of Co-operatives in Nova Scotia: Options and Challenges**

*Imamuddin Khoso*, Post doctoral fellow, Department of Management, Saint Mary's University  
*Larry Haiven*, Professor, Sobey School of Business, and Director, MMCCU, Saint Mary's University

Half of the Canadian population is a member of a cooperative, making Canada a highly cooperative country (Zamagni & Zamagni, 2010). Cooperatives are member owned firms and members are at the same time the patrons. Like investor-owned firms, cooperatives need capital to conduct day-to-day operations. Cooperatives primarily raise capital through members' investment, retained earnings, and member loans. The cooperatives that are in the growth-phase need additional capital for buildings, machinery, equipment, inventory, and other infrastructure. In such situation, members' equity pool and retained earnings may not be sufficient to finance growth and that cooperatives have to resort to external finance such as bank debt. Financing is one of the major problems cooperatives face. There seems to be theoretical rationale and anecdotal evidence that cooperatives face greater difficulty relative to investor-owned companies with access to capital because of the former's ownership structure and non marketability of equity stock. The financing issue of cooperatives has not as yet been researched to any great extent in the Canada. In an attempt to identify financing problems of cooperatives a country-wide survey sponsored by the federal government was conducted in 2007. The survey results showed that one-fifth of cooperatives in Canada find financing a binding constraint to the growth of their organizations and one-third of cooperatives applied for external financing in 2007. The survey evidenced that the cooperatives located in Atlantic Canada were the most likely to have made request for financing, followed by co-ops based in Quebec. However, Quebec-based cooperatives sought almost the full amount of financing requested whereas Atlantic-based cooperatives were the least likely to receive the full amount of financing they applied for (Statistics Canada, 2007). In the results of this study, we expect to report



the financing needs of cooperatives in Nova Scotia, their preferred sources and uses, and to identify challenges they face. The results will be helpful in manifold ways. First, it will help corroborate or reject the existing notion that cooperatives (particularly Atlantic-based) are relatively in a disadvantageous position when it comes to raise capital. Second, it may highlight new challenges that cooperatives in Nova Scotia face and that have not yet been discussed in the literature. Finally results may have policy implications for concerned quarters to help resolve the financing problems of cooperatives.

### **Les meilleurs pratiques de gestion des coopératives fondées sur leur identité et leurs contributions à l'avantage concurrentiel**

*Michel Lafleur*, IRECUS, Université de Sherbrooke

Les coopératives font face aux pressions de la mondialisation et ses répercussions sur le développement et la gestion des entreprises. Les outils de gestion à la disposition des coopératives sont presque exclusivement subordonnés à la logique du secteur capitaliste. Dans ce cadre, il existe peu d'ouvrage de référence qui présente les pratiques de gestion propre à l'identité coopérative. La présente proposition viendra proposer, d'une part, une catégorisation des bonnes pratiques de gestion que l'on peut attribuer à l'identité coopérative et d'autre part, une analyse de ses pratiques sur le développement d'un avantage concurrentiel.

### **Débat au sein du commerce équitable : la coopérative ou la plantation comme mode organisationnel**

*Philippe Lapointe*, Étudiant à la maîtrise en Science politique, UQAM

Quel est l'impact que peut avoir un modèle organisationnel sur la perspective de transformation sociale d'une alternative économique? L'introduction de plantations et de modèles hiérarchisés de gestion au sein de la certification équitable est un exemple de changement de modèle organisationnel, pour une certification qui auparavant s'appuyait presque qu'exclusivement sur la coopérative. En quoi ce changement de modèle aura-t-il un impact sur la capacité du commerce équitable de se présenter comme étant une alternative économique.

### **Les archives des entreprises coopératives agricoles: connaître l'histoire pour transmettre l'outil?**

*Sophie Lefranc-Morel*, Doctorante rattachée à l'UMR 5600 CNRS EVS – ISTHME, Université de Saint-Etienne (France).

Des entreprises coopératives agricoles de la Loire se sont réunies autour d'une démarche innovante pour pallier à la défection des jeunes générations : mener un projet de recherche ayant pour but d'abord l'identification de leur patrimoine culturel, ensuite une réflexion sur les stratégies de transmission des pratiques entre les générations. La recherche est principalement fondée sur le dépouillement et le traitement des procès-verbaux des Assemblées générales depuis la création des entreprises et des Conseils d'administration d'années-clés identifiées. Cette communication présentera des résultats issus des recherches sur la Caisse Régionale de Crédit Agricole Loire, la Coopérative de Blé et d'Approvisionnement et la Coopérative d'Élevage de la Loire.

