Cooperatives that educate through democratic practices.
Dear Conference Participant:

Welcome to the University of Calgary and CASC-ACE Conference. We are delighted to be partnering the CASC and ACE annual conferences and offer a unique opportunity for shared learning and networking among co-op educators and researchers across North America.

The theme of this year’s conference is Energizing Communities: Nurturing Democratic Practices. This theme embodies the idea of cultivating, supporting and lifting the voices of all members and citizens. Citizen participation is crucial to energizing and sustaining any great community. The research within this conference will highlight best practices of inclusion and democratic practices from around the world and the workshops will aim to strengthen our own democratic practices in governance, education and communities.

We wish to acknowledge that the land on which we gather is Treaty 7 territory and a traditional meeting ground for many Indigenous peoples. The territory on which the University of Calgary is located provided a travelling route and home to the Niitsitapi, Nakoda, Tsuut’ina, and other Indigenous peoples. Their spiritual and practical relationships to the land create a rich heritage for our learning and our life as a community.

To the communities in Fort McMurray and surrounding areas whose homes and neighbourhoods have been devastated due to wildfire, you are in our thoughts. We witness the strength of communities as they band together – co-operate – to support their fellow Canadians.

To all conference participants, presenters and attendees, thank you for the co-operative education and research you are doing that is inspiring change and for your participation at the conference. We look forward to learning from all of you. Please enjoy this time with peers, new friends and colleagues and enjoy the conference.

Fiona Duguid
CASC Board President

Sarah M. Pike
Conference Program Chair
Executive Director
Association of Cooperative Educators
## Energizing Communities

### Events at a Glance

**TUESDAY, MAY 31**

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<tr>
<th>Time</th>
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<td>8:00 – 2:00</td>
<td>AB 677</td>
<td>Youth Cohort Meeting</td>
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<td>12:00 – 5:00</td>
<td>AB 651</td>
<td>Student Case Study Preparation</td>
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<td>5:00 – 9:00</td>
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<td>Opening Reception</td>
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<td><strong>Triwood Community Association</strong></td>
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<td>2244 Chiloutimi Drive NW</td>
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<td>Featuring: <strong>Mark Goldblatt</strong> Inaugural Lecture</td>
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<td>The Big Idea: Building a Co-operative Economy through Popular Culture</td>
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<td>Presented by Hazel Corcoran and Greg O’Neill</td>
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<td>Open to the public, light fare, music</td>
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**WEDNESDAY, JUNE 1**

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<tr>
<th>Time</th>
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<tr>
<td>7:30</td>
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<td>Coffee available near Dining CTR: Blue Room, full breakfast not served</td>
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<tr>
<td>8:30 – 10:00</td>
<td>Dining CTR: Blue Room</td>
<td>Acknowledgement of Indigenous lands</td>
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<td></td>
<td><strong>Indigenous and Native American Co-op Development and Education</strong> (plenary)</td>
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<td>MODERATORS: Darcy Overland and Merle Massie of the Co-operative Innovation Project, University of Saskatchewan</td>
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<td><strong>Speakers</strong></td>
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<td>• Mary Nirlungayuk, Arctic Co-operatives Limited</td>
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<td>• Myrna Hewitt, Affinity Credit Union, Saskatchewan</td>
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<td>10:15 –11:45</td>
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<td>Co-operative Impact on Indigenous and Rural Populations</td>
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<td><strong>Presenters</strong></td>
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<td>• <strong>The Co-operative Innovation Project: Co-operative Development in Rural and Aboriginal Western Canada</strong> Merle Massie and Darcy Overland, University of Saskatchewan</td>
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<td>• <strong>Co-operative Higher Education after the Truth and Reconciliation Commission: Energizing Post-colonial Communities</strong> Isobel M. Findlay, and Len Findlay, University of Saskatchewan</td>
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<td>ANSER-CASC-ACE Joint Session</td>
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<td>Co-operatives and Economic and Social Change</td>
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<td>ANSER Keynote Speaker</td>
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<td>Dining CTR: Blue Room</td>
<td>Youth Cohort (Pre-registration required)</td>
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<td>Choose One Session</td>
<td>AB 641 (Workshop)</td>
<td>Energizing Communities: The Role of Co-operatives in Creating a More Inclusive, Peaceful, Sustainable World</td>
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<td>AB 661</td>
<td>Governing for Success</td>
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<td>AB 658 (Workshop)</td>
<td>Training the Trainers: How to Inspire a Co-operative Conscience in the Classroom</td>
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<td>2:15 – 2:30</td>
<td>Break</td>
<td>Coffee Available near room AB 677</td>
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**2:30 – 4:00**

