CASC | ACÉC

Canadian Association for
Studies in Co-operation

Since 1982

L'Association Canadienne pour
les Études sur la Coopération

Depuis 1982
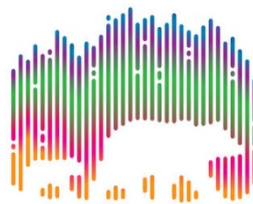
L'Assemblée Annuelle 2021 Annual Meeting
Canadian Association for Studies in Co-operation
L'Association canadienne pour les études sur la coopération

Northern Alternatives: Democratizing and Decolonizing Co-operative Theory and Practice
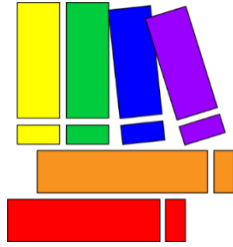
FINAL PROGRAM

JUNE 2 - JUNE 4, 2021

ONLINE CONFERENCE AS PART OF

congress 2021 | congrès 2021
OF THE HUMANITIES AND SOCIAL SCIENCES | DES SCIENCES HUMAINES
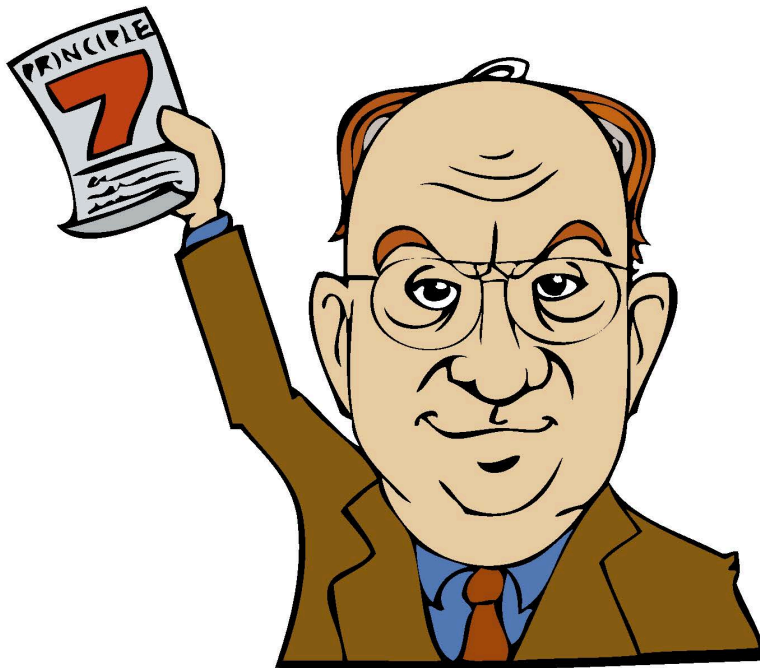**Northern Relations** | **Relations nordiques**

CASC | ACÉC

Canadian Association for
Studies in Co-operation

L'Association Canadienne pour
les Études sur la Coopération

Since 1982

Depuis 1982

SUPPORT THE IAN MACPHERSON LEGACY FUND
Your donation will support young people participating in
co-operative research and education events

APPUYER LE FONDS À LA MEMOIRE DE IAN MACPHERSON
Votre don aidera les jeunes qui participent dans
des événements de la recherche et l'éducation coopérative
CDFCANADA.COOP/DONATE

TABLE OF CONTENTS

LAND ACKNOWLEDGMENT

We would like to acknowledge that the Federation office, and most of the staff, are located on unceded traditional territory of the Algonquin Anishinabe Nation. We acknowledge the CASC / ACEC Secretariat is hosted at the Canadian Centre for the Study of Co-operatives, University of Saskatchewan, on Treaty 6 Territory and the Homeland of the Métis. We pay our respect to the First Nations and Métis ancestors of this place and reaffirm our relationship with one another.

Audience members are participating from across the country, and so we also extend our respect to all First Nations, Inuit and Métis peoples for their valuable past and present contributions to this land.

PRONUNCIATION
- Anishinaabek (Ah-nish-in-AH-bek)
- Haudenosaunee (Ho-den-no-SHOW-nee)

We also acknowledge that the University of Alberta campus is located on Treaty 6 territory and the Métis Nation Homeland, a traditional gathering place for diverse Indigenous peoples including the Cree, Blackfoot, Métis, Nakota Sioux, Iroquois, Dene, Ojibway/Saulteaux/Anishinaabe, Inuit, and many others whose histories, languages, and cultures continue to influence our vibrant community

CASC 2021 CONFERENCE ORGANIZING COMMITTEE

Judith Harris
Isobel Findlay
Mitch Diamantopoulos
Derya Tarhan

CASC Website: coopresearch.coop
Twitter: https://twitter.com/CASC_ACEC
Email: casc.acec@usask.ca

You can access the virtual program, which also includes access links to all sessions, on the Virtual Congress Platform (Forj) at http://www.virtualeventplace.com/congress2021

The virtual AGM will be taking place on zoom :
https://zoom.us/j/3108916035?pwd=SytIZVRqK2pITGVUVUtjSGJ5ZFJaZz09
Meeting ID: 310 891 6035
Passcode: Harris0326

Please also note that we have a Greeting Table set up on the virtual platform where our assistant, Karen Yee, will be present to answer your questions.

TIPS FOR MODERATORS AND PRESENTERS

<u>Guidelines for Moderators</u>

As session moderator it is your responsibility to be in the allocated Forj room at least 10 minutes before the session begins to meet the presenters and ensure their audio-visual needs are appropriately met. In the time before the audience arrives, make sure 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.