## **L'éducation coopérative: mouvement entre l'idéal (à renouveler) et la pratique (à réactualiser) de la coopération au XXI<sup>e</sup> siècle**

*André Martin*, l'Institut de recherche et d'éducation pour les coopératives et les mutuelles de l'Université de Sherbrooke (IRECUS)

Beaucoup de penseurs dénoncent aujourd'hui l'emprise de la culture dominante dans laquelle nous vivons. Ils reconnaissent les effets néfastes et parfois pervers d'une consommation débridée. Ils évoquent de plus en plus l'influence marquée de ce modèle sur nos vies, sur nos façons de faire et même nos façons de concevoir le monde et l'homme. Si nous supposons que le paradigme social actuel est avant tout économiste, utilitariste et instrumentaliste, qu'il propose une conception matérialiste et individualiste de l'être humain, qu'il détermine les valeurs et qu'il conditionne notre pensée, n'est-il pas urgent de le confronter à d'autres modèles? Pour ce faire, le coopératisme doit renouveler sa réflexion sur ses propres fondements philosophiques pour se présenter clairement comme alternative entrepreneuriale éthique nécessaire au monde actuel, secoué par des crises. Le renouvellement de son paradigme permettrait-il à la coopérative d'aujourd'hui l'ouverture vers de nouvelles innovations et vers des pratiques réactualisées conformes à ses principes démocratiques? Pour y parvenir, la voie royale demeure encore l'éducation et la formation, outils qui provoquent la transformation de l'Homme en tenant compte de sa continuité historique et culturelle. Cette réflexion se veut avant tout interrogative.

## **Trust in Organizational Economics: A Review with Application to Co-operatives and Community Supported Agriculture**

*Mally McGregor and Getu Hailu*, Associate professor, Food, Agricultural and resource Economics, Guelph University

There is a growing body of literature investigating the value of trust in organizations. The purpose of this paper is to provide a review of the critical role trust plays in economic performance and growth of organizations. What is the economic role of trust in organizations? A study of the economics of trust provides useful insights into the understanding why some organizations are more successful than others, how trust may be used to the benefit of organizations, and how to avoid the potential negative consequences of trust. Knowledge of trust can also be applied to particular organizational settings. Trust relationships in agricultural cooperatives and the newly popular movement of community supported agriculture (CSA) will be examined in this paper.

## **Financial Performance Of Co-operative Organizations During Period Of Executive Transition**

*Gregory McKee*, Director, Quentin Burdick Center for Cooperatives, Assistant Professor Department of Agribusiness and Applied Economics, North Dakota State University

Cooperative member objectives are achieved through operations managed by an executive. Cooperative boards of directors may provide incentives, based on financial performance, to assure executives expend optimal effort toward the objective. When these incentives encourage short-term benefits accruing to the executive, principal-agent theory suggests an executive anticipating their turnover may pursue these = benefits rather than increase member value. Alternatively, frequent management-patron interaction may allow sufficient monitoring of executive effort. The hypothesis of a significant relationship between periods of executive transition and financial performance of agricultural marketing cooperatives and credit union is tested for the period 1990 through 2009.

## **The Importance of Co-operatives in the Canadian Social Fabric**

*Janice McKendrick*, Sessional Instructor, University of Prince Edward Island

If indeed, as the CEO of AGF Management recently stated, "universities have the most important job of all - nurturing our future leaders," it should come as no surprise that sessional instructors and independent scholars have finally considered organizing to raise public awareness around working conditions within the academy. In Canada, a group of sessional instructors recently formed a national worker cooperative "Percolate Central for Sessionals and Independent Scholars" as a mechanism for improving the plight of the sessional instructor. We would like to share our story with others interested in discovering the benefits of organization within the context of a national cooperative structure.