Choose One Session

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<thead>
<tr>
<th>Dining CTR: Blue Room</th>
<th>Engage and Inclusiveness</th>
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<tbody>
<tr>
<td>MODERATOR: Michele Aasgard, Alberta Community and Co-operative Association</td>
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<td>Panelists: Vern Albush, Servus Credit Union</td>
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<td>Carol Kitchen, United Farmers of Alberta</td>
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<td>Pamela Kamphuis Finnigan, Co-operators General Insurance Company</td>
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<tr>
<td>AB 651 (Workshop)</td>
<td>Nurturing Democracy: How Can I Help My Co-op Be More Co-operative?</td>
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<td>Joy Emmanuel and Linda Hill</td>
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<td>AB 658 (Workshop)</td>
<td>Creating a Co-op Educator Online Community</td>
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<td>Sarah Pike, ACE, Jessica Gordon Nembhard, GEO and David Morgan of TESA via Skype</td>
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<tr>
<td>AB 641</td>
<td>Democratic and Participatory Decision Making by Youth Cohort</td>
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**4:00 – 4:15**

Break, Coffee Available near room AB 677

**4:15 – 5:45**

Choose One Session

| AB 651 (Workshop) | Rooted in Cooperation: The Credit Union Advantage |
| Brent Rempe, WEOKIE Credit Union |
| AB 658 (Workshop) | Strategic Tools for Worker Co-op Development: Creating Opportunities and Empowerment in Marginalized Communities |
| E. Kim Coontz, California Center for Cooperative Development |
| AB 677 | CASC Annual Meeting |

**6:00-8:00**

Reception

People, Power, Planet: Showcasing Community-Owned Renewable Energy in Canada

LOCATION: St. David’s United Church - 3303 Capitol Hill Crescent NW

J.J. McMurtry of York University and PhD student Mümtaz Derya Tarhan will reveal their research findings on how co-operatives have been employed to produce energy and reduce the impact on the environment. They will be joined by representatives of Alberta-based co-ops who are local pioneers of renewable energy solutions.

This reception is open to the broader Calgary community. Light refreshments served.

**THURSDAY, JUNE 2**

**9:30 – 4:30**

Buses load behind Hotel Alma

TOUR 1

Depart from Hotel Alma

- UFA Farm & Ranch Supply, Airdrie Farm Store
- Calgary Co-op. While at Calgary Co-op, have lunch and also hear from the Filipino lending circle, Family Multi Purpose Co-operative.
- Sarcee Meadows Housing Co-operative Ltd.

Return to Hotel Alma

TOUR 2

Depart from Hotel Alma

- Connect First Training Centre
- Prairie Sky Cohousing. While at Prairie Sky, have lunch and also hear from the following.
  ♦ Grain Exchange Co-op Bakery
  ♦ Aging in Place Co-op
  ♦ New Scoop YYC
- Theater Co-op Walking Tour of Calgary History (this portion of the tour will include a two hour walking tour)

Return to Hotel Alma

**5:00 - 9:00**

Awards Banquet, MacEwan Hall Ballroom
FRIDAY, JUNE 3

8:00  Coffee available near Dining CTR: Blue Room, full breakfast not served

8:30 – 10:00  Dining CTR: Blue Room  Public Policy Support of Co-operatives (Plenary)
MODERATOR: Lynn Hannley, The Communitas Group Ltd.
Panelists:
• Rebecca Kemble, City of Madison
• Ryan Taylor, State Director of North Dakota US Department of Agriculture
• Annie McKitrick, Member of the Legislative Assembly for Sherwood Park, Alberta

10:00 – 10:10  Coffee available near Dining CTR: Blue Room

10:10 – 11:10  Dining CTR: Blue Room  MODERATOR: Brett Fairbairn, University of Saskatchewan
Keynote (Plenary)
"Transitions in Cooperative Education: An Incomplete Agenda for the Future"
William Nelson, recent CHS Foundation President

11:10 – 12:15  Dining CTR: Blue Room  Lunch

12:15 – 1:45  Choose One Session

AB 651  Addressing Gender Inequality, Poverty Relief, and Rural Development
MODERATOR: Alicia Lake, Cape Breton Local Food Hub
Panelists:
• Democracy and Development in Fair Trade Banana Production: Analyzing Small and Micro Producer Co-operatives in Ecuador and Peru
  Darryl Reed, York University
• Examining Success Factors for Sustainable Rural Development through the Integrated Co-operative Model
  Lou Hammond Ketilson, University of Saskatchewan
• Whose Voice Counts? Gender Inclusion, Participation and Empowerment in Agricultural Co-operatives: The Case of Mamsara AMCOS
  Jayne Bergeron, International Development Research Centre