Due to this year's conference taking place exclusively online, each concurrent session is scheduled for 60 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.

Before the Session:
- **A "Green Room" will be made available 15 minutes before the session for you to discuss housekeeping rules with presenters.** Please show up on time to the Green Room. These housekeeping notes will be shared with you before the conference but below are some highlights:

During the Session:
- Introduce the speakers
- Monitor time: Provide a 3-minute and 1-minute warning by turning on your video.
- If the presenter is going overtime, the chair (you) may (at your discretion) audibly intervene to inform the presenter that they must conclude along with your video being on. Staying on time is imperative to a successful virtual session!
- 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.

<u>Tips for Presenters</u>

- Be prepared - you will have about 10-15 minutes to present depending on the number of presentations in your session. After three-four minutes you should be presenting your results.
- Remember that the presentations will take place over Forj, so:
    o Make sure your camera and audio are working beforehand
    o Try to keep the presentation as engaging and short as possible
- 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 PowerPoint as a virtual text. Highlight a few points which are easy to read and graphically interesting.
- State your final conclusions and end on time.

ASTUCES POUR LES PRÉSIDENTS ET LES PRÉSENTATEURS

CONSEILS POUR LES MODÉRATEURS ET LES PRÉSENTATEURS

Directives pour les modérateurs

À titre de modérateur, vous devez vous rendre au local assigné à votre séance au moins 10 minutes avant le début de la présentation, afin de rencontrer les présentateurs et de vous assurer qu'ils ont accès au matériel audiovisuel dont ils ont besoin. Avant l'arrivée de l'audience, assurez-vous d'avoir en main les informations qui vous permettront d'introduire adéquatement les présentateurs. L'ordre des présentations est inclus dans le programme de la conférence.

Chaque séance est d'une durée de 60 minutes car l'assemblée aura lieu exclusivement sur Zoom. Le temps alloué pour les questions et les clarifications dépend de l'heure à laquelle débute la séance et du temps accordé aux introductions. À la fin de la séance, environ 15 minutes devraient être réservées aux discussions générales.

Avant la séance:
- Une «salle verte» sera mise à votre disposition 15 minutes avant la séance pour vous permettre de discuter des règles de gestion avec les présentateurs. Veuillez vous présenter à l'heure à la salle verte. Ces notes d'entretien seront partagées avec vous avant la conférence, mais voici quelques points saillants:

Déroulement de la séance:
- Introduisez les présentateurs
- Gérez le temps : Pour avertir les conférenciers que leur temps est presque écoulé, vous activerez votre caméra lorsqu'il ne restera que trois minutes à leur présentation.
- Si le conférencier dépasse le temps prévu, le modérateur (vous) peut, à sa discrétion, intervenir de manière audible pour l'informer qu'il doit conclure (tout en laissant votre caméra allumée). Pour qu'une séance virtuelle soit réussie, il est impératif de respecter l'horaire prévu!
- Débutez les discussions après que les présentations soient complétées. Prévoyez une ou deux questions à poser, dans le cas où aucune question n'émergerait du public, afin d'encourager les discussions
- Remerciez les présentateurs de même que l'audience pour leur participation

Conseils pour les présentateurs

- Une «salle verte» sera mise à votre disposition 15 minutes avant la séance pour vous permettre de discuter des règles de gestion avec les modérateurs. Veuillez vous présenter à l'heure à la salle verte.
- Soyez préparés - vous aurez environ 15 minutes pour présenter, tout dépendant du nombre de présentations prévues lors de votre séance. Après trois-quatre minutes, vous devriez normalement en être à la présentation de vos résultats.
- N'oubliez pas que les présentations auront lieu via Forj, donc:
    - o Assurez-vous au préalable que votre caméra et l'audio fonctionnent;
    - o Essayez de garder la présentation aussi captivante et courte que possible.
- Sachez reconnaître ce qui est important - mettez en évidence les éléments significatifs. Les personnes intéressées à obtenir davantage de détails pourront toujours poser des questions à la fin de la séance. Concentrez-vous sur l'objectif, la méthode, les résultats et les recommandations.
- Utilisez le PowerPoint en tant que support visuel - présentez quelques points faciles à lire et intéressants d'un point de vue graphique.
- Pratiquez votre présentation.
- Présentez vos conclusions finales et terminez votre présentation dans les temps.

CASC/ACÉC 2021: PROGRAM AT A GLANCE
VUE D'ENSEMBLE DU PROGRAMME

More detail and Abstracts starting on page 11

<mark>**PLEASE NOTE THAT ALL TIMES ARE MOUNTAIN TIME (MT)**</mark>

THURSDAY, MAY 27th

PLEASE NOTE: BELOW IS A SESSION THAT IS PART OF THE ASSOCIATION FOR NONPROFIT AND SOCIAL ECONOMY RESEARCH (ANSER) CONFERENCE THAT CASC IS CO-HOSTING

4:45-6:00   **Transforming Workplaces and Community Spaces to Co-operatives in Argentina and Beyond: Lessons for Facing the Pandemic and Economic Crisis and Creating Social and Solidarity Economies**
Vieta; Gordon-Nembhard; Heras
Moderator: Marcelo Vieta