## **Creating A Dispute Resolution Process in Worker Co-operatives**

*John A. McNamara*, St. Mary's University, a 2010 graduate of the MMCCU program

How do worker co-operators hold each other accountable? How do they develop accountability structures based on the Co-operative Identity? Union Cab of Madison Cooperative provides a case study on how such a process looks and how workers may engage an honest and open disciplinary system that eschews corporate HR policies. In 2009, Union Cab of Madison Co-operative, a worker co-operative of 250 workers providing taxicab service, began a review of its disciplinary system, which had been largely unchanged since its incorporation in 1979. The project commenced through a social audit conducted by the Strategic Planning Committee, but became an example of how to build a fair and equitable disciplinary system. Working off of the example of Elizabeth Hoffman (Dispute Resolutions in a Worker Co-operative: Formal Procedures and Procedural Justice), the co-operative members sought to formalize informal procedures and create a modern peer review and support mechanism in accordance with the Co-operative Identity. This case study will examine the process of development and the transformation of a disciplinary system that represents a generational change in the co-operative as well as a holistic cultural revolution. The new system removed management from the disciplinary process allowing them to concentrate on managing the business of the co-operative. It turned the duty of accountability over to the owners—the workers of the co-operative. The intricacies of this system in a traditionally hierarchical co-operative offers lessons for the entire co-operative movement.

## **Craft in Northern Ontario: Cultural Identity, Social Innovation and Collective Entrepreneurship in Place-based Economies**

*Jude Ortiz*, Research Coordinator, NORDIK Institute, Algoma University

Northern Ontario communities are in transition. Ravaged by the recent restructuring of the resource-extractive industries some communities are turning to place-based economies where wealth is generated by developing local assets, transforming place into a community with a distinct identity. Craft is contributing to transitioning both in terms of the formation of the new identity, as well as to a new economy based on its identity. Craft fosters skills and values that drive creative community renewal through innovative cooperative practices by providing space for: investigating one's relationships; the creation of a `sense of community` leading to social innovation; and collective entrepreneurship, linking people to place within and across sectors.

## **More than Just Babysitting: A historical look at Childcare Co-operatives in BC**

*Lisa Pasoli*, doctoral candidate, History, and graduate student fellow, Centre for Co-operative and Community-Based Economy, University of Victoria

Innovation in co-operative studies requires interdisciplinarity. In my role as a graduate student fellow at the University of Victoria Centre for Co-operative and Community-Based Economy (CCCBE), I have been challenged to think outside of the boundaries of my discipline, history. The insights and input of economists, political scientists, and community members affiliated with the centre have greatly enriched my own work on the history of working motherhood in 20th century British Columbia. This paper will provide an overview of my project, which uses the experiences of working mothers, and specifically the story of a child care co-operative, to examine the construction of social and economic citizenship in B.C. It will then explore how my understanding of this topic has shifted since taking up a fellowship at the CCCBE, and how working across disciplines has given me a new framework through which to view co-operation in B.C.'s history.

### **Co-operatives and their Challenges (Panel)**

*Ana Maria Peredo*, Associate professor, Peter B. Gustavson School of Business and Director, Centre for Co-operative and Community-Based Economy, University of Victoria

*Ben Geselbracht*, Master's student, School of Child and Youth Care, and research fellow, Centre for Co-operative and Community-Based Economy, University of Victoria

*Nick Montgomery*, MA student in Political Science and Cultural, Social and Political Thought, Centre for Co-operative and Community-Based Economy, University of Victoria.

*Lisa Pasoli*, doctoral candidate, History, and graduate student fellow, Centre for Co-operative and Community-Based Economy, University of Victoria

This panel will showcase the diversity of research being undertaken at the Centre for Co-operative and Community-Based Economy. In addition to presenting our substantive research, this panel will focus on the ways in which our research approaches to cooperation and economics have been enriched through the innovative and interdisciplinary environment of the CCCBE. Ben Geselbracht is a research fellow at the CCCBE, working at the intersection of children, youth, and cooperative education. His presentation will focus on innovative ways in which youth are experimenting with co-operative models. Another CCCBE research fellow, Lisa Pasoli, will discuss the children, youth and co-operatives as well, but from the perspective of working mothers. Her historical approach will examine efforts to create co-operative childcare models through the lens of social and economic citizenship. Nick Montgomery is the Project Coordinator of a new set of research projects focusing on the question of the 'cooperative difference'. Nick will discuss the question of the cooperative difference through a conceptual paper that calls for innovation in cooperative studies itself, and outlines some contradictory tensions and innovations in cooperatives. Ana Maria Peredo's presentation will examine collective innovation from the perspective of community-based economies. Her grassroots approach to innovation highlights the ways in which innovation can take place through reciprocity and cooperation, rather than competition.

