



*L'Assemblée Annuelle 2014 Annual Meeting
Canadian Association for Studies in Co-operation
L'Association canadienne pour les études sur la coopération*

MAY 26-29, 2014
BROCK UNIVERSITY / L'UNIVERSITÉ DU BROCK
ST. CATHARINE'S, ONTARIO



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WELCOME! – BIENVENUE!

Dear Colleagues/Chers Collègues,

Welcome to “Cooperating Across Borders: Extending the Boundaries of the Social and Solidarity Economy / Coopérer au-delà des frontières : étendre les limites de l'économie sociale et solidaire”, the 30th 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 St Catharines this year, and to be hosted by Brock University.

We want to issue a special welcome to our keynote speaker Professor Daniel Côté from l'École des Hautes Études commerciales de Montréal (HEC). A professor of strategic management, Dr. Côté, has been teaching about and researching co-operatives for more than thirty years. He has worked closely with the sector over this time to undertake a variety of research projects, incorporating qualitative and quantitative methods along with action research. We greatly look forward to Dr. Côté's participation at the conference.

This year we will be continuing our collaboration with other professional associations. As always, we will be sponsoring a variety of joint sessions with the Association for Nonprofit and Social Economy Research (ANSER), as well as holding a joint banquet and awards ceremony (on May 29th). In addition, we will sponsor joint sessions with the Canadian Association for Food Studies (CAFS) on May 27th (including a lunch panel) and the Canadian Association for Studies in Development (CASID) on May 28th. We hope to continue to deepen these relationships and foster new ones with other associations in future years.

Of course, as is our wont, we will also be offering sessions that involve and are of interest to local practitioners. In organizing such sessions this year, we have worked closely with Mark Ventry, the Executive Director of On Co-op, to develop a full day of activities on May 29th. It is only fitting that this day will culminate in with a tribute to the late Ian MacPherson (1939-2013) at the CASC-ANSER banquet, a co-operator who seamlessly moved across (and worked to break down) the academic-practitioner boundaries. We are extremely excited about this collaboration and hope that it might a basis for future CASC conferences.

We also need to acknowledge the tremendous support that we have received from Cooperative and Mutuals Canada (CMC), the new, successor organization of the Canadian Co-operative Association (CCA) and le Conseil canadien de la coopération and la mutualite (CCCM). We are particularly delighted that a large contingent from the CMC will be able to participate this year, including Denyse Guy who has recently been appointed as the new Executive Director of the new organization after leading the transition process.

Of course, we also need to thank those who have helped organize this year's conference, especially the tremendous work done by our program chair, Fiona Duguid, and Erin Hancock, another of our Board members. They have been tireless in their efforts to develop what we think is a great program. As always, we are also appreciative of the support provided by the Centre for the Study of Co-operatives at the University of Saskatchewan.

We hope you enjoy the conference! Au plaisir de vous accueillir à St Catharines!

Darryl Reed, President
for the 2013-14 CASC Board of Directors and the Program Committee

TIPS FOR MODERATORS AND PRESENTERS

ASTUCES POUR LES PRÉSIDENTS ET LES PRÉSENTATEURS

Guidelines for Moderators

As session moderator it is your responsibility to be in the allocated room at least 10 minutes before the session begins to meet the presenters and ensure that their audio-visual needs are appropriately met. In the time before the audience arrives, make sure that you have some information from all of the presenters about how they would like to be introduced. The order of presentations is set out in the Conference Program.

Each concurrent session is scheduled for 90 minutes. The amount of time for questions and clarification will depend on the starting time and time taken for introductions. There should be approximately 15 minutes for general discussion at the end of the session.

During the Session

- Introduce the speakers
- Monitor time: Provide a 5-minute and 2-minute warning.
- Start discussion after the presentations are completed. If there are no questions, have one or two questions ready to ask to get the ball rolling
- Acknowledge and thank speakers and audience for their participation.

Tips for Presenters

Be prepared - you will have about 20 minutes to present depending on the number of presentations in your session. After five minutes you should be presenting your results. Know what's important: highlight the most significant findings. Those with an interest in more detail will follow up with questions. Focus on purpose, method, findings and recommendations. Don't use power point as a virtual text. Highlight a few points which are easy to read and graphically interesting.

Practice your presentation and have any technical equipment ready to go.

State your final conclusions and end on time.

CASC/ACÉC 2014
PROGRAM AT A GLANCE/ VUE D'ENSEMBLE DU PROGRAMME

TUESDAY 27, MAY		
9:00 – 10:30	A1: CASC-CAFS Joint Session (Papers, KCLH) Chair: Hancock <i>Berge & Pinkney</i> <i>Chen & Scott</i> <i>Renglich</i>	
10:30 – 11:00	BREAK	
11:00 – 12:30	B1: CASC-CAFS Session (Papers, KCLH) Chair: McMurtry <i>McMurtry & Sumner</i> <i>Yifat</i> <i>Hailu</i>	
12:30 – 2:00	C1: CASC-CAFS Bridging the gaps between research and practice (Roundtable, KCLH) Facilitator: Hannah Renglich (Vegan lunch by donation from Garden City Food Co-operative)	
2:00 – 3:30	D1: Measuring and Researching Impact (Panel, KCLH) <i>Rixon</i> <i>Duguid</i> <i>Karaphillis & Lake</i>	D2: Engaging Youth (Papers, WH222) <i>Leviten-Reid & Ellerby</i> <i>Ragainis & Kotsias</i>
3:30 – 4:00	Break	
4:00- 5:15	E1: CASC AGM (KCLH)	
5:15 – 7:30	CASC RECEPTION (<i>Student Alumni SkyBar</i>)	
WEDNESDAY 28, MAY		
9:00 – 10:30	F1: Performance (Papers, KCLH) <i>Pohler</i> <i>McKee & Kagan</i> <i>Gordon Nembhard</i>	F2: CASC-CASID Joint Session (Papers, WH222) <i>Hailu & Minten</i> <i>Mackie & Brown</i> <i>Vargas Prieto</i>
10:30 – 11:00	BREAK	
11:00 – 12:30	G2: CASC and ANSER joint session (Papers, KCLH) <i>Theriault</i> <i>Hancock</i> <i>Broad & Savory Gordon</i>	G2: CASC-CASID Joint Session (Papers, WH222) <i>Sanchez Bajo & Silvestre</i> <i>Reed</i> <i>Brown</i>
12:30 – 1:15	LUNCH (on your own)	ANSER Academic Keynote (<i>South Block 215</i>) <i>David Hulchanski</i>
1:15 – 2:45	H1: Participation (Papers, KCLH) <i>Leviten-Reid</i>	H2: Inside co-ops (Papers, WH222) <i>Haiven</i>