AB 658  Living the Co-op Difference
MODERATOR: Isobel Findlay, University of Saskatchewan
Presenters:
• Vancity – Making Good Money Work: A Transformational Journey
  Daniel Côté, Saint Mary’s University
• Electrical Co-operatives: Generating Interest in the Co-operative Difference
  Daphne Rixon, Centre of Excellence in Accounting and Reporting for Co-operatives
• Talking the Talk: Canadian Co-operatives and Sustainability Reporting
  Fiona Duguid, CASC

AB 641  Youth Cohort Debrief
(Pre-registration required)

AB 677  Governing with Many Voices
MODERATOR: Colette Lebel, La Coop fédérée
Presenters:
• Stakeholder Democracy in Multi-Stakeholder Co-operatives: The Paradoxical Roles of “Supporting Members”
  Myriam Michaud, Université Laval
• Common Problems of Co-operative Federations
  Brett Fairbairn, University of Saskatchewan
• Magical Federations: Transmography for 4Trans Democracy
  Chris Hancock, MacEwan University
## 2016 CASC and ACE Conference

### 1:45 – 2:00

Break, coffee available near room AB 677

### 2:00 – 3:30

**Choose One Session**

#### AB 661

**Community-Owned Renewable Energy in Canada**

**MODERATOR:** Justin Ellerby, CASC

**Presenters:**
- **Unleashing Local Capital in Greening Alberta's Grid: Energizing Communities Through the Alberta Solar Co-op**
  Colin Rioux, Alberta Solar Co-op
- **Renewable Energy Co-operatives in Canada: Figures, Challenges and Opportunities**
  M. Derya Tarhan, University of Toronto

#### AB 677

**Education Strategies at the Post-Secondary Level**

**MODERATOR:** Judith Harris, University of Winnipeg

**Presenters:**
- **Co-operative Education Partnerships: Universities and Industries.**
  Simon Berge, University of Winnipeg
- **The Academy and the Association. Co-operating in Education; First Steps Towards Equipping Post-secondary Students with Relevant Co-operative Skills**
  Catherine Pearl, Mount Royal University and Seth Leon, Alberta Community and Co-operative Association
- **Postsecondary Education about Co-ops in Canada and the U.S.: Hypothesis, Data, Action**
  Brett Fairbairn, University of Saskatchewan

### 3:30 – 3:45

Break, coffee available near room 677

### 3:45 – 5:00

**Choose One Session**

#### AB 661 (Workshop)

**Emerging Co-op Researchers Network: A Platform for Students of Co-ops (and their and educators)**

Justin Ellerby, CASC

#### AB 658

**Social and Economic Impact**

**MODERATOR:** Jessica Gordon Nembhard, GEO

**Panelists:**
  George Karphillis, Fiona Duguid, Alicia Lake
- **The Behavioural Innovativeness of Co-operatives: the Sector’s Influence**
  Izold Guihur, Université de Moncton

#### AB 677

**Empowering and Integrative Potential of Co-operatives**

**Structure, Capitalization and Empowerment**

**MODERATOR:** Ellen Goddard, University of Alberta

**Panelists:**
- **Grazing Co-operatives in the Organizational Ecology of Rural Saskatchewan**
  Michael Gertler, University of Saskatchewan
- **The Wyoming-Minnesota Model: Two Case Studies**
  David Massaglia, Bemidji State University, Minnesota
- **Revenue-Generating Social and Economic Mission-Entwined Organizations**
  Kazi Abdur Rouf, York Center for Asian Research (YCAR), Canada
TUESDAY, MAY 31

8:00 – 2:00
AB 677
Youth Cohort Meeting
(Pre-registration required)

12:00 – 5:00
AB 651
Student Case Study Preparation
(Pre-registration required)

3:00 – 4:00
AB 677
ACE Annual Meeting – all welcome

5:00 – 9:00
Opening Reception – all welcome*
Triwood Community Association
2244 Chicoutimi Drive NW

Featuring:
Mark Goldblatt Inaugural Lecture
The Big Idea: Building a Co-operative Economy through Popular Culture
Presented by Hazel Corcoran and Greg O’Neill
Open to the public, light fare, music. Special thanks to Ann Goldblatt for sponsoring music for the reception. Thank you to Servus Credit Union for its contribution to this reception

* Shuttle buses will leave at 4:30 p.m. and 4:55 p.m. to take participants to Triwood Community Association. Buses load behind Hotel Alma. Buses will return to Hotel Alma after the reception.