TUESDAY, JUNE 1st

2:30-3:30   **Virtual Reception (Bring your own drinks and snacks!)**

WEDNESDAY, JUNE 2nd

9:30–10:30	**A1: Creating Space for Economic Reconciliation** *Settee; Wuttunee; Nirlungayuk; Champagne* CASC/ANSER Joint Session - Generously funded by the Interdisciplinary Fund of the Federation for the Humanities and Social Sciences Moderator: Judith Harris
10:30–11:00	**BREAK**
11:00-12:00	**B1: Keynote Address:** **The Making of a Democratic Economy: Prosperity for the Many, Not just the Few** *Ted Howard* CASC/ANSER Joint Session - Generously funded by the International Keynote Fund of the Federation for the Humanities and Social Sciences Moderator: Darryl Reed
12:00–1:00	**BREAK / CONGRESS BIG THINKING SERIES**
1:00–2:00	**C1: Co-operatives and Social Justice in Theory & Practice** *Findlay; Diamantopoulos; Merrien* Moderator: Fiona Duguid
2:00–2:30	**BREAK**
2:30-4:00	**D1: CASC Annual General Meeting**

THURSDAY, JUNE 3rd

9:30–10:30	**E1: The CoopConvert Project, Year 3: Mapping the Potential of Converting Workplaces and Community Spaces to Co-operatives in Canada (1/2)** *Vieta, Charbonneau; Castro; Duguid, Tarhan* Moderator: Derya Tarhan	**E2: Literature and Co-operative Language of Identity** *Rajendran; Grey; Spitzberg* Moderator: Isobel Findlay
10:30–11:00	**BREAK**	
11:00–12:00	**F1: Keynote Address: Racial Justice and Co-operatives** *Jessica Gordon-Nembhard* *CASC/ANSER Joint Session – Generously funded by the International Keynote Fund of the Federation for the Humanities and Social Sciences* Moderator: Isobel Findlay	
12:00–1:00	**BREAK / CONGRESS BIG THINKING SERIES**	
1:00–2:00	**G1: The CoopConvert Project, Year 3: Mapping the Potential of Converting Workplaces and Community Spaces to Co-operatives in Canada (2/2)** *Guillotte, Charbonneau, Fouquet; Silver; Vieta, Gosselin* Moderator: Derya Tarhan	**G2: Versatility of Co-op Responses: COVID-19, Senior Care, and Fair Trade** *Reed; Pigeon, Rixon; Christianson, Harris* Moderator: Lisa Mychajluk
2:00–2:30	**BREAK**	
2:30-3:30	**H1: Human Books Library** *Leviten-Reid; Donkervoort; Nirlungayuk; Howard; Hern, Open City Events* Moderator: Judith Harris	

FRIDAY, JUNE 4th

9:30–10:30	**I1: Roundtable: Made for co-ops, by co-ops: The development of co-operative-designed indicators for the SDGs** *Duguid; Rixon* Moderator: Derya Tarhan	**I2: Co-operatives and Values-Based Governance I** *Payler, Geobey, Piscitelli; Wright, Piscitelli, Geobey, Campbell; McNamara* Moderator: Mitch Diamantopoulos
10:30-11:00	**BREAK**	
11:00–12:00	**J1: Conversions of Small and Medium-Sized Enterprises into Co-operatives** *Geobey, Camacho, Campbell; Pitchford* Moderator: Marcelo Vieta	**J2: Co-operatives and Values-Based Governance II** *De Pasquale, Dordi, Payler, Piscitelli; Tarhan* Moderator: Kirsten Wright
12:00-1:00	**BREAK / CONGRESS BIG THINKING SERIES**	
1:00-2:00	**K1: Roundtable: Experiential Education and Co-operation** *Reed; Sumner; Simoulidis* Moderator: Claude-André Guillotte	**K2: Roundtable: Developing culturally appropriate learning opportunities related to co-op development with marginalized and racialized communities** *Cook; Gordon-Nembhard; Novkovic; Clarke* Moderator: Laurie Cook

SESSION AND PAPER ABSTRACTS

WEDNESDAY, JUNE 2nd

A1: Creating Space for Economic Reconciliation
Panelists: Louise Champagne, Mary Nirlungayuk, Priscilla Settee, and Wanda Wuttunee
Moderator: Judith Harris

(CASC/ANSER Joint Session and Congress Open Event)

This panel of leading Indigenous practitioners and academics will explore the potential to shape the social economy as a site of economic reconciliation. Examining the challenges and opportunities for reciprocity and solidarity in decisions facing Co-operatives and Social Enterprises, the panel will reflect on the nature of these enterprises in the 21st century and on traditional models that continue to be culturally embedded in Indigenous communities. Drawing on extensive research and experience, they will examine how principles converge in northern and urban contexts and in the face of current environmental, global, and equity concerns.

B1: The Making of a Democratic Economy: Prosperity for the Many, Not just the Few
Keynote Address by Ted Howard, The Democracy Collaborative
(CASC/ANSER Joint Session and Congress Open Event)
Moderator: Darryl Reed

Beginning in the early 1980s with Margaret Thatcher and Ronald Reagan, the neo-liberal approach to organizing political-economy has taken hold throughout the world. Forty years on, nations are beset by escalating inequality, extraction of wealth from communities, public policy captured by large corporate interests, and negative environmental consequences, most particularly the climate crisis. How can we challenge this form of hyper casino capitalism? In communities throughout the North, a new economic vision and social contract is emerging, one based on broad-based ownership of capital, extending democracy into the economy, and making a renewed place for community as the basis of society. Democratic economy models and policies to support them -- from industrial scale worker cooperatives in disinvested neighborhoods in Cleveland Ohio to the growth of the public banking movement across the U.S. to municipal-level community wealth building strategies in the UK are pointing the way toward a post-capitalist political-economy with historic implications.