	<i>Feldberg Vieta & Duguid</i>	<i>Ellerby</i>	
2:45 – 3:00	BREAK		
3:00 – 4:15	I1: Co-operatives and Communities (Papers, KCLH) <i>Merrien Charbonneau Guillotte</i>	I2: Credit Unions In A Changing Environment (Panel, WH 222) <i>Quarter, McMurtry, Maiorano, Mook, Hammond Ketilson, Hudson Matthews</i>	
4:30	Meetings TBA (KCLH)	ANSER Reception (Cairns 200)	
THURSDAY 29, MAY			
9:00 – 10:30	KI: Researching Co-operatives – Methodology and Context (Workshop, KCLH) <i>Findlay; Karaphillis; Sanchez Bajo</i>	K2: Impact and Relevance of Co-operative Business Education (Workshop, WH 222) <i>Miner, Guillotte</i>	
10:30 – 10:45	BREAK		
10:45 – 12:15	L1: Researching Co-ops Participatory and Action Research (Workshop KCLH) <i>Sousa; Cote; Brown</i>	L2: Co-op Education: the Student perspective (Roundtable, WH 222)	L3: CASC and ANSER joint session (Papers, WH 304) <i>Ghosh Vieta & Depedri Findlay</i>
12:15 – 1:15	LUNCH Provided by Ontario Co-operative Association (KCLH)		
1:15 – 2:15	M1: Co-operative Principles as Competitive Advantage: The Case of the Patronage Dividend (Keynote Address, KCLH) <i>Daniel Cote</i>		
2:15 – 3:30	N1: Teaching across the Ages and Life (Roundtable, KCLH) <i>Smith; McMurtry; Guillotte; Fox</i>	N2: Generating Research Priorities and Meeting Research Needs (Workshop, WH222) <i>Facilitator: Denyse Guy</i>	
3:30 – 4:00	BREAK		
4:00 – 5:15	O1: Towards a Strategic Approach to Co-op Education (Roundtable, KCLH) <i>Hunter; Ventry; Reed</i>	O2: Social/Economic Impacts of Common Ground Co-operative (Panel, WH222) <i>Owen, Hope, Readhead, Bishop, Li, Elayan, Garcia & Wittingham</i>	
5:30 6:00	Drinks Joint Banquet CASC/ANSER (Lowenberger Residence - Cafeteria) Tribute to Dr. Ian MacPherson		

Legend

KCLH = Kenmore Centre Lecture Hall

WH222 = Welch Hall 222

WH304 = Welch Hall 304

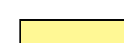
Joint CASC-CAFS session =



Joint CASC-CASID session =



Joint CASC-ANSER session =



**COOPERATING ACROSS BORDERS:
EXTENDING THE BOUNDARIES OF THE SOCIAL AND SOLIDARITY ECONOMY
BROCK UNIVERSITY, MAY 27-29, 2014**

Tuesday, May 27th, 2014

Time	Session	Event	Presenter	Affiliation
9:00 - 10:30	A1 KCLH	CAFS/CASC Joint Session: Innovations in Agriculture and Food Co-operatives (Moderator: Erin Hancock)		
		<i>Co-operatives: Community Development through local food development.</i>	Simon Berge Desiree Pinkney	University of Guelph University of Guelph
		<i>Contributions and challenges of farmers' cooperatives to rural development in China</i>	Aijuan Chen Steffanie Scott	University of Waterloo University of Waterloo
		<i>Building a Co-operative Food System in Ontario: The Case of the Local Organic Food Co-ops Network</i>	Hannah Renglich	LOFC
10:30-11:00		BREAK		
11:00-12:30	B1 KCLH	CAFS/CASC Joint Session: Co-operative Federations Roundtable (Moderator: JJ McMurtry)		
		<i>From Mutualism to Consolidation: A Critical Analysis of the History and Potential of Agricultural Co-operatives in Alternative Food Systems</i>	JJ McMurtry Jennifer Sumner	York University OISE/ U of Toronto
		<i>Sustainability and Farmer Control in an Agrifood Value Chain: The Case of Organic Valley</i>	Tal Yifat	University of Chicago
		<i>The Effects of Financing Constraints on Co-operative Firms' Investment in Canada</i>	Getu Hailu	University of Guelph
12:30 – 2:00	C1 KCLH	CASC/CAFS Lunch Panel – Bridging the gaps between research and practice (Moderator: Hannah Renglich, Local Organic Food Co-operative Network) (Vegan lunch by donation from Garden City Food Co-operative)		
2:00 - 3:30	D1 KCLH	Measuring and Researching Impact (Panel, KCLH) (Moderator: Gregory McKee)		
		<i>Performance Reporting in the Co-op Financial Services Sector</i>	Daphne Rixon	St. Mary's University
		<i>Operational Challenges of Conducting Impact Studies in the Co-operative Sector</i>	Fiona Duguid	MCRDN
		<i>Economic Impact of Co-operatives in Canada</i>	George Karaphillis Alicia Lake	Cape Breton University Cape Breton University

	D2 WH222	Engaging Youth (Moderator: Jessica Gordon Nembhard)		
		<i>Exploring young members' participation in the governance of their housing co-ops</i>	Cath. Leviten-Reid Justin Ellerby	Cape Breton University Cape Breton University
		<i>The Characteristics and Needs of the Ontario Student Co-operatives</i>	Andrius Ragainis Katherine Kotsias	York University York University
3:30- 4:00		BREAK		
4:00 - 5:15	E1 KCLH	CASC Annual General Meeting		
5:30 - 7:30		CASC Reception – Student Alumni SkyBar		