WEDNESDAY, JUNE 1

7:30
Coffee available near Dining CTR – Blue Room, full breakfast not served

8:30 – 10:00
Dining CTR – Blue Room

Note that this session will be video-taped. Participation in the plenary will be implied as permission to use your images and comments.

Acknowledgement of Indigenous lands
Earlier this year, Saskatchewan’s Affinity Credit Union, Vancity Credit Union in British Columbia and Assiniboine Credit Union in Manitoba made a commitment to pursue reconciliation among Indigenous and non-Indigenous Canadians. We thank Affinity and Vancity Credit Unions for being name sponsors of this important session.

Indigenous and Native American Co-op Development and Education (plenary)
The University of Saskatchewan has recently released findings of a study that compared rural western Canada residents’ understanding of the co-operative model. Researchers found Indigenous communities were not as aware of co-operatives as their non-Indigenous counterparts. This session will help uncover reasons co-operatives gain acceptance—or don’t—in First Nations, Métis and Inuit Communities, if the experience of Western Canada is unique, and if co-operative education has a role before all else.

MODERATORS: Darcy Overland and Merle Massie of the Co-operative Innovation Project, University of Saskatchewan

Speakers:
- Mary Nirlungayuk, Arctic Co-operatives Limited
  Mary is a senior executive with Arctic Co-ops, based in Winnipeg, where she has worked for 15 years. She grew up in remote community of Kugaaq, (formerly Pelly Bay) in the central Arctic, which has a population of 800. In 1981, Mary joined the co-operative system in the Arctic as the office manager of the
Koomiut Co-op in Kugaaruk, Nunavut. As the Vice President of the Corporate Services Division, Mary oversees and administers the democratic structure of Arctic Co-ops and manages several departments.

- Kevin McLeod, Saskatchewan First Nations Technical Services Co-operative, Ltd.
  Kevin is a senior analyst at the Federation of Saskatchewan Indian Nations (FSIN) and a member of the Lac La Ronge Indian Band. He has developed and administered on-reserve home ownership and social housing programs, as well as a provincial co-operative.

- Art Cunningham and Juanita Marois, Alberta Aboriginal Development Co-operative (AADC). AADC helps strengthen Indigenous people’s competitiveness by providing businesses tools required to contract with the resource industries and the public sector in Alberta.
  - Art is a director of AADC. A recognized leader, he received the Chief David Crowchild Memorial Award in 1997, bestowed upon persons who create bridges of understanding between Aboriginal and Non-Aboriginal people. He is now a consultant for Roundtable consulting and has 50 years experience as a liaison practitioner of Indigenous Relations.
  - Juanita comes to AADC with significant experience coordinating projects. She coordinated Athabasca University’s contribution to the Unleashing Local Capital Project. She was also the first executive director of Métis Crossing, Alberta’s first major Métis interpretive Centre.

- Myrna Hewitt, Affinity Credit Union
  Myrna is Affinity Credit Union’s Executive Vice President of Marketing & Community. Affinity is Canada’s eighth largest credit union with 136,000 members in Saskatchewan. Myrna sits on the volunteer board of directors for the Centre for the Study of Co-operatives at the University of Saskatchewan and the newly-formed Canadian Co-operative Investment Fund.

10:00 – 10:15
Break, Coffee available near Dining CTR – Blue Room

10:15 – 11:45

Choose One Session

SESSION 1
Dining CTR: Blue Room

Co-operative Impact on Indigenous and Rural Populations
MODERATOR: Steve Dubb, The Democracy Collaborative

- The Co-operative Innovation Project: Co-operative Development in Rural and Aboriginal Western Canada
  The Co-operative Innovation Project (CIP), was a two-year pilot project funded by Federated Co-operatives Limited. It examined two questions: is the co-op model feasible in rural and Aboriginal communities in western Canada, and if so, what is needed to inspire rural and Aboriginal communities to explore and create co-operatives that thrive?

  Rural western Canada is a combined and indivisible rural and Aboriginal space. Neither can be viewed without the other. As such, CIP was one of the largest projects that asked both rural and rural Aboriginal residents and communities the same questions, at the same time. CIP found patterns of both similarity and difference. Our presentation will discuss three aspects of co-op development from a rural and Aboriginal perspective: co-op leadership, community barriers, and the importance of community-led innovation.