### **Coworking – a modern take on co-operatives**

*Katarzyna Polanska*, M.A. candidate, School of Public Policy and Administration, Carleton University

Coworking movement has been attracting a lot of attention around the world. It refers to sharing spaces among freelancers and other independent workers in office spaces that offer necessary amenities. With a

coworking space in almost every major European and North American city, there have been limited academic attempts at understanding this phenomenon. This paper analyzes the theoretical applicability of recognizing coworking as an adapted and innovative form of a business cooperative. Both types of organization share a number of principles and values, have similar purpose and governance structures, but differ in allocation of profit and revenue streams.

### **The role of co-operatives as fiscally responsible alternatives to incarceration: A trapper's model**

*James Popham*, PhD candidate, Criminology; research assistant CASC; and Strategic research Coordinator, Community-University Institute for Social Research, University of Saskatchewan

Recent changes to the Criminal Code of Canada and capital expenditure commitments at both the provincial/territorial and federal levels of government carry a price tag projected to exceed \$10 billion. These expenditures address the current government's tough-on-crime stance, despite an annually decreasing crime rate in Canada, and rely on principles of corrections that have been proven ineffective, particularly for persons of First Nations, Inuit, and Métis heritage. This paper is based on work conducted for the Community-University Institute of Social Research and Linking, Learning, Leveraging project "Lessons Learned from the Justice Trapline," and presents the costs associated with current carceral practices, as well as the benefits of co-operative programs as alternatives to imprisonment. This paper argues that the current carceral stances of Correctional Service Canada (CSC) and its provincial/territorial counterparts fails to address the needs of marginalized populations, particularly First Nations, Inuit, and Métis peoples, and does so at great expense to Canadian taxpayers. Furthermore we argue that co-operative enterprise models offer an economic, feasible alternative to incarceration for these populations, particularly youth in conflict with the law, by offering a productive framework for rehabilitation.

### **Alternative Development in a Postcolonial State: The Case of Rwandan Rice Growers' Cooperatives**

*Joel Ratcliffe*, School of International Development and Global Studies, University of Ottawa

This study investigates efforts for food security through farmer activism and co-operative organization, as well as several broader questions about development. Through semi-structured interviews with farmer members and cooperative managers, I ask how or whether the local movements of rice cooperation are able respond to local nutritional needs or to resist any external forces that would threaten their ability to do so autonomously. I investigate whether the local discourses correspond to the applied theoretical frameworks of postcolonialism, post-development, food security, food sovereignty, cooperative studies, and African studies, and whether any shared notions of cooperation and resistance exist among producers.

### **Social Entrepreneurship and Innovation in Northern Fair Trade Firms**

*Darryl Reed*, Business and Society Program, Department of Social Science, York University.

This paper examines the (potential) role of social entrepreneurship in Fair Trade from a conceptual perspective. It does so by first distinguishing three institutional locations of social entrepreneurship – for-profit, third sector (cooperatives and non-profits) and hybrid firms. It then goes on to map the various

features of these different approaches to social entrepreneurship onto the understanding of what small producers in the South want from Northern social entrepreneurs. The paper concludes with some broad questions about the role of social entrepreneurship in the actual practice of Fair Trade.

### **Community Based Planning: Engagement, Collaboration, and Meaningful Participation in the Creation of Neighbourhood Plans**

*Brendan Reimer*, Regional Coordinator (Prairies Region) for the Canadian CED Network.  
*Karin Kliwer*, Winnipeg Poverty Reduction Council

Planning can help communities create a vision for the future and a roadmap for achieving that vision. There are, however, many challenges to community and human-centred approaches to development planning. These challenges can entrench stakeholder positions and magnify interpersonal conflict, inhibiting achievement of desired outcomes. Various planning tools and approaches can help mitigate conflict and maximize opportunities to build a common vision and collaborative partnerships, which leads to successful community development. This presentation will review planning theories, differentiate types of statutory and non-statutory plans, explore different engagement and participatory planning strategies, and consider ways to deal with some of the most likely challenges in the process.

### **A Profile of CED in Manitoba**

*Brendan Reimer*, Prairies & Northern Territories Regional Coordinator for the Canadian CED Network  
*Janielle Brooks-Smith*, Master's student in Rural Development, Brandon University.

As CED is often conceived of as an ideological or values-based approach to development, CED can actually be found in any kind of activity that might exist in any community. This project engaged community economic development and social economy actors in Manitoba in identifying the range of activities that demonstrate community-based, integrated, and participatory approaches to building stronger and fairer local economies, reducing poverty and homelessness, and creating more sustainable communities. Hopefully, the 100 initiatives profiled will become more engaged in the networks supporting their work, will paint a fuller picture of CED activities in our communities, and serve as inspiration to other communities looking to take action locally.