Wednesday, May 28th, 2014

9:00 – 10:30	F1 KCLH	Performance (Moderator: Larry Haiven)		
		<i>The Competitive Co-operative: Leveraging the Co-operative Business Model as a Source of Competitive Advantage</i>	Dionne Pohler	Univ. of Saskatchewan
		<i>The Effects of Macroeconomic Fluctuations, and Regulatory and Technological Change on the Financial Performance of Small US Credit Unions</i>	Gregory McKee Albert Kagan	N. Dakota State Univ. Offutt School of Bus., Concordia College
		<i>Increasing the Return to “Women’s Work”: Women of Color in Social and Service-Sector Worker Cooperatives</i>	Jessica Gordon Nembhard	John Jay College CUNY
	F2	CASID/CASC Joint Session: Co-operatives and Development (Moderator: Alicia Lake)		
	WH222	<i>The Effects of Farmers’ Organizations on the Technical Performance Grain Producers in Ethiopia</i>	Getu Hailu Bart Minten	University of Guelph International Food Policy Research Instit.
		<i>From anecdotal to the wisdom of crowds: micro-narrative analysis and the voice of co-operators around the world</i>	Erin Mackie Anna Brown	CCA CCA
		<i>Conseil agricole, un moyen de recouvrer une légitimité dans les groupes coopératifs?</i>	Amanda Vargas Prieto	Fundacion Universitaria Agraria de Colombia
10:30- 11:00		BREAK		

11:00-12:30	G1 KCLH	CASC/ANSER Joint Session: Co-operative and Research (Moderator: George Karaphillis)		
		<i>50 Years Of Theses On Co-operatives At Canadian Universities</i>	Luc Theriault	Univ of New Brunswick
		<i>The Canadian Co-operative Research Network: Your one-stop shop for co-op research</i>	Erin Hancock	CMC
		<i>Turn Up the Volume: Increasing Impact through Community-University Cooperation</i>	Gayle Broad L. Savory Gordon	Algoma University Algoma University
	G2 WH222	CASID/CASC Joint Session: Co-operatives and Development (Moderator: Sarah Feldberg)		
		<i>Comparing solidarity chains led by co-operatives and by conventional enterprises: do they generate different outcomes?</i>	Claudia Sanchez-Bajo, Bruno Silvestre	University of Winnipeg CICOPA
		<i>The Key Role of Cooperatives in Growing the Social and Solidarity Economy: The Case of Fairtrade</i>	Darryl Reed	York University
		<i>The Role of Integration in Co-operative Development</i>	Anna Brown	CCA
12:30 – 1:15		LUNCH (on your own)		
		ANSER Academic Keynote David Hulchanski (South Block 215)		
1:15 – 2:45	H1 KCLH	Participation (Moderator: Claude-Andre Guillotte)		
		<i>Member Engagement in Co-operatives: How Does it Matter?</i>	Catherine Leviten-Reid	Cape Breton University
		<i>Co-operative Values in Action: A CCA Perspective on Volunteering in Canada and Around the Globe</i>	Sarah Feldberg	CCA
	<i>Social and Collective Entrepreneurship and Canada's New Cooperatives</i>	Marcelo Vieta Fiona Duguid	OISE/U of Toronto MCRDN	
	H2 WH222	Inside Co-operatives (Moderator: Isobel Findlay)		
		<i>Member participation and co-operative governance: the importance of associative intelligence</i>	Larry Haiven	St. Mary's University
		<i>Exploring the role of participation in worker co-op's ecological sustainability</i>	Justin Ellerby	Cape Breton University
2:45-3:00		BREAK		

3:00 – 4:15	I1 KCLH	Co-operatives and Communities (Moderator: TBA)		
		<i>How and why cooperatives contribute to the identity-building of individuals and communities: The case of First Nations and Inuit cooperatives</i>	Ann-Marie Merrien	Université de Sherbrooke
		<i>Responsabilité sociétale des coopératives, un concept à construire?</i>	Josée Charbonneau	Université de Sherbrooke
	<i>Co-operative Development in Côte-Nord in Eastern Québec</i>	Claude-Andre Guillotte	Université de Sherbrooke	
	I2 WH222	CASC/ ANSER Joint Session: Credit Unions In A Changing Environment		
		Jack Quarter, JJ McMurty, John Maiorano, Laurie Mook, Brett Hudson Matthews		
4:30		ANSER Reception (Cairns-200)		

Thursday, May 29, 2014

9:00 – 10:30	J1 KCLH	Researching Co-operatives – Methodology and Context (Moderator: JJ McMurtry, York University)		
	Isobel Findlay, University of Saskatchewan (qualitative approaches) George Karaphillis, Cape Breton University (quantitative approaches) Claudia Sanchez Bajo, University of Winnipeg (research design)			
	J2 WH222	Impact and Relevance of Co-operative Business Education		
	Karen Miner, St. Mary's University Claude-André Guillotte, Université de Sherbrooke			
10:30- 10:45		BREAK		
10:45 - 12:15	K1 KCLH	Researching Co-ops Participatory and Action Research (Workshop)		
		Jorge Sousa, University of Alberta (engaging the co-op in research) Daniel Côté, HEC Montreal (changing the co-op through research) Anna Brown, CMC (issues in international co-op research)		
	K2 WH222	Co-op Education: the Student perspective (Moderator: TBA)		
		Rita Cheung, Business and Society Program, York University Justin Ellerby, MBA in Community Economic Development, Cape Breton University Harry French, Schulich – On Co-op Certificate Program in Cooperative Management (Ont. Sustainable Energy Assoc.) Anne-Marie Merrien, PhD program in Human Resource Management, University of Sherbrooke Jayne Russell, MA in Co-operatives and Credit Unions, St. Mary's University (The Co-operators Group)		