  Merle Massie of University of Saskatchewan is a historian, writer, editor, and farmer in west Central Saskatchewan. She has two published books and numerous other articles, both academic and public.

- Rural and Remote Social Services and the Co-op Option: Convergence with Traditional Values and Practice
  For rural and remote Indigenous communities, difficult access and sustainability issues for individuals and organizations magnify inequities in social service delivery. The authors employ circle pedagogy or circle learning to record experiences of life in rural Manitoba and Ontario. We reflect on well-documented challenges and key inquiry recommendations affecting systemic services in communities and the individuals accessing those services. A key concern is that scarcity contributes to both poor policy development and inadequate outcomes. We propose that delivery of services in a co-operative structure can address the key issue of resource sustainability and that the similarities between co-operative values and traditional values, as presented in the Medicine Wheel, demonstrate a clear convergence of Indigenous values and practices with international co-operative values and principles. We conclude that this strategy offers a promising alternative for the organization of social services in rural Indigenous communities to meet the sustainability question; and offers progressive strategies for policy affecting the sustainability for individuals accessing services.

  Judith Harris, University of Winnipeg

- Co-operative Higher Education after the Truth and Reconciliation Commission: Energizing Post-colonial Communities
  The June 2015 “Calls to Action” of the Truth and Reconciliation Commission and Co-operatives and Mutuals Canada’s efforts to explore co-operative postsecondary needs present an important opportunity to build reconciliation for a truly post-colonial Canada through the convergence of Indigenous and co-operative critiques
and revisionings of dominant economic practices. As the nation tries to decolonize itself and reach beyond the now neo-liberal society, postsecondary institutions are trying to “indigenize” their own colonial practices and priorities. The self-indigenizing university ought also to be the co-operative university where democratic governance and multiple forms of sustainability reinforce the values and solutions of Indigenous peoples and their treaties with the Crown. We will use an analysis of the Calls to Action, and preliminary university and community responses to those calls, to sketch a stage beyond capitalist stadial theory, a sustainable turn, if you will, empowered by co-operative principles and Indigenous stewardship of abundance economies.

Isobel M. Findlay is Fellow in Co-operatives, Diversity, and Sustainable Development, Centre for the Study of Co-operatives, University Co-Director, Community-University Institute for Social Research, and Professor, Edwards School of Business, University of Saskatchewan.

Len Findlay, a professor of English, and director, Humanities Research Unit, University of Saskatchewan, has published widely on the role of institutions and disciplines in determining what counts as knowledge, and the division of academic labor in the contemporary university.

SESSION 2
AB 651
(Workshop)

The Art of Explaining Co-ops

The cooperative movement has great potential to change our world for the better. Lining up our businesses with our values, making our economy more democratic… But to the average listener, it’s a lot to unpack in an elevator speech. How do we make cooperatives an inspiring, relatable idea? Whether you’re new to co-ops or have worked in them for years, this interactive workshop will equip you with the storytelling tools that make the co-op model accessible in your average small talk. We’ll give you tools, let you practice, and even play some games!

Jason Rodney is co-director of Aynah. A recent graduate, he has worked five years at Minnesota’s St. Paul Public Schools, using theater, poetry and art as tools to support young people to discover their own greatness.

Ellery Wealot, just graduated from University of Minnesota-Morris, has been a student leader at Aynah and the Wisconsin Farmers Union.

SESSION 3
AB 677

Student Case Study Presentations

MODERATOR: Audra Krueger, Centre for the Study of Co-operatives, University of Saskatchewan

Students will present on the challenges presented in the case study: Success and Failure—What Other Co-ops Can Learn from Co-op Atlantic, by Brett Fairbairn, Murray Fulton and Dionne Pohler. The study looks at Co-op Atlantic that operated for 88 years and helped sustain consumers, farmers, employees, and communities as co-operatives typically do. An enterprise that survives for more than three generations is not a flawed model. Join us to hear the best and brightest minds deliberate what went wrong. Sector experts will judge teams on their analyses and one team will be presented with a cash prize for the best presentation.