### **Women and housing co-operatives in Kenya**

*Lesley Voellmecke*, MA student, Institute of Women's Studies, University of Ottawa

Home ownership is currently a much-discussed topic and new ways of thinking about ideal housing strategies are being considered because of the financial crisis. For women in the developing world, obstacles to home ownership and access to adequate housing are extensive and long-standing. This paper examines the role of co-operative housing in overcoming the discriminatory social and material factors that limit women's access to housing, with a focus on Kenya. As part of an examination of the environment for women in co-operative housing in Kenya, the local impact of gender mainstreaming in the international co-operative movement will be discussed using Rooftops Canada's programming as an example.

## CONTACT LIST

Name	Affiliation	Contact
Adeler, Monica Juarez	Faculty of Business & Economics, U of Winnipeg; Centre for the Study of Co-operatives, U of Saskatchewan	<a href="mailto:adelermonica@gmail.com">adelermonica@gmail.com</a>
Anderson, John	Director of Govt Affairs & Public Policy, Canadian Co-operative Association, Ottawa	<a href="mailto:John.anderson@coopscanada.coop">John.anderson@coopscanada.coop</a>
Aylward, John	Venture Solutions	<a href="mailto:john@venturesolutionsinc.com">john@venturesolutionsinc.com</a>
Bent, David	History, University of New Brunswick	
Bernas., Kirsten	Canadian Community Economic Development Network	<a href="mailto:kbernas@ccednet-rcdec.ca">kbernas@ccednet-rcdec.ca</a>
Brassard, Marie-Joëlle	Directrice de la recherche et du développement, Conseil québécois de la coopération et de la mutualité	<a href="mailto:mariejoellebrassard@coopquebec.coop">mariejoellebrassard@coopquebec.coop</a>
Brouard, François	Carleton University	
Brown, Leslie	Dept of Sociology & Anthropology, Mount Saint Vincent U, Halifax	<a href="mailto:leslie.brown@msvu.ca">leslie.brown@msvu.ca</a>
Chartier, Michael	Centre for the Study of Co-operatives, University of Saskatchewan	<a href="mailto:mdc809@mail.usask.ca">mdc809@mail.usask.ca</a>
Chouinard, Omer	Université de Moncton, Moncton, NB	<a href="mailto:Omer.Chouinard@umoncton.ca">Omer.Chouinard@umoncton.ca</a>
de Clercy, Cristine	Department of Political Science, University of Western Ontario, London	<a href="mailto:C.declercy@uwo.ca">C.declercy@uwo.ca</a>
Findlay, Isobel M.	Edwards School of Business & Centre for the Study of Co-operatives, U of Saskatchewan	<a href="mailto:findlay@edwards.usask.ca">findlay@edwards.usask.ca</a>
Garvie, Marcel	Co-op Atlantic and Canadian Co-operative Association	
Gertler, Michael	Dept. of Sociology, Acting Director, Centre for the Study of Co-operatives, U. of Saskatchewan, Saskatoon	<a href="mailto:michael.gertler@usask.ca">michael.gertler@usask.ca</a>
Geselbracht, Ben	School of Child & Youth Care; Centre for Co-operative & Community-Based Economy, U of Victoria	<a href="mailto:bengeselbracht@hotmail.com">bengeselbracht@hotmail.com</a>
Greco, Angela	Economic Sociology, Università di Brescia	<a href="mailto:Angela.grec@gmail.com">Angela.grec@gmail.com</a>