	K3 WH304	CASC-ANSER Joint Session (Moderator: Marcelo Vieta)		
		<i>The “Magical” Role of Boundary Actors in Embedding Strategy: the Case of Amul Co-operative</i>	Abhijit Ghosh	Concordia University
		<i>The Italian Road to Recuperating Enterprises and Reviving Communities: The Legge Marcora Worker-Buyouts</i>	Marcelo Vieta Sara Sepedri	OISE/ U of Toronto EURISCE
		<i>Through the Eyes of Women: What a Co-operative Can Mean in Supporting Women during Confinement and integration</i>	Isobel Findlay	Univ. of Saskatchewan
12:15- 1:15		LUNCH - Provided by ON-COOP		
1:15 - 2:15	L1 KCLH	Keynote Address (Moderator: Jorge Sousa, University of Alberta)		
		<i>Co-operative Principles as Competitive Advantage: The Case of the Patronage Dividend</i> Daniel Côté, HEC Montreal		
2:15 - 3:30	M1 KCLH	Teaching across the Ages and Life (Moderator: Claudia Sanchez Bajo, University of Winnipeg)		
		Kerr Smith, On Co-op (Youth Programs) J.J. McMurtry, York University (Undergraduate Programs) Claude-André Guillotte, Université de Sherbrooke, (Graduate Education) Quintin Fox, Gay Lea Foods (Internal Education)		
	M2 WH222	Generating Research Priorities and Meeting Research Needs Moderator: Denyse Guy, Executive Director, CMC		
3:30- 4:00		BREAK		
4:00 - 5:15	N1 KCLH	Towards a Strategic Approach to Co-op Education (Moderator: Denyse Guy, Executive Director, CMC)		
		Wendy Carruthers, Manager, Member & Co-operative Relations, The Co-operators Group Mark Ventry, Executive Director, Ontario Co-operative Association Darryl Reed, York University		
	N2 WH222	Social and Economic Impacts of Common Ground Co-operative (Panel) Frances Owen, Jennifer Hope, Anne Readhead, Courtney Bishop, Jingyu Li, Fayez Elayan, Andrew Luis Garcia and Lisa Whittingham		
5:30 6:00		Drinks Joint CASC/ANSER Banquet (Lowenberger Residence - Cafeteria) Tribute to Dr. Ian MacPherson		

Abstracts

Berge, Simon and Desiree Pickney

Co-operatives: Community Development through local food development.

The argument presented in this paper is that the current food system distances and segregates consumers to improve sales through development of new consumer groups, but this segregation acts to disassociate community groups. According to Jaffe and Gertler (2006) consumers are sorted and resorted into market segments which emphasize the differences in community groups. Our research question focused on the role of food co-operatives within Ontario communities. Through case study analysis and key informant interviews of nine Ontario food co-operatives our research has found that small and medium sized, Ontario food co-operatives are providing opportunities for direct interaction between different socio-economic groups within their community. The co-operatives are acting as bridges between socio-economic groups through local food initiatives and educational programming. By maintaining a concentrated membership group centred on the co-operative retail location and offering interactive, educational programming, the co-operative provides an opportunity for greater interaction between community groups.

Broad, Gayle and Linda Savory-Gordon

Turn Up the Volume: Increasing Impact through Community-University Cooperation

Northern, rural and Indigenous communities are often neglected in the policy-making processes, due to smaller populations, less access to media and power-brokers, and the challenges inherent in organizing and mobilizing across large distances and diverse populations. Community-university collaborations and cooperation are a potential way of overcoming these barriers. This case study explores the 6-year history of the efforts of NORDIK Institute to influence policy making and increase the impacts of communities in Northern Ontario. The authors' analyses identify a number of criteria to the collaboration which has led to success, as well as a number of potential areas for further research. The study concludes that community-university collaboration and cooperation may significantly improve opportunities for marginalized communities to have a stronger – and louder – impact on responsive policy development.

Brown, Anna

The Role of Integration in Co-operative Development

The current collaborative (IDRC-funded) research being undertaken by University of Saskatchewan, Makerere University (Uganda), Moshi University College of Co-operative and Business Studies (Tanzania), Independent Institute of Lay Adventists of Kigali (Rwanda), along with the Canadian Co-operative Association uses a participatory approach to examine the role of an integrated co-operative model in rural development and poverty reduction in Africa in comparison to similar models of co-operative development in Canada. The research asks whether rural development through co-operatives is more effective when the co-operatives function in an integrated manner, and if so, under what conditions this integration works best. This presentation will highlight initial findings from the first stage of the research in Uganda where researchers used household surveys and focus groups to start to answer questions on whether or not the integrated model leads to rural development and poverty reduction goals, and under what conditions the integrated model can function effectively.

Charbonneau, Josée*Responsabilité sociétale des coopératives, un concept à construire?*

Avec l'émergence des réflexions entourant le développement durable, la prédominance de la sphère économique en matière de développement a été remise en question. En tant qu'acteurs importants de cette sphère, et étant donnés les impacts tant positifs que négatifs de leurs activités sur les communautés et l'environnement, les entreprises ont été invitées à revoir leurs façons de faire, en s'interrogeant notamment sur leur responsabilité sociétale. En plus de faire l'objet d'une littérature abondante, la responsabilité sociétale des entreprises (RSE) est maintenant intégrée à un norme internationale et apparaît dans de nombreux documents à portée internationale, régionale ou nationale. Toutefois, jusqu'à présent, trop peu d'études se sont intéressées à la façon d'articuler ce concept dans le modèle coopératif. Les approches conceptuelles existantes peuvent-elles vraiment s'y appliquer ou la notion de responsabilité sociétale des coopératives demeure-t-elle à construire? Cette réflexion se veut, avant tout, exploratoire.

Chen, Aijuan and Steffanie Scott*Contributions and challenges of farmers' cooperatives to rural development in China*

Farmers' cooperatives have grown rapidly in China over the past decade as they are been viewed as an important institution for linking numerous small-scale producers to agro-food supply chains, and particularly value-added food chains. Yet little is understood about the impacts they have on rural development in China. To address this issue, my research examines how cooperatives in China are established, what roles different actors play, how new entrepreneurial strategies are emerging and pursued, and how decisions are made. According to van der Ploeg & Roep's framework, diversified farming strategies adopted by cooperatives are classified into three main categories: deepening, broadening and regrounding. The contributions of cooperatives are assessed by four key elements of rural development: innovation, conservation, integration and participation. We also analyze development challenges in promoting value-added agricultural production and marketing. Our analysis also has broader implications in relation to cooperatives elsewhere in terms of government roles, development strategies, etc.