10:45 – 12:15
Craige Hall E108

ANSER-CASC-ACE JOINT SESSION

Co-operatives and Economic and Social Change

MODERATOR: Lynne Siemens

• The Professionalization of Governance in Co-operatives
• Co-operatives and Poverty Reduction in India: The Amul Co-operative Way
• A Post-Mortem Analysis of Manitoba Government’s Effort to Convert Public Housing into Co-operatives

11:45 – 12:45
Dining CTR – Blue Room

Lunch

12:30 – 1:30
Administration 142

ANSER KEYNOTE SPEAKER

MEC’s Sustainability and Community Investment Programs: the power of shared value and strategic funding

Brad Clute, Mountain Equipment Co-op

12:45 – 2:15
Choose One Session

SESSION 1
Dining CTR – Blue Room

Youth Cohort (pre-registration required)

SESSION 2
AB 641
(Workshop)

Energizing Communities: The Role of Co-operatives in Creating a More Inclusive, Peaceful, Sustainable World

“Peace-building happens in communities not on battlefields,” wrote Dr. Ian MacPherson. “Peace-making is central to the growth of the co-operative movement,” claimed Dr. Yehudah Paz, “and co-operatives are relevant to matters of peace-making and conflict resolution.” This workshop will explore key ideas in the posthumously published book by Dr. MacPherson and Dr. Paz titled: Concern for Community: The Relevance of Co-operatives to Peace. The authors examine co-operative practices and peace-building as a continuum ranging from how co-
Co-operative Governance, Fit to Build Resilience in the Face of Complexity

This report was published by the International Co-operative Alliance in November 2015 and edited by Sonja Novkovic and Karen Miner. In the introduction chapter, co-operatives are presented as peoples’ organizations with distinct governance properties based in humanism (people-centred approach); joint (distributed) ownership and control, and democracy (self-governance). Speaking to these properties while also highlighting the sample of governance experiences in co-operative covered in the Report’s chapters allows for a glimpse into the diverse world of co-operatives today. Report link: http://bit.ly/1V6U1JU.

Karen Miner of Saint Mary’s University is a Certified Management Consultant and certified director through the Institute of Corporate Directors (Canada). In her role as Managing Director of graduate level Co-operative Management Education at Saint Mary’s University in Halifax, Karen works with co-operative and credit union professionals from around the world. She is a board member of Credit Union Atlantic and served six years on the board of Mountain Equipment Co-op.

Supporting the Board Chair

In the world of cooperative leaders, we all must learn to focus more on the “we” than the “me” however there is an exception with cooperative board chairs. They just can’t ask their CEO or other board members how to lead the board. This first comes from a culture of alignment with your strategic plan, and really understanding your membership. Secondly, there is a need to strengthen the relationship of each board member so an environment of trust is constantly growing among your fellow directors. Additionally, here must be a servante attitude for your fellow directors as well as your membership. This session will focus on uncovering the many stumbling blocks in our road to leading a co-operative. Some we can clearly see and plan for, and some will be quite unexpected and we must rely on our values and principles to navigate through. “As a cooperative educator, I have realized that all cooperative board chairs have very similar challenges regardless of the size, industry, or nature of our cooperative.”

Rod Kelsay is the Executive Director of the Mid America Cooperative Council. The council is an association of over 110 cooperatives that covers the states of Illinois, Indiana, Kentucky, Michigan and Ohio. Rod is the past Chair of ACE and in 2000, received the distinguished honor, the Sagamore of the Wabash, from late Indiana Governor Frank O’Banmon.

Co-operative Governance by the Numbers: Exploratory Analysis of the Co-operative Business Study

Governance has been defined by Fulton et. al (2015, p. 3) as “who gets to decide what.” And who gets to decide what greatly affects a co-operative’s organizational performance. Recent strife suffered by The Co-operative Group, and Mountain Equipment Co-op demonstrates how governance issues can damage member satisfaction. Co-ops and credit unions are increasingly being pushed to adopt policies originally intended for investor-owned firms. To avoid diminished performance caused by ill-fitting governance arrangements, further understanding of co-operative governance is necessary. This paper provides an exploratory analysis of the Co-operative Business Survey. Conducted by the University of Wisconsin Centre for Cooperatives, the study presents one of the few datasets on co-operative governance available. Board characteristics, such as experience or CEO influence on director selection, are examined relative to certain performance measures. The intent is to determine both the characteristics of co-operative boards, and how well they perform.

Travis Reynolds is a fourth year PhD student at the University of Saskatchewan, where he studies co-operative governance under the supervision of Murray Fulton.

Training the Trainers: How to Inspire a Co-operative Conscience in the Classroom

All 4 Each is an award-winning program which serves two distinct purposes: 1) It catalyzes awareness of co-operative enterprise and educates young people in school settings which otherwise neglect or undervise our sector. 2) It enables co-ops and credit unions to reach into school classrooms, build relationships with a generation of visionary leaders, and engage with the community in new and exciting ways. In this workshop, I will lead participants through an interactive introduction to All 4 Each, and equip them with some of the tools they need to harness young people’s curiosity, their creative
 enterprise, and their boundless ambition. Participants will enjoy this exciting professional development tool, and will have the opportunity to integrate this curriculum supplement into the classrooms in their home communities.