C1: Co-operatives and Social Justice in Theory & Practice
Moderator: Fiona Duguid

Equity, Diversity, and Inclusion: Democratizing and Decolonizing Co-operative Governance and Management
Isobel M. Findlay, University of Saskatchewan

As people-centred organizations and businesses, co-operatives are called to action to reflect on equity, diversity, and inclusion (EDI), and how they may shape (or not) our governance and management practices. What policies, procedures, and practices should we be considering when trying to build more equitable, diverse, and inclusive co-ops? What have been historical barriers to effective action? Do we need an eighth co-operative principle, as some have argued, in order to democratize and decolonize effectively? This presentation explores what can we learn from northern alternatives, from Indigenous co-operatives, Indigenous rights, and the Truth and Reconciliation Commission principles and calls to action. It considers key impediments to change and suggests what inspiring examples and what tools for justice can help us be our best co-operative selves.

Contradictions in Canadian Cooperation: A Diffusion of Innovations Approach
Mitch Diamantopoulos, University of Regina

This paper challenges functionalist notions of Canadian cooperation as an ahistorical, monolithic or unitary system, instead focusing on its inherent tensions. Diffusion of innovations theory is used to situate the Canadian co-operative experience in a comparative, historical and world-system context. It also illustrates the scope, time-scale and significance of the lag in mutualism's trans-Atlantic diffusion. The analysis next spotlights how its parent movements often conflicting traditions gave rise to internal contradictions, such as mutualism's language-based, bi-national structure. Similarly, Canadian regionalism resulted in a three-wave expansion: across Eastern and Central Canada, in the foundation stage; across the Western frontier as the railway opened the West to settlement; and, most recently, across the North. Finally, the paper addresses settler cooperation's colonial legacy and the challenge of reconciling with Indigenous communities. Canadian mutualism's dependent, delayed, divided and uneven development is thus placed in comparative and critical context.

Identity recognition and co-operative movement in the experience of the Inuit of Nunavik
Anne-Marie Merrien, Université de Sherbrooke

This paper studies the experience of the 14 Nunavik cooperatives and their federation. Multiservice consumer co-operatives, whose members are almost all Inuit, they are the initiative of various actors (state, religious, store managers). The first cooperatives were established in the late 1950s and were quickly managed by the Inuit themselves. Through some sixty semi-structured interviews and several on-site visits, this case study allows us to understand the contribution of these co-operatives to the recognition of the persons' and communities' identities. By mobilizing Axel Honneth's theory of recognition and social freedom (2000, 2014) and the triple co-operative movement approach (Draperi, 2007), the analysis of the experience of

Nunavik co-operatives offers conceptual tools to expand the definition of the notions of "economic, social and cultural needs and aspirations" (ICA, 2019) and accounts for the interweaving of these needs and aspirations. From the experience of the Nunavik co-operatives, we can see that the profound and concomitant consideration of the three co-operative movements (thought movement, social movement and business movement) produces recognition of the identity of individuals and communities. Co-operatives are a means and a place of emotional recognition (by responding to basic needs and setting up a meeting place), of legal recognition (by means of democratic principles, mutual responsibility and values of equality and equity) and of recognition of particularities and skills (through everyone's participation in the achievement of a common mission and their education and training activities). Ultimately, they enable individuals and communities to exercise their social freedom and ensure respect of their dignity.

THURSDAY, JUNE 3rd

E1: The CoopConvert Project, Year 3: Mapping the Potential of Converting Workplaces and Community Spaces to Co-operatives in Canada (1/2)
Moderator: Derya Tarhan

Pathways to Democratizing the Economy and Saving Jobs by Converting Businesses to Cooperatives: Situating the Canadian Landscape
Marcelo Vieta, University of Toronto
Josée Charbonneau - IRECUS, University of Sherbrooke

Converting troubled companies or healthy firms facing succession issues to cooperatives is increasingly recognized as a viable way of saving jobs and sustaining and democratizing businesses and local community economies. Building on findings from a substantive literature review conducted by for the Co-opConvert Project, we illustrate possible pathways in Canada for the co-op conversion option. This research found four conversion pathways: (1) the worker-led labour-conflict conversion of firms to worker cooperatives; (2) the negotiated conversion strategy, collaborating between workers/community actors, the cooperative sector, and the state; (3) the state-initiated transfer of public enterprises to cooperatives; and (4) the partial conversion of firms to cooperatives or other social economy organizations, with ownership but not decision-making rights. Does the Canadian conversion model fit into one of these four paths, a combination of them, or are there uniquely Canadian pathways to conversion that remains to be articulated? And if so, what are these pathways, and how many and what types of BCCs exist in Canada today?

A Comparative Perspective of BCC Eco-Systems in Canada and Internationally: A Synthesis of Key-Informant Interviews Conducted by the Co-opConvert Project
Marcelo Castro Paladino, University of Toronto

A critical challenge for the 21st-century Canadian economy is that a significant number of small and medium enterprises (SMEs) risk closure as a growing number of business-owners become

retirees. Studies suggest that 75% of national SME owners facing retirement today do not have a succession plan. The social and economic consequences are expected to be bleak for workers and communities dependent on these businesses. The conversion of businesses into cooperatives can be a viable solution to succession issues, contributing to business continuation, saving jobs, and to sustaining the local productive capacity of communities in Canada. The presentation is a synthesis of a qualitative data analysis of interviews with key Canadian and international experts in the co-op development ecosystem. Their views and experience with business conversion to cooperatives (BCCs) support the premise that the model represents a viable solution for retiring business owners' or closing firms' succession plans.