Duguid, Fiona*Operational Challenges of Conducting Impact Studies in the Co-operative Sector*

This paper addresses some operational challenges that have been encountered while conducting the National Study on the Impact of Co-operatives. In particular, this presentation will focus on issues relating to data collection, interpretation and analysis.

Ellerby, Justin*Exploring the role of participation in worker co-op's ecological sustainability*

The extant literature suggests that "employee engagement" is an important condition of firms' ecological sustainability efforts, but very little of the literature addresses this in the context of highly worker-participative firms such as worker co-ops. Furthermore, while pro-ecological attitudes may coincide with those of economic democracy, their mutual interactions within firms are not yet well-understood. This paper explores the role of worker-members' participation in their co-ops' ecological sustainability through interview-based case studies of several North American worker co-ops, including aspects such as governance, group norms, innovation, and worker-management relations.

Feldberg, Sarah*Co-operative Values in Action: A CCA Perspective on Volunteering in Canada and Around the Globe*

Volunteers have always been a critically important element in CCA's international development program because CCA's development model engages the Canadian sector for its knowledge and expertise. From best practices in governance or management to legislation and financial training, the Canadian sector volunteers to share its co-operative knowledge in order to build the capacity of developing co-operative and credit union networks around the world. CCA's engagement success is linked directly back to the co-operative principles of volunteerism, for the benefit of partners around the world. Over the past year, CCA has undertaken a 360 degree evaluation on the impacts of its volunteer program from the perspective of volunteers, staff and overseas partners. This presentation will highlight the importance of volunteering to our programming and the reciprocal impact for overseas partners, volunteers and their co-operatives at home. The presentation will demonstrate the effective use of co-operative values in action.

Findlay, Isobel*Through the Eyes of Women: What a Co-operative Can Mean in Supporting Women during Confinement and integration*

This paper presents research findings on the impact of participation in a prison co-operative on the capacity of provincially sentenced women to negotiate incarceration and reintegration. The women voice their stories and experiences in semi-structured interviews to answer three research questions:

- What are the lived experiences of confined women?
- Do confined women feel that rehabilitative and skills development programs offered through provincial custodial institutions prepare them for reintegration into the community post-release?
- How might the use of social economy principles in forming a co-operative improve institutional programming to benefit the post-release quality of life for criminalized women?

Participants believed that a prison-based co-operative would maximize personal and social gains. For the women, the benefits of co-operatives reside not only in work-related skills and income but also in a sense of self-efficacy and the opportunity to form strong social bonds with other co-operative members in an empowering and legitimate business entity.

Ghosh, Abhijit

The "Magical" Role of Boundary Actors in Embedding Strategy: the Case of Amul Co-operative

Strategy scholars in the practice tradition have called for more dynamic views of strategy formation that simultaneously pay heed to the purposive initiatives of actors who strategize at the micro level and to the embeddedness of these initiatives (Vaara and Whittington, 2012; Tsoukas, 2009; Whittington, 2007) in the broader social context. In this paper I delineate the contours of an embedded view of strategy-making in the context of a successful dairy producer's cooperative – AMUL, India. The objective of this paper is twofold – 1) to demonstrate how strategy was formed through the reciprocal interaction between three key elements – "strategic intent", "strategic initiatives" and the broader social context in which these initiatives were introduced; 2) to appreciate the salient role of boundary actors (in this case, AMUL's veterinarians) and middle managers in diffusing scientific animal husbandry practices among member-producers in a traditional context.

Gordon Nembhard, Jessica*Increasing the Return to “Women’s Work”: Women of Color in Social and Service-Sector Worker Cooperatives*

Throughout history African American women have participated in and lead mutual aid societies and cooperatively-owned businesses. The author traces women’s experiences and roles in social and service-sector cooperatives from Philadelphia’s Female Benevolent Society of St. Thomas founded in 1794, to Freedom Quilting Bee (1967) and Cooperative Home Care Associates (1985). Women’s cooperatives tend to operate in low-wage sectors, but with a social mission – to provide quality work and better services in sectors know for either poor quality, high turnover and few benefits. This study explores the labor benefits of Black and Latina women’s cooperatives, by analyzing the efforts of women’s cooperatives to provide high quality training, full benefits, competitive, often living, wages, and control over work rules. Some members have also been able to accumulate modest assets because of the economic stability and asset-building programs offered by the cooperative.

Guillotte, Claude-Andre*Co-operative Development in Côte-Nord in Eastern Québec*

Co-op development is a challenge for all of the Québec regions. On top of the specific roadblocks for each territory, issues related to the government policies and the interests of the actors in place influence the efforts of the co-op development. The administrative region named Côte-Nord in Eastern Québec has decided to conduct an evaluation of the efforts of the last decade to develop cooperative organisations. Actors from the social economy, the co-operative sector (federations, Regional development co-operative, city councils) have regrouped to address the evaluation process and look forward for improvements. The scientific side of the evaluation process lies in the methodological and theoretical framework used. Based on the co-op values, the process was managed with transparency, honesty and self-help. Chronical of a success foretold.

Hailu, Getu and Bart Minten*The Effects of Farmers’ Organizations on the Technical Performance Grain Producers in Ethiopia*

One of the challenges in Ethiopia, as in any other African countries, is the struggle to develop sustainable agricultural production system to cope up with the increasing population pressure, and the continuing growth in the demand for food. Farmers’ organisations are increasingly seen to play important role in driving agricultural transformation processes in Ethiopia and other Sub-Saharan Africa, despite their mixed record of success. What is unknown is the the effects of membership in farmers’ organization on the performance of small farmers. Using a sample of 1200 farm level teff producers data from five regions of Ethiopia we show that co-operative membership may not have effect on the farmers’ performance. On the contrary, membership in small community discussion group has a significant effect on the performance of the sample small farmers. We discuss the implications of these results for policies, and public and private initiatives focusing on promoting increased and sustainable food production, with farmers’ organisations as key mechanisms in these processes.