Adam Malloy leads the Ontario Co-operative Association’s education team. He introduces youth to co-operative enterprises and builds co-op leadership capacity through the Co-operative Young Leaders development program. On Co-op also offers training programs to working professionals, including the Fundamentals of Co-operative Organizations Certificate, in partnership with the Schulich School of Business.

SESSION 5  
AB 677

Wealth Building Through Ownership  
MODERATOR: Jessica Gordon Nembhard, Grassroots Economic Organizing

- Community Wealth Building and Cooperatives: Adapting the “Cleveland Model” to Other Cities
  The past year has seen a rapid expansion in the pace of development of community wealth building strategies in the United States. In the past year, The Democracy Collaborative has been asked to explore co-op development opportunities, linked to anchor institution (hospital, university and local government) purchasing, in three different communities: Oakland, California (near San Francisco); Rochester, New York; and Richmond, Virginia, with others, such as Baltimore and Dayton, expressing great interest in this approach. This presentation will highlight the different approaches adopted in the different communities and the reasons for those differences. We will discuss the “success factors” we look for in developing implementation strategies and the ways that we seek to integrate support structures and co-op education in this work. The presentation will also discuss lessons learned from the Democracy Collaborative’s nine-year involvement with co-op development in Cleveland, Ohio and how those lessons inform our current work.

Steve Dubb is Research Director of The Democracy Collaborative. He has led the development of the Community-Wealth.org web-based information portal and has been lead author or co-author of a number of publications including Growing a Green Economy for All. From Green Jobs to Green Ownership (2010). With Ted Howard, Steve has also worked on the development of community wealth building strategies in a number of cities, including Cleveland, Ohio; Atlanta, Georgia; Pittsburgh, Pennsylvania; and Washington, DC.

- Unions, Co-ops and The American Dream
  The pursuit of the American Dream has changed over the decades to represent a purely transactional relationship between North Americans and the opportunity, if not expectation, of a middle-class lifestyle (Bartell and Steele 2013, Storch 2013, Rank, Hirschel et al. 2014). In both Canada and the United States, trade unionism under the Wagner model played a key role in turning the dream into a transaction. As neo-liberal economic policies have rolled back many of these promises, (Chaisson 2006) workers once again seek other forms of organizing and have begun to see ownership and control as important as wages. One growing method has been the merger of labour unions and worker-owned cooperatives. The quest for synergy from the combination of these models rests in the Jefferson-Lincoln concept of “Americanism” (Hart 2002). The initial efforts at worker organization in Antebellum U.S. utilized this model and were largely dashed by efforts of the Robber Barons and a failure to engage in co-op education (Leikin 2006). This presentation will consider the power of the American Dream to overcome hurdles in union-co-op synergy, and pathways for these sister movements to engage (Hartmann 2011, McEntee and Saunders 2012).

John R. McEntee works as a co-operative development specialist for the Northwest Cooperative Development Center in Olympia, Washington and teaches co-operatives and democratic management at The Evergreen State College and Pinchot University. He earned a Master of Management: Co-operatives and Credit Unions from Saint Mary’s University in 2010 and continues there as a PhD candidate in management studying the union-co-operative model. John is a founding member of both the US Federation of Worker Cooperatives and the Democracy at Work Network.

- Taking Arizmendi from the San Francisco Bay Area to Calgary: the Challenges of Replicating a Replication Strategy
  The Arizmendi Bakeries in the SF Bay Area are a replication strategy in which the very successful Cheese Board Worker Co-op has been replicated over the past 20 years, to grow into five other bakery / pizzeria worker co-ops (called “Arizmendi Co-ops”) in the Bay Area and a Development Support Co-op. Their strategy was created by studying the factors of success in Mondragon, Spain and adapting them to the Bay Area. The possibility of bringing this to Calgary was attempted about eight years ago (unsuccessfully), and is being tried again - this time, with many more factors going in its favour. The co-op here is called the Grain Exchange, www.thegrainexchange.coop. Its key needs are for significant financing, including from private investors, and to find more trained bakers of hand-formed sourdough and artisanal baking, who also have a sense of commitment to build the organization now with the promise of a paid job in the future, and who have the skills to operate in a collective structure.