The Significance of Illustrative Cases of Business Conversions to Co-operatives in Canada
Fiona Duguid, Saint Mary's University
Derya Tarhan, University of Toronto

The contextually embedded multiple-case design follows Yin's (2014) comparative case study approach. For the project, the contextually embedded case studies will help us draw clearer "cross-cases conclusions" (Yin, 2014, p.60) of the characteristics of BCCs in Canada that they tend to emerge in regions with strong enabling environments, including supportive laws, policies, and co-operative sectors (Ben-Ner, 1988; Birchall, 2003; Chedid et al, 2013; Zevi et al, 2011). Besides understanding more deeply the conversion process and the organizational characteristics of the resulting co-operative, the case studies will also endeavour to comprehend both the knowledge gaps and the enabling environment in Canada. The project seeks to understand the challenges to conversions to co-operatives in Canada and how these challenges are or not being addressed.

E2: Literature and Co-operative Language of Identity
Moderator: Isobel Findlay

Modernist Responses to Nation Building: The Spirit of Co-operation in Sri-Lankan Writing
Susan Rajendran, York University

In Sri-Lanka, the imaginary of the postcolonial "nation" was inspired by political and ideological motives bent on preserving the "purity" of Sinhala Buddhist culture both from Western influence as well as from perceived threats by Tamil and Muslim minorities. At the same time, the emergence of parallel responses to Buddhism and culture, namely among Sinhala modernist writers, point to a type of self-reflexivity deeply engaged with and invested in the idea of modernity. Although Sinhala nationalists envisioned Sri-Lanka as part of a greater Sinhala Buddhist hegemony, alternate responses to the question of Sinhala Buddhist identity and culture highlight the spirit of co-operation and inclusion in relation to postcolonial national consciousness. The "West" posed neither moral nor philosophical danger to Sinhala society according to these modernists; rather, Western literary aesthetics were a vital source of inspiration "actively incorporated into their own methodologies to create composite artistic expressions."

Building Cultural Identity, Group Solidarity, and Sovereignty in Co-ops and Localities
Tom Gray, USDA

Cooperative development [taken broadly] can in-part be facilitated with member recognition of mutual identities and a deepening of group solidarity. Nembhard and Demarais in their respective works on the history of African-American cooperatives and Demarais' profile of La Via Campesino provide a rich review of (not only the respective political-economic context of both organizations) but of key factors found important in awakening identities and vitalizing groups. This paper draws predominantly from these authors' works in highlighting the various factors (both social-psychological and sociological) that are found important in cooperative and social movement development, and in particular as related to member identity formation and group solidarity; and as influential in effecting local sovereignty (e.g. sovereignty referring to ownership/control/influence over local resources, production, employment, culture).

Indexing Shared Struggle: A potential pattern language for co-op development
Danny Spitzberg, CU Boulder

Cooperative development can overwhelm even the most experienced organizers and collectives, in large part because of a lack of shared vocabulary around the struggles and strategies to overcome them. This paper introduces a simple analytic framework to identify and index common struggles. It draws on data from participatory research conducted with 66 participants from a diverse set of projects at different phases of their development lifecycle. While more than half of co-ops designing their organization face challenges with mimetic pressure of imitating or adopting "best practices" from less democratic enterprises, the overwhelming majority of co-ops growing their enterprise face a twin challenge of market competition pressure: serving niches where cooperatives tend to thrive, and in finding a foothold in their broader industry. The paper discusses the advantages of a "pattern language" for discussing cooperative development to serve and unite both co-op and adjacent, would-be co-op enterprises, and concludes with recommendations for further participatory research.

F1: Racial Justice and Co-operatives
Moderator: Isobel Findlay
Keynote Address by Jessica Gordon-Nembhard, City University of New York
(CASC/ANSER Joint Session and Congress Open Event)

Jessica Gordon-Nembhard will address some of the ways that co-operatives have been used to achieve economic democracy and some kind of racial justice as part of the long civil rights movement among Blacks throughout US history; as well as some of the challenges to achieving racial inclusion and racial justice in the co-operative movement in North America. Co-ops have often aided settlers in colonization projects, and marginalized Indigenous and racialized groups, even as democratic cooperative ownership has enabled survival and independence across all populations. While African Americans, for example, have used cooperative ownership to mitigate some of the worst effects of racial discrimination; they have also struggled for

recognition and participation in US Co-ops. Gordon-Nembhard explores strategies to address these challenges.

G1: The CoopConvert Project, Year 3: Mapping the Potential of Converting Workplaces and Community Spaces to Co-operatives in Canada (2/2)
Moderator: Derya Tarhan

First why, then how? Reasons and strategies for co-operative conversion in three cases in Québec
Claude-André Guillotte; Josée Charbonneau; Etienne Fouquet - IRECUS, University of Sherbrooke

The lack of entrepreneurial succession is felt in Québec as elsewhere in Canada. Many players are promoting the cooperative model as a solution to this problem. As part of our communication, we wish to highlight the reasons behind some well-known cooperative conversion projects in Quebec, and the strategies adopted by the players involved. Our communication is based on data collected from experts in the field and three case studies, more specifically, the conversion of private businesses into cooperatives in the ambulance, funeral and media sectors in Québec.

Almost But Not Quite BCCs: Lessons Learned from Businesses that Were Unsuccessful in Converting into Co-operatives
Jonathan Silver, University of Toronto

What do the following Canadian businesses all have in common: A Finnish community association in Thunder Bay, a hotel bistro on Temiskaming Shores, a pulp and paper mill in the heart of northern British Columbia, and a small town grocery store in Earlton? These are all businesses that were unsuccessful in their attempts to convert into co-operatives. In learning about business conversion to co-operatives, it is important to look at examples of successful conversions; however, it is also important to learn from businesses that were unsuccessful. This presentation looks at four unsuccessful conversions in Canada and highlights common themes. Lessons learned from these four mini-case studies may help steer other potential BCCs away from common pitfalls.