Hailu, Getu*The Effects of Financing Constraints on Cooperative Firms' Investment in Canada*

In recent decades, many studies have examined the effect of financing constraints on investment for investor-owned firms. In this paper, I plan to examine the effect of financing constraints on agricultural co-operatives in Canada. I use a panel data from co-operative secretariat to estimate a stochastic frontier investment model and identify the effects financing constraints have on investment for agricultural cooperatives. I expect the results of this paper may provide co-operative leaders, policymakers and practitioners with relevant information on co-operative firm financing. Specifically, I expect the paper will contribute to the on-going co-operative financial governance debate. Further, this paper will contribute to the empirical literature in cooperative economics and finance.

Haiven, Larry*Member participation and co-operative governance: the importance of associative intelligence*

By the time the Saskatchewan Wheat Pool de-mutualized, its long, slow demise made it a foregone conclusion. However, Mitch Diamantopoulos, in his review of this phenomenon, reminds us of what was lost in an instant: the “associative intelligence” of thousands of people engaging over the years in meeting, educating themselves, governing and social engagement. Ian McPherson defines associative intelligence as “a belief that there is a special kind of knowing that emerges when people work together effectively; a conviction that people through working together could learn skills that would make collective behaviour more economically rewarding, socially beneficial and personally satisfying.”

As much as co-operative governance is under-theorized, the role of member participation in effective democratic governance receives even less attention. The author argues that boards with even the greatest circumspection and probity are doing only part of their job if the membership they are supposed to be serving are not actively and consciously involved. But saying and wishing are not doing. This is the area where most co-operatives fall down, especially as they age, and with the direst consequences. Using the theories of authorities such as Carol Pateman, Albert O. Hirschman and others on deliberative democracy, the author reviews several of the co-operatives he has experienced personally and through research, to explore how to add this important aspect to the theory and practice of co-operative governance.

Hancock, Erin*The Canadian Co-operative Research Network: Your one-stop shop for co-op research*

Since its launch in 2012, the Canadian Co-operative Research Network has continued to grow, offering an online network for co-operative researchers and practitioners that allows for news exchange, research-sharing, determining research priorities and creating a link between researchers, students, practitioners and existing co-op networks year-round. In 2013, the first full year of operation, the network attracted 5157 users and contributors from 136 different countries. This presentation describes the development of the network and showcases the various features that can elevate the connection, knowledge and growth of the co-op research community.

Karaphillis, George And Alicia Lake*Economic Impact of the Co-Operative Sector*

The paper examines the economic impact of the Co-Operative sector in Canada on the basis of a recent research study. Co-operatives play a strong role in the Canadian economy and in the social fabric of our nation. This study seeks to quantify the impact of this sector. Although similar work has been done at a provincial level in several jurisdictions, this is the first national study of its kind in this country. This research project uses revenue and employment data from Statistics Canada, the Canadian Co-operative Association, and Credit Union Central of Canada to analyze the impact of all organizations that have self-identified as co-operatives in Canada. We used the Input-Output Analysis method to estimate the direct and spinoff benefits of this sector on the economy.

Leviten-Reid, Catherine and Justin Ellerby*Exploring young members' participation in the governance of their housing co-ops*

This paper explores the participation of housing co-operative members in the governance of their co-op, and specifically that of younger members (those between 18 and 30 years of age). We address this topic in terms of a) the benefits to young members as individuals, b) the means of fostering this participation, and c) the benefits to the co-op of doing so. Whereas these aspects appear to be little-studied in the literature on housing co-operative governance (even without respect to age), the present study stands to make a unique contribution to the literature, and possibly also to offer actionable insights to housing co-op boards and staff. This qualitative research is being conducted through interviews with staff and governing members of all ages within several member properties of the Cooperative Housing Federation of Canada, the community partner of this research project.

Leviten-Reid, Catherine*Member Engagement in Co-operatives: How Does it Matter?*

Members of co-operatives have the opportunity to become involved in these organizations in a variety of ways, but how does this involvement affect them? This research endeavours to answer this question by analysing data collected from members of housing co-operatives across the country. More specifically, I examine how involvement in different aspects of governance may predict outcomes related to human and social capital.

Mackie, Erin and Anna Brown*From anecdotal to the wisdom of crowds: micro-narrative analysis and the voice of co-operators around the world*

As part of the evaluation of its “Sustainable Livelihoods through Co-operatives” program, CCA used an innovative technique called Micro-Narrative Analysis to bring the voice of individual co-operative members into the evaluation. In this approach the researcher collects narratives from a large number of project beneficiaries, who then signify the meaning behind the story themselves, removing a degree of researcher bias. CCA collected 698 micro-narratives from projects in 3 countries (Malawi, Philippines and Colombia) and the analysis of a large data set allows for greater validity than one might achieve through other qualitative methods, moving from anecdotal to the wisdom of crowds. Findings indicate that in large measure people feel their participation in co-operatives leads to overcoming poverty, and security, opportunity and success. This presentation will outline the strengths and weakness of this innovative approach, and highlight some of the major findings from the people we work with in developing countries.

McKee, Gregory and Albert Kagan

The Effects of Macroeconomic Fluctuations, and Regulatory and Technological Change on the Financial Performance of Small US Credit Unions

The banking literature has examined the effects of technological, regulatory and macroeconomic change on recent US commercial banking industry performance. Credit unions provide similar products, but the absence of an explicit profit maximization motive within US credit unions, combined with regulations constraining the ability to generate income from all investment options, may uniquely affect this sector. Furthermore, the fixed costs of adapting to new field of membership regulations and the limited capacity of relatively small credit unions to absorb income variations associated with macroeconomic changes suggest asset size should be considered when studying these effects.

Using a panel of financial and macroeconomic data from the 1994-2011 time period we examine the effect of macroeconomic, regulatory, and technological changes on the income statements and balance sheets of US credit unions with \$10 million or less in assets. These changes have affected US credit union financial performance, especially as related to costs and product offerings, contributing to consolidation.

McMurtry, J.J. and Jennifer Sumner

From Mutualism to Consolidation: A Critical Analysis of the History and Potential of Agricultural Co-operatives in Alternative Food Systems

As alternative food systems become more visible in the consumption and production of food there is a curious absence – a discussion of the role of co-operatives in developing and sustaining these alternatives. This “visibility problem” is odd given the fact that the origins of alternative food systems feature the co-operative form of business at almost every level of development, and in fact often are initiated by co-operatives. Further, co-operatives themselves emerge as a distinct form of business in Rochdale motivated by issues of quality in food – namely unadulterated grain. The question thus arises – if the history of alternative food systems and co-operatives are so tightly linked, why is there a relative paucity of focus on co-operatives when discussing current alternative food systems? This paper addresses this gap, and discusses how the co-operative form of business is uniquely placed to feature centrally in any alternative food system for a sustainable future.