Hazel Corcoran is executive director of Canadian Worker Co-operative Federation. She has served the co-operative movement as director of le Conseil canadien de la coopération (1994-2005), Calgary Co-op (1999-2002), Prairie Sky Co-housing Co-op (2006-2012), and First Calgary Financial Credit Union (2007-2012), and coordinator of the CoopZone Developers’ Network through CUCC since 2010. She is Vice President of Co-operatives and Mutualls Canada and one of the newest directors of The Co-operators.

2:15 – 2:30

Break, Coffee Available near room AB 677
SESSION 1
Dining CTR – Blue Room
Engage and Inclusiveness Panel

Co-op leaders are continuously looking at the future of their organizations, in particular the needs of their members, the capacity of the board to look ahead and represent the membership, and the skills of employees to deliver on services and products demanded by customers and members.

We are asking co-op leaders to share some of their strategies and concerns in staying ahead of trends and markets to ensure long-term viability and that their organizations reflect the communities they serve.

Moderator: Michele Aasgard, Alberta Community and Co-operative Association

Panelists:
- Vern Albush, Director, Corporate Social Responsibility, Servus Credit Union, also serves as Vice Chair of the Alberta Community and Co-operative Association. His areas of expertise are environment and sustainability, government relations, and community engagement.
- Carol Kitchen, CEO and President of United Farmers of Alberta, has more than 23 years of co-operative, finance and business experience. Prior to joining UFA in 2015, Carol was senior vice-president and general manager of a business unit at Land O’Lakes Inc. Over 16 years, her positions with Land O’Lakes have included business development and international growth.
- Pamela Kamphuis Finnigan is the Director, National Claims Experience for The Co-operators General Insurance Company. Much of Pamela’s recent work at The Co-operators has focused on developing a new organizational structure to support the delivery of exceptional service experience and responding efficiently to changing client preferences.

SESSION 2
AB 651
(Workshop)

Co-operatives are jointly-owned enterprises and meant to be democratically controlled. By embracing co-op values, co-operatives can contribute to building peaceful communities. To do this, it is important to build safe, respectful spaces that empower members to meet their needs. Inclusive Leadership skills for embracing diversity are tools directors, members and employees can practice to generate more co-operation within their co-ops. The “Inclusive Leadership” model will involve you in assessing your skills for connecting with differences, communicating with compassion, standing up for diversity and inclusion, and building bridges. Choose one or more skills to develop and practice in the workshop. Consider how co-operation increases when these skills are applied to welcome different approaches as gifts rather than problems and to transform conflicts into opportunities for peace-building. Develop an action plan for how you can apply these skills within your co-operative.

Joy Emmanuel and Linda Hill (please see biographies listed earlier)

SESSION 3
AB 658
(Workshop)
Creating a Co-op Educator Online Community

The Toolbox for Education and Social Action (TBSA), the Association of Cooperative Educators (ACE) and Grassroots Economic Organizing (GEO) have joined together to create co-op education resources hub and online community. The purpose of the site will be two-fold – to be a point of collaboration on co-op education and resources; and to serve as a resource hub for co-op educational materials. This hub will both link to existing resources on the internet as well as house new resources. TBSA, ACE and GEO have received a year-long planning grant to design the site. This workshop will explore the purpose of the site, how other co-op educators will utilize it, and how others can get involved in the creation of the site.

Sarah Pike is executive director of ACE. Sarah has taken ACE in a direction to connect educators and developers as well as deliver educational tools provided by ACE. Sarah’s career has spanned city policy work, co-op development and travel entrepreneurship.

Jessica Gordon Nembhard, GEO, is a new inductee to the U.S. Cooperative Hall of Fame. She is Professor of Community Justice and Social Economic Development in the Department of Africana Studies at John Jay College, of the City University of New York (CUNY) and author of Collective Courage: A History of African American Cooperative Economic Thought and Practice.

David Morgan has long been involved with social movements — from public space activism to anti-poverty work — that make use of the kind of everyday democracy that is at the core of his work at TBSA. David also sits on the board of the Data Commons Cooperative.

SESSION 4
AB 641
Democratic and Participatory Decision Making by Youth Cohort

4:00 – 4:15
Break, Coffee Available near room AB 677
**SESSION 1**
AB 651
(Workshop)

**Rooted in Cooperation: The Credit Union Advantage**

Looking for energizing ways to introduce new employees to cooperative history and principles? Ever wonder how the credit union movement began? Want to learn how to use mouse traps to teach about cooperative history? Through a variety of adult learning techniques and activities, this workshop demonstrates an interactive and engaging training