Guico, Stephanie	Dept. of Economics, St. Mary's U.	
Guillotte, Claude-André	Institut de recherche et d'éducation pour les coopératives et les mutuelles de l'Université de Sherbrooke (IRECUS)	<a href="mailto:Claude-andre.guillotte@usherbrooke.ca">Claude-andre.guillotte@usherbrooke.ca</a>
Guy, Denyse	Ontario Co-operative Association	<a href="mailto:dguy@ontario.coop">dguy@ontario.coop</a>
Hailu, Getu	Food, Agricultural and resource Economics, Guelph University	<a href="mailto:ghailu@uoguelph.ca">ghailu@uoguelph.ca</a>
Haiven, Judy	Dept. of Management, Saint Mary's University, Halifax, NS	<a href="mailto:Judy.haiven@smu.ca">Judy.haiven@smu.ca</a>
Haiven, Larry	Dept. of Management, Saint Mary's University, Halifax, NS	<a href="mailto:larry.haiven@smu.ca">larry.haiven@smu.ca</a>
Hammond, Vanessa	Centre for Co-operative and Community-Based Economy	<a href="mailto:vanessa@ownership.coop">vanessa@ownership.coop</a>
Hammond Ketilson, Lou	Centre for the Study of Co-operatives, U. of Saskatchewan	<a href="mailto:Hammondk@edwards.usask.ca">Hammondk@edwards.usask.ca</a>
Hann, Jennifer	OISE, University of Toronto	
Hicks, Elizabeth	Dept. of Business and Tourism, Mount Saint Vincent University, Halifax, NS	<a href="mailto:elizabeth.hicks@msvu.ca">elizabeth.hicks@msvu.ca</a>
Holm, Wendy R.	International Centre for Sustainable Cities and Global Resource Systems, Land & Food Systems, Univ. of British Columbia, Vancouver	<a href="mailto:wendy@theholmteam.ca">wendy@theholmteam.ca</a> <a href="http://www.theholmteam.ca">www.theholmteam.ca</a> <a href="http://www.sustainablecities.ca">www.sustainablecities.ca</a>
Khoso, Imamuddin	Department of Management, Saint Mary's University	<a href="mailto:imamkhoso@yahoo.com">imamkhoso@yahoo.com</a>
Lafleur, Michel	IRECUS, Université de Sherbrooke, QC	<a href="mailto:Michel.Lafleur@USherbrooke.ca">Michel.Lafleur@USherbrooke.ca</a>
Lapointe, Philippe	UQAM	<a href="mailto:lapointephil@gmail.com">lapointephil@gmail.com</a>
Leclerc, André	Chaire des caisses populaires acadiennes en gestion des coopératives, Faculté d'administration, Université de Moncton	<a href="mailto:andre.leclerc@umce.ca">andre.leclerc@umce.ca</a>
Lefranc-Morel, Sophie	Université de Saint-Étienne France	<a href="mailto:Sophie.lefranc.morel@gmail.com">Sophie.lefranc.morel@gmail.com</a>
MacPherson, Ian	The National Hub, Canadian Social Economy Research Partnerships, U. of Victoria	<a href="mailto:cluny1@uvic.ca">cluny1@uvic.ca</a>
Martin, André	IRECUS, l'Université de Sherbrooke	<a href="mailto:Andre.martin@usherbrooke.ca">Andre.martin@usherbrooke.ca</a>



McGregor, Mally	University of Guelph	
McKee, Gregory	Quentin Burdick Center for Cooperatives, Dept. of Agri-business & Applied Economics, North Dakota State U., USA	<a href="mailto:gregory.mckee@ndsu.edu">gregory.mckee@ndsu.edu</a>
McKendrick, Janice	University of PEI	<a href="mailto:jmckendrick@upei.ca">jmckendrick@upei.ca</a>
McMurtry, J. J.	Business and Society Program, York U.	<a href="mailto:jmcmurtr@yorku.ca">jmcmurtr@yorku.ca</a>
McNamara, John	St. Mary's University, Halifax, NS; Union Cab of Madison Cooperative, Madison, WI USA	<a href="mailto:johnmac@tds.net">johnmac@tds.net</a>
Montgomery, Nick	Political Science and Cultural, Social and Political Thought, U. of Victoria	<a href="mailto:montgomerynick@gmail.com">montgomerynick@gmail.com</a>
Mook, Laurie	Arizona State University	<a href="mailto:lmook@asu.edu">lmook@asu.edu</a>
Novkovic, Sonja	Sobey School of Business, St. Mary's University, Halifax, NS	<a href="mailto:s.novkovic@smu.ca">s.novkovic@smu.ca</a>
Ortiz, Jude	Research Coordinator, NORDIK Institute, Algoma University	<a href="mailto:Jude.ortiz@algonau.ca">Jude.ortiz@algonau.ca</a>
Pasolli, Lisa	History, and graduate student fellow, Centre for Co-operative and Community- Based Economy, University of Victoria	<a href="mailto:lpasolli@gmail.com">lpasolli@gmail.com</a>
Peredo, Ana Maria	Peter B. Gustavson School of Business, Director, Centre for Co-operative & Community-Based Economy, U. of Victoria	<a href="mailto:aperedo@uvic.ca">aperedo@uvic.ca</a>
Polanska, Katarzyna	School of Public Policy and Administration, Carleton U.	<a href="mailto:kpolanska@connect.carleton.ca">kpolanska@connect.carleton.ca</a>
Popham, James	Sociology and CUISR, University of Saskatchewan	<a href="mailto:james.popham@usask.ca">james.popham@usask.ca</a>
Quarter, Jack	Social Economy Centre, University of Toronto, ON	<a href="mailto:jquarter@oise.utoronto.ca">jquarter@oise.utoronto.ca</a>
Ratcliffe, Joel	School of International Development and Global Studies, U. of Ottawa	<a href="mailto:joelratcliffe@gmail.com">joelratcliffe@gmail.com</a>
Reed, Darryl	Business and Society Program, York U.	<a href="mailto:dreed@yorku.ca">dreed@yorku.ca</a>
Reimer, Brendan	CCED-Net, Winnipeg	<a href="mailto:breimer@ccednet-rcdec.ca">breimer@ccednet-rcdec.ca</a>
Sherman, Mark	University of Victoria	
Voellmecke, Lesley	Institute of Women's Studies, U of Ottawa	<a href="mailto:lvoel091@uottawa.ca">lvoel091@uottawa.ca</a>