Exploring Attitudes toward Co-operative Conversion as a Business Succession Model: Evidence from a Random Survey of Canadian SME Owners and Managers
Marcelo Vieta, University of Toronto
Eric Gosselin, Co-opConvert Project

The Conversions to Co-operatives Project (Co-opConvert) surveyed a random sample of 319 owners and senior managers in small- and medium-sized enterprises across Canada from December 2019 to January 2020. In the first part of the survey, we asked questions to help us understand current business succession plans in SMEs and the challenges SMEs face in succession planning. We also asked questions to help us understand SME owners' general

knowledge about co-operatives, as well as their attitudes toward co-operatives and perceptions about the co-operative business model. In the second part of the survey, we explored respondents' attitudes toward retirement. We also introduced the idea of conversion to co-operatives as a business succession strategy and solicited respondents' reactions to this idea. In this presentation, we will highlight key findings from this survey. We will also attend to these questions: How would a business owner know whether to convert to a co-operative, and what policies could be implemented to make the model better known in Canada?

G2: Versatility of Co-op Responses: COVID-19, Senior Care, and Fair Trade
Moderator: Lisa Mychajluk

Co-operative Long-Term Care: What COVID revealed
Russ Christianson, Co-op Developer
Judith Harris, University of Winnipeg

COVID-19 has laid bare many of the structures, systems and institutions that perpetuate injustice in Canada. Those who are on the front lines have always faced risk but what is now abundantly clear is that what affects vulnerable workers and marginalised populations affects us all. Christianson and Harris are among those who, based on personal experience, envision a co-operative alternative for the senior years. This paper reviews the lessons we are learning about the conditions in under-staffed nursing and retirement homes, key principles for better home care., and solutions offered by co-ops (see J.P. Girard & J. Restakis 2012). As a co-op developer, Russ Christianson has provided support to a group of PSWs who are forming a new co-op in Ontario and have much to tell us about the co-op advantage when it comes to elder care.

Fair Trade and the Sustainable Development Goals: The Case of the Small Producers Symbol
Darryl Reed, York University

The SPS, as a social-economy based certification body and fair trade (FT) network, offers a different approach to regulating and conducting business, one that has significantly different impacts (as measured through SDGs) than business carried out under fair trade programs. The argument proceeds as follows: (1) an overview is provided of FT organizations and practices, along with a summary of key points of contention and critique (including normative critique); (2) a summary is offered of the structure of the SPS; (3) discourse theory is employed to make explicit the inherent normative theoretic model underlying the SPS and its members and stakeholders; (4) an analysis of the pathways through which SPS operations are likely to produce different (and more inclusive) contributions to achieving the SDGs is provided (including the roles of its mission and values) and; (5) an illustration is offered of how these pathways function in a particular case, the Norandino Agricultural Co-operative in northern Peru.

Canadian Credit Union Responsiveness to COVID-19
Marc-Andre Pigeon, University of Saskatchewan
Daphne Rixon, St. Mary's University

As financial co-operatives, credit unions have a reputation of putting their members and communities ahead of short-term profit considerations. They routinely emerge, for example, at the top of national surveys of retail and small business banking customers/members. In our research, we ask whether we can observe evidence of this responsiveness by looking at how a sample of the country's largest credit unions communicated to their members about the COVID-19 crisis compare with their big bank competitors. To answer this question, we draw repeated samples of these websites at key moments in the pandemic using scraping algorithms developed by the Canadian Hub for Applied Social Research (CHASR) at the University of Saskatchewan. Our talk will share some of our early findings from this research.

H1: Human Books Library
Moderator: Judith Harris
Human libraries have become an international cultural movement since their introduction in Denmark in 2000. A human library is a way for individuals to connect with others in their community in order to engage in conversation, promote tolerance, celebrate differences and encourage understanding of people who come from varied cultural or lifestyle backgrounds. Human books are volunteers who are willing to share their stories with others in a safe environment. Readers participate in one-on-one or small-group conversations with Human Books to ask questions and to learn about others' life experiences or special interests. This year at CASC, a human library will be included as an interactive session and will feature cooperative practitioners representing various sectors and regions with the aim to share their "co-op stories" about personal, professional, and organizational journeys. Readers will be able to move from one "room" to the next and engage with a number of human books during the session. The great advantage of human books is that they can respond to your questions.

Eric Leviten-Reid
Book Title: Approaches to Complex Community Issues
Over the years, Eric has played a variety of roles and worked on a wide range of issues. Between 1999 and 2012, Eric worked for the Caledon Institute of Social Policy and Tamarack: An Institute for Community Engagement, and was one of the founding partners behind Vibrant Communities, a pan-Canadian initiative exploring comprehensive, collaborative approaches to community-based poverty reduction. He currently supports community engagement and collaboration initiatives for New Dawn Enterprises, a leading community development organization dedicated to the renewal of Cape Breton Island. He also serves as a developmental evaluator with Inspiring Communities Nova Scotia, a growing network of staff and partners committed to changing the way government, residents, communities, and businesses tackle complex problems.

Marty Donkervoort
Book Title: From Corporate Honcho to Co-op Developer
Marty is a pioneer in the development of the worker co-op sector in Canada. In the 1980s, he was a founding member of the Worker Ownership Development Association and Co-op Work, itself a worker co-op providing support services to the developing worker co-op sector. He assisted The Big Carrot in its early development. He was on the advisory board to the Canadian Worker Co-operative Federation during its infancy. Marty has taught business courses on social enterprise, co-ops, and management in non-profits. His book "Inner City Renovation: How a Social Enterprise Changes Lives and Communities", was published in 2013. His current book "The Carrot Vision: The Struggle to Sustain a Social Justice Dream" is scheduled for release in early 2022. The CBC named him "A Canadian making a difference". In 2015, the World Corporate Social Responsibility Congress recognized him as one of the most talented social innovators.