Merrien, Anne-Marie

How and why cooperatives contribute to the identity-building of individuals and communities: The case of First Nations and Inuit cooperatives

Since 2012 and the IYC, we have been reading more impact studies than ever. This research underlines the role played by co-operatives in social, economic and political terms. In some regions of the world and through history, this impact could also be understood in terms of cultural matters. The concept of identity in the co-op field is often studied through the sense of co-operative identity (coop principles and values). However, few researchers focus on how cooperatives contribute to building a sense of identity for both individuals and communities. Our research project tries to understand this process by using the theories of recognition and identity (Honneth, Dubar, Ricoeur) and by studying First Nations philosophy and cooperative model. Using a perspective of identity-building, special attention will be given to the links existing between the individual and the collective.

Miner, Karen and Claude-Andre Guillotte

Impact and Relevance of Co-operative Business Education

This workshop will solicit input from other co-operative business educators on the preliminary results of the State of Co-operative Management Education report being developed for the 2014 International Summit of Co-operatives.

Given Principle #5, it is important that co-operatives provide education, training, and information to societies, communities and individuals. Within co-operatives, it is imperative that members and managers have a sophisticated understanding of the co-operative model as co-operatives attempt to differentiate themselves within the dominant capitalist marketplace. In particular, managing a co-operative according to its principles and values becomes a challenge when the basis for most of the education and training received by our members and managers is based on the capitalist paradigm that fails to provide information on the much broader context within which other models of business exist, including co-operatives. The State of Co-operative Business Education Report will profile the leading co-operative business education programs globally and assess their impact and relevance. The results presented for discussion in this workshop will include the program profiles along with the results from 2 surveys (graduates and co-op sector partners); interviews; and focus group.

Pohler, Dionne

The Competitive Co-operative: Leveraging the Co-operative Business Model as a Source of Competitive Advantage

How do co-operatives operating in highly competitive industries survive? Institutional theory would suggest that isomorphic pressures often require growing co-operatives and other social economy organizations to emulate the approaches of traditional private sector corporations to gain legitimacy, particularly in liberal market economies. However, the conflict arising from competing institutional logics can lead to unintended consequences for the co-operative. Drawing upon recent research from the marketing and human resource management fields, I propose that in order for co-operatives operating in highly competitive industries to prosper, they must understand what makes the co-operative model a source of competitive advantage. I highlight the ways in which co-operatives may be able to withstand isomorphic pressures through effective leveraging of the model. Implications for theory and research surrounding co-operatives will be discussed.

Ragainis, Andrius and Katherine Kotsias

The Characteristics and Needs of the Ontario Student Co-operatives

The literature on the student co-operatives in Ontario is scarce. Thus, the first purpose of our research is to obtain some base level data on student co-operatives, such as information about their members, their reasons for joining, the likelihood of their co-operative experience leading to future involvement in the sector, etc. The second goal is to investigate the educational opportunities about co-operatives available to students, both through the co-operatives themselves and universities. Third, we will investigate the issues of sustainability within student co-operatives, such as the possibilities of the co-operatives offering more sustainable goods and services. Our research question is: what are the main characteristics and needs of the Ontario student co-operative movement? Our research method involves the creation and dissemination of surveys to all student co-operative members in Ontario, most of who are members of housing co-operatives.

Reed, Darryl*The Key Role of Cooperatives in Growing the Social and Solidarity Economy: The Case of Fairtrade*

One of the main issues that confronts the social and solidarity economy is how it can grow (be scaled) to better fulfill the development aspirations of marginalized groups. This paper examines the innovative and controversial role(s) of cooperatives involved in Fairtrade in scaling the social and solidarity economy. In brief, the paper distinguishes three different planes on which scaling can occur – the horizontal (including more participants), the vertical (building organizational capacity, moving up and down value chains) and the transvers (moving across sectors to promote more interaction among social and solidarity economy actors). The paper also distinguishes five functions of Fairtrade that can contribute to scaling the social and solidarity economy – production (small producers, estates), exchange (different forms of value chains), regulation (regulatory bodies, government agencies, etc.), advocacy (producer organizations) and mobilization (social movements, NGOs, etc). The paper analyses key innovation in Fairtrade (in regulation, exchange, mobilization, etc) and how many of these innovations were later undermined as corporate actors become involved in Fairtrade. More specifically, it examines how compromises were made between social and solidarity values and growth, which tended to favour horizontal scaling over vertical and transvers scaling. The paper also investigates recent developments which represent counter responses to help Fairtrade to come more closely in line with its original inspiration and values.

Renglich, Hannah*Building a Co-operative Food System in Ontario: The Case of the Local Organic Food Co-ops Network*

Ontario's co-operative food system is flourishing, strengthened by the co-operation among co-operatives occurring throughout the province. The Local Organic Food Co-ops Network, in its fifth year, is continuing to refine and redefine its purpose as a platform to offer education and training, networking opportunities, and to strengthen the capacity of its member co-operatives. From its humble beginnings - a meeting of a dozen co-ops to discuss the sharing of best practices - the Network now supports nearly 70 Ontario co-ops involved in food and farming, rebuilding local economies, supporting resilient ecologies, and strengthening their communities.

Rixon, Daphne*Performance Reporting in the Co-operative Financial Services Sector*

Recent research studies (Rixon, 2013a and 2013b; Beaubien and Rixon, 2012) found that insurance cooperatives and credit unions are increasingly measuring their performance against investor owned companies (IOCs) in the same industry rather than comparing to other cooperatives. Some would argue that cooperatives should compare performance to other cooperatives (Cote, 2000). However, Birchall, 1998 recognized that cooperative members are not always familiar with what the cooperative principles mean with respect to the operations of a cooperative. The focus of this panel discussion is to examine and discuss the implications of comparing cooperative performance to the commercial sector rather than to other cooperatives. In particular, we would like to explore if the findings in the financial services sector apply to other cooperative sectors. As cooperatives strive to attain the financial performance associated with IOCs, it could be argued that they are moving away from the cooperative and principles and consequently are at risk to lose their cooperative identity.

Sanchez Bajo, Claudia and Bruno Silvestre

Comparing solidarity chains led by co-operatives and by conventional enterprises: do they generate different outcomes?

Research on solidarity economy is gaining momentum (Singer, 2003). The term “solidarity chains” refers to cross-border chains differing from supply chains management by for-profit enterprises, relying on solidarity networks in developing countries with a ‘triple bottom line’ including social, ethical and environmental sustainability issues (Kleindorfer et al., 2005). Yet, “little comparative research has been done on the scope, operations and impact of fair-trade and co-operatives in developing countries” (Pollet and Develtere, 2004, p.20). This paper will address the latter by comparing three types of chains in terms of ownership and governance practices and their sustainability and development impact. Grounded theory approach and case study method will explore three cases through 20 in-depth semi-structured interviews with key informants, literature survey and data collection (Coop Norge, Pachamama, Starbucks), to understand how different types of “solidarity chains” operate; advancing the co-operative and solidarity literature streams; informing policy-makers and practitioners.

Therriault, Luc

50 Years of Theses on Co-operatives at Canadian Universities

This unobtrusive research project is mining the Theses Canada Portal of Library and Archives Canada (LAC) to explore and offer some basic aggregated descriptions of a corpus of 424 Canadian University Theses. The original question that this research attempted to answer was “how many university Theses relating to co-operatives are produced annually in Canada?” As it turns out, the results of the analysis show that over the 1970-2012 periods the average number of Canadian University Theses on co-operatives and credit unions is around 10 per year, with the numbers varying between 11 and 15 for the most recent years. This descriptive and exploratory project presents other interesting information that will enable us to get a clearer picture on the research on co-operatives done by graduate students at Canadian Universities during the last half-century.

Vargas Prieto, Amanda

Conseil agricole, un moyen de recouvrer une légitimité dans les groupes coopératifs ?

L'évolution du secteur agricole a demandé l'adaptation des coopératives dans un contexte de mondialisation. L'émergence des groupes coopératifs formés par des sociétés à statut coopératif, en amont de la production, et des sociétés de droit privé, en aval des filières, provoquent une crise identitaire, résultat de la rupture du lien avec les adhérents. Cette thèse aborde le rôle du conseil agricole dans le renforcement du lien coopérative-adhérent pour résoudre la crise identitaire inhérente des groupes coopératifs agricoles. Une méthode qualitative basée sur la réalisation d'études de cas auprès de cinq groupes coopératifs agricoles français nous a permis d'étudier l'interaction de communautés de nature différente à travers un nouveau mode de gestion des connaissances caractérisé par l'interaction des groupes fonctionnels et de communautés de pratique: le Mode 3. Nous montrons que les conseillers agricoles sont au centre du dispositif de conseil et jouent le rôle de traducteurs entre les deux communautés cognitives.

Vieta, Marcelo and Sara Depedri

The Italian Road to Recuperating Enterprises and Reviving Communities: The Organizational and Financial Performance of Legge Marcora Worker-Buyouts

Recent years have witnessed a re-emergence of conversions or worker buyouts of troubled capital-managed firms into worker cooperatives in diverse regions of the world. Italy is one country where workplace conversions have been a fixture for almost thirty years. In Italy, workplace conversions have been facilitated by a strong partnership between the federal state, the worker cooperative movement (especially via the LegaCoop federation), and its labour unions. Through a piece of legislation commonly known as Legge Marcora (49/1985 and 57/2001), this partnership has ensured that, since 1985, almost 200 conversions have taken place involving more than 20,000 workers in sectors as varied as construction, manufacturing, pharmaceuticals, and foodstuffs. Analyzing available financial and performance data from 70 surviving Legge Marcora worker buyouts, and comparing this data with Italy's greater cooperative movement, this paper maps out a preliminary organizational and financial picture of these Italian converted worker coops over the past three decades.

Vieta, Marcelo and Fiona Duguid

Social and Collective Entrepreneurship and Canada's New Cooperatives

Social entrepreneurship has been of increasing interest to cooperative studies and social economy researchers of late, especially given our global economic crisis (Pérotin, 2012; Spear, 2009, 2011). One reason for this is that the empirical evidence suggests that the social entrepreneurialism inherent to cooperatives and other social enterprises—businesses with strong social missions where members have high degrees of participation and ownership interests—undergirds the resilience of these social businesses in our current situation of economic crisis.

Our project seeks to assess, from a mixed-methods perspective, the innovations and challenges of new cooperative development in Canada. Our paper maps out the multiple dimensions, the varied enabling environments, and the challenges to social entrepreneurialism in new cooperative development in Canada today. Drawing from our research findings, our paper concludes by proposing that there is perhaps a “new Canadian model of social entrepreneurship” with new cooperatives throughout the country.

Yifat, Tal

Sustainability and Farmer Control in an Agrifood Value Chain: The Case of Organic Valley

Scholars of alternative agrifood initiatives have suggested that there is an inherent contradiction between the marketization of organics and its promise of enhancing social justice and environmental sustainability. The paper challenges this notion by examining the case of CROPP, the largest organic cooperative in the U.S., better known for its brand Organic Valley. Within an agrifood industry that is strongly driven by corporate buyers, Organic Valley has managed to establish a value chain that is effectively governed by farmers, promoting economic, social and environmental sustainability. The paper examines the organizational and value chain innovations that have led to this success, focusing on supply management methods for achieving price stability; mechanisms for democratic cooperative governance; and strategies for effectively coordinating decentralized production. The conditions that allowed for the possibility of the case are analyzed, its vulnerabilities are assessed, and its implications for other agrifood value chains are discussed.

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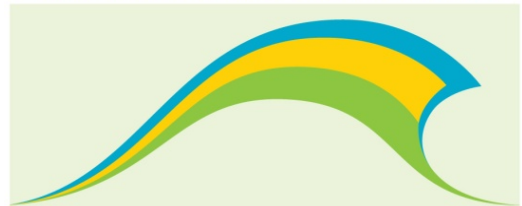
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