**WE WOULD LIKE TO ACKNOWLEDGE  
THE GENEROUS SUPPORT OF OUR SPONSORS  
OF THIS YEAR'S CASC CONFERENCE**



Social Sciences and Humanities  
Research Council of Canada

Conseil de recherches en  
sciences humaines du Canada



# MAP OF THE UNB FREDERICTON CAMPUS

## UNIVERSITY OF NEW BRUNSWICK - FREDERICTON CAMPUS

BUILDING NAME — 911 ADDRESS — ACCESS CODE

1. AITKEN HOUSE - 14 BAILEY DR.
  2. AITKEN UNIVERSITY CENTRE - 20 MACKAY DR. - A C
  3. ALDEN NOWLAN HOUSE - 676 WINDSOR ST. - C
  4. ALUMNI MEMORIAL BUILDING - 13 BAILEY DR. - A C
  5. ANNEX C - 13 MACAULAY LANE - A C
  6. BAILEY HALL - 10 BAILEY DR. - B D
  7. BANK/BOOKSTORE BUILDING - 29 DINEEN DR. - B E
  8. BIOMEDICAL ENGINEERING - 25 DINEEN DR. - A B C
  9. BRIDGES HOUSE - 45 MACKAY DR. - A
  10. BRYDONE JACK OBSERVATORY - 5 BAILEY DR.
  11. BUILDING #7 - 6 GARLAND CT.
  12. BURDEN ACADEMY - WINDSOR ST.
  13. CAMPUS HOUSE - 11 GARLAND CT.
  14. CARLETON HALL - 19 MACAULAY LANE
  15. CENTRAL HEATING PLANT - 950 COLLEGE HILL RD.
  16. COLLEGE HILL DAYCARE - 850 MONTGOMERY ST. - A C
  17. COMPUTER SCIENCE INFORMATION TECHNOLOGY CENTRE - 550 WINDSOR ST. - A B C
  18. ENTERPRISE UNB BUILDING #1 - 2 GARLAND CT. - A B
  19. ENTERPRISE UNB BUILDING #2 - 8 GARLAND CT.
  20. FORESTRY & GEOLOGY BUILDING - 2 BAILEY DR.
  21. GILLIN HALL - 540 WINDSOR ST. - A B C
  22. HARRIET IRVING LIBRARY - 5 MACAULAY LANE - A B C
  23. HARRISON HOUSE - 12 MACAULAY LANE - A
  24. HEAD HALL - 15 DINEEN DR. - A B
  25. HEAD HALL/OLD CIVIL ENGINEERING - 17 DINEEN DR. - B
  26. HEAD HALL/ELECTRICAL ENGINEERING - 19 DINEEN DR.
  27. HEADER HOUSE - 4 GARLAND CT.
  28. HUT #5 - 5 GARLAND CT.
  29. I.U.C. FORESTRY - 28 DINEEN DR. - B
  30. I.U.C. PHYSICS & ADMIN. - 8 BAILEY DR. - A B D
  31. I.U.C. SCIENCE LIBRARY - 4 BAILEY DR. - A C
  32. JONES HOUSE - 26 BAILEY DR.
  33. JOY W. KIDD HOUSE - 42 MACKAY DR. - A B C
  34. KEIRSTEAD HALL - 38 DINEEN DR. - A B C
  35. LADY BEAVERBROOK GYM - 2 PETER KELLY DR. - A
  36. LADY BEAVERBROOK GYM MOBILE UNIT - 4 PETER KELLY DR. - A
  37. LADY BEAVERBROOK RESIDENCE - 9 DINEEN DR. - A
  38. LADY DUNN HALL - 40 MACKAY DR. - A B C
  39. LUDLOW HALL - 41 DINEEN DR. - A B C
  40. MACKENZIE HOUSE - 43 MACKAY DR. - A E