Mary Nirlungayuk
Book Title: "Inuusira" My Life Journey –Inoo-seeraa
Mary grew up in the remote community of Kugaaruk, Nunavut in the Central Arctic, which has a population of 900 people. In 1982, she joined the Co-operative System in the Arctic as the Office Manager of Koomiut Co-op in Kugaaruk, Nunavut. Mary holds the position of Corporate Secretary with Arctic Co-operatives Limited, the co-operative service federation of 32 co-ops in the Arctic. As the Vice President of the Corporate Services Division, she administers the democratic structure of Arctic Co-ops and works closely with the Board of Directors of Arctic Co-operatives Limited. Mary has contributed to Co-ops on local, regional, national and international levels. She advocates for and educates others about the power of the Co-operative model. Mary plays a significant role in bringing insight on Inuit culture, values and perspective to the organization.

Matt Hern and Open City Events
Book Title: Solid State Community Industries and Open City Events
Dr. Matt Hern is a co-founder and co-director of Solid State Community Industries and works directly with all of the organization's cohorts. He has founded and directed many other community projects. His books have been published on all six continents and translated into fifteen languages. He teaches at multiple universities and continues to lecture globally. Open City Events is a co-operative of passionate entrepreneurs, working to spread awareness about social issues and crises happening around the world. They operate under Solid State and their goal is to organize purposeful events that promote social and economic change. They came together and formed this co-operative in winter 2019. "We're eager to promote change. As the youth of today, we have a lot to share from our fresh perspective on a variety of topics. Through our events we hope to bring the community together and create a sense of inclusiveness. As indicated by our name, the events we plan contribute to a more open, welcoming, accessible, and equitable city."

Ted Howard
Book Title: Community Wealth Building
Ted is the Co-founder and President of The Democracy Collaborative, an action-oriented progressive think tank established 20 years ago in the United States. He has been named one of "25 visionaries who are changing your world" and identified by *The Guardian* newspaper as "the de facto spokesperson for community wealth building" internationally. In 2008, he led a team that developed the comprehensive job creation and wealth building strategy that resulted in the Evergreen Cooperative initiative in Cleveland, OH. The Evergreen Cooperatives, in turn, were an important inspiration for the community wealth building strategy now underway in Preston, Lancashire (widely reported as "The Preston Model") and other cities in England and Scotland. He is co-author of "The Making of a Democratic Economy: Building Prosperity for the Many, Not Just the Few." (July 2019, Berrett-Koehler), and a Fellow of the Royal Society of Arts in Great Britain.

FRIDAY, JUNE 4th

I1: Roundtable: Made for co-ops, by co-ops: The development of co-operative-designed indicators for the SDGs
Moderator: Derya Tarhan
Fiona Duguid, St. Mary's University
Daphne Rixon, St. Mary's University

We are working on developing co-op indicators that report on the UN Sustainable Development Goals. Be part of the action. Come test-drive the draft indicators that our participatory action research team of co-operatives from across Canada have identified. Help shape how the Canadian co-op sector will report on sustainable performance. This is a SSHRC funded project between the CEARC, SMU and Co-operatives and Mutuals Canada (CMC). The goals of the project are to: develop a set of SDG indicators relevant to the co-operative sector; create a streamlined process for co-operatives to understand their co-operative's SDG impact; assess their co-operative's SDG impact; provide information to the co-operative sector on the SDGs; and network with other sustainability-minded co-operative leaders from across Canada. Tell us what you think about indicators made for co-ops, by co-ops for measuring the SDGs.

I2: Co-operatives and Values-Based Governance I
Moderator: Mitch Diamantopoulos

Understanding the Paradox of School Board Trustees: Representing constituents while governing effectively
Adam Payler, University of Birmingham
Sean Geobey, University of Waterloo
Anthony Piscitelli, Conestoga College

Special purpose bodies have received relatively limited academic attention in Canada, despite recognition as an important area for analysis (Lucas, 2016; Skelcher, 2007). School boards are the only special purpose bodies in Ontario whose board members are elected; however, there is a lack of research on their seemingly paradoxical role of representing the operationally focused concerns of their constituents, while focusing on strategy and not venturing into operational issues. Through semi-structured interviews with school board trustees across Ontario, we investigate how trustees navigate this paradox to better understand the space between strategy and operations within elected special purpose bodies.

Developing A Member Led Co-operative Governance Model Using A Social Innovation Process Design
Kirsten Wright, University of Waterloo
Anthony Piscitelli, Conestoga College
Sean Geobey, University of Waterloo
Sean Campbell, Union Sustainable Development Co-operative

Engaging a community in creating their governance model is a bit like building Frankenstein's monster. It is a process to create the system to govern the community, building something that comes to life through the process. Over the last year, Union Cooperative has run a process to design its governance model that draws on the long tradition of study circles in cooperatives, and recent developments in participatory design lab processes. The process used sessions focused on values, stakeholders, typical decisions, decision processes, with a final session connecting the entire process back to a revisitation of values. Each session sought to engage and more deeply align members and had them use decision-making approaches they had designed in earlier sessions. We will share the processes used, what we learned through that process, and our reflections on how it may help other cooperatives."

Aligning Values and Practice: A Comparative Analysis of Management Practices in Worker-Managed Co-ops Using the Co-op Index Tool
John A McNamara, Northwest Cooperative Development Center

Management of co-operatives follow three basic formats: a traditional hierarchy similar to most corporate modes of business, a collective model in which all members participate in the key decisions of the organization, and a sociocracy model in which interlinked autonomous teams manage the co-operative by consent. This dissertation considers how the method of managing

either facilitates or hinders the expression of the co-operative identity, an internationally agreed-upon definition of the co-operative organizations that includes a set of values and principles. By using the Co-op Index Tool to measure the adherence to co-op values and principles in the organizational systems, climate and outcomes of worker-owned and worker-controlled co-operatives, it is possible to compare different management methods used by co-operatives. The comparative analysis indicates that sociocracy as a method of decision-making best supports adherence to the co-operative identity.

J1: Conversions of Small and Medium-Sized Enterprises into Co-operatives
Moderator: Marcelo Vieta

Mapping the Process of Converting a Conventional Enterprise into a Social Purpose Organization
Sean Geobey, University of Waterloo
Liliana Camacho, University of Waterloo
Tara Campbell, University of Waterloo

The Legacy Leadership Lab (L3) launched in July 2019 with funding from the Government of Canada's Investment Readiness Program to explore converting SMEs into cooperatives, nonprofits, and other social enterprises. We convened a large group of stakeholders representing the public, private, social, and academic sectors in-person and virtually using participatory system mapping methods to develop a system map of the conversion process. In this presentation we present our findings and their implications for research and practice.

Employee Ownership as a Solution to the SME Succession Issue
Carl Pitchford, Catholic University of Lille

The objective of this presentation is to examine how converting conventional small and medium-sized enterprises (SME) manufacturing firms to some form of employee ownership could solve the growing succession issue. The purpose will be to analyse conversions in general; however, the main focus will be to analyse conversions of existing founder-owned and family-owned SME furniture and accessory manufacturing firms where there is no apparent successor. This presentation will examine conversions that took place between 2013 and 2019, highlighting the survival rates of these firms based on financial ratio analysis. The conversions all took place in three countries: the United States, the United Kingdom and France. In the context of both my professional activities and research, these three countries represent a hotbed of innovation in terms of alternative ownership models, of which employee ownership and worker cooperatives are the most common options.

J2: Co-operatives and Values-Based Governance II
Moderator: Kirsten Wright

Reaching the _____ Investor: Labeling investments to reach people who consider values when investing
Domenica De Pasquale, Conestoga College
Truzaar Dordi, University of Waterloo,
Adam Payler, University of Birmingham
Anthony Piscitelli, Conestoga College

Investment strategies focused on reflecting the values of the investor have become prevalent but the language we use to describe this approach varies widely with terms such as ethical investing, responsible investing, impact investing, ESG investing, sustainable investing, and others appearing in promotional materials and the academic literature. Through focus groups we explore a local community (Waterloo Region) perspective regarding terminology that resonates with potential investors and the motivating factors behind their investing. Participants highlighted what they look for in investments reflect of their values and the challenges in finding these types of investment opportunities. Practical implications will also be discussed for our project partner, Union: Sustainable Development Cooperative, a for-profit co-operative seeking to buy and manage multi-unit residential and commercial properties for the environmental, social, and economic benefit of Waterloo Region.

The Disconnect between Renewable Energy Co-operatives and Member Engagement: Learnings from Ontario
Derya Tarhan, University of Toronto

Renewable energy co-operatives (RE co-ops) are part of a broader movement called community energy, which aims to provide grassroots solutions to climate change and centralized ownership and control of energy systems. Hence, community energy is often celebrated for advancing democratization and social justice in an otherwise socially and ecologically destructive sector. That being said, recent research from Europe points out that the majority of community energy activity, including RE co-ops, exhibits very low levels of member engagement and decision-making participation. In my study, I inquired into the state of RE co-ops in Ontario and whether they exhibit similar issues around member engagement. Taking the research in Europe one step further, I also delved into the systemic, policy-related, and co-op-specific reasons behind low levels of member engagement. Following the presentation of key study findings, I conclude with possible ways to enhance member engagement in investment-oriented co-operatives such as RE co-ops.

K1: Roundtable: Experiential Education and Co-operation
Moderator: Claude-André Guillotte

Darryl Reed, York University
Jennifer Sumner, University of Toronto
John Simoulidis, York University

Experiential education programs at universities are not new. Historically, however, they were dominated by professional programs (engineering, business and law), often under the rather misleading label of "co-op programs." In recent years, as governments have pulled back from their roles of employment training and generation, there has been an increasing demand for experiential education programs (service learning, internships, placement courses, etc.) across a full range of academic programs at universities. The demand for these programs has been enhanced by the emergence of the "gig economy", where students see such programs as invaluable in gaining work experience and industry contacts. This panel investigates the efforts to incorporate cooperative workplaces into different types of experiential education programs involving students from different academic programs, and the importance of such efforts for the sector.

K2: Roundtable: Developing culturally appropriate learning opportunities related to co-op development with marginalized and racialized communities
Moderator: Laurie Cook

Laurie Cook, Acadia University
Jessica Gordon-Nembhard, City University of New York
Sonja Novkovic, St. Mary's University
Christine Clarke, Freedom Dreams Education Co-operative

How do we engage with more diverse communities as a sector? How do we #buildbackbetter in a way that promotes the co-op model as a tool for doing so? Who is already doing work in this area? What does it mean to create opportunities for learning that make sense for different communities? How can design thinking around 'extreme users' actually enable us to develop better and more inclusive learning opportunities for everyone? What does it mean to create culturally appropriate, safe, and brave learning spaces that are more inclusive?