  41. MACLAGGAN HALL - 33 DINEEN DR. - A B C D
  42. MAGEE HOUSE - 780 MONTGOMERY ST. - A B C
  43. MARSHALL D'AVRAY HALL - 10 MACKAY DR. - A B C
  44. MCCONNELL HALL - 19 BAILEY DR. - A
  45. MCCORD HALL - 7 BAILEY DR.
  46. MCLEOD HOUSE - 810 MONTGOMERY ST. - A B
  47. MEMORIAL HALL - 9 BAILEY DR. - A C
  48. MURIEL McQUEEN FERGUSSON CENTRE - 678 WINDSOR ST. - A B C
  49. NEILL HOUSE - 22 BAILEY DR. - A C
  50. NEVILLE HOMESTEAD - 58 MACKAY DR.
  51. NEVILLE HOUSE - 16 BAILEY DR. - A C
  52. NRC INSTITUTE FOR INFORMATION TECHNOLOGY - 46 DINEEN DR. - A B C
  53. PROVINCIAL ARCHIVES - 23 DINEEN DR. - A B C
  54. RESIDENCE ADMINISTRATION - 20 BAILEY DR. - E
  55. SALT STORAGE BLDG. - 948 COLLEGE HILL RD.
  56. SERVICES BUILDING - 767 KINGS COLLEGE RD. - E
  57. SINGER HALL - 7 MACAULAY LANE - A C
  58. SIR HOWARD DOUGLAS HALL - 3 BAILEY DR.
  59. SOUTH GYM - 16 MACKAY DR. - A
  60. STORAGE SHED - 3 GARLAND CT.
  61. STUDENT UNION BUILDING - 21 PACEY DR. - A B C
  62. TIBBITS HALL - 40 MACKAY DR. - A B C
  63. TILLEY HALL - 9 MACAULAY LANE - A B C
  64. TOOLE HALL - 30 DINEEN DR. - A B E
  65. UNBEA BUILDING 10 - 10 GARLAND CT.
  66. WU CENTRE/COLLEGE OF EXTENDED LEARNING - 6 DUFFIE DR. - A B C
  67. YELLOW BUILDING - 7 GARLAND CT.
  68. NEW RESIDENCE - 34 MACKAY DRIVE - A B C
  69. DOME
- ST. THOMAS UNIVERSITY**
70. ADMISSIONS AND RECEPTION CENTRE - 53 DINEEN DR. - A B C
  71. BRIAN MULRONEY HALL - 825 MONTGOMERY ST. - A B C
  72. EDMUND CASEY HALL - 51 DINEEN DR. - A B
  73. GEORGE MARTIN HALL - 59 DINEEN DR. - A B C
  74. HARRINGTON HALL - 55 DINEEN DR. - A B C
  75. HOLY CROSS HOUSE - 845 MONTGOMERY ST. - A B C
  76. J. B. O'KEEFE FITNESS CENTRE - 65 DINEEN DR. - A C
  77. MARGARET NORRIS MCCAIN HALL - 9 DUFFIE DR.
  78. SIR JAMES DUNN HALL - 67 DINEEN DR. - A B C
  79. VANIER HALL - 63 DINEEN DR. - A C

**ACCESS KEY**

- |   |                        |   |  |
|---|------------------------|---|--|
| A | LEVEL OR RAMP ENTRANCE | D | ASSISTANCE NEEDED FROM PARKING LOT (NO CURB BREAK)                   |
| B | ELEVATOR               | E | ONE STEP UP TO ENTRANCE  |
| C | ACCESSIBLE RESTROOM    | F | FOR THE MOST CURRENT INFORMATION ON ACCESSIBILITY, CALL 506-453-4830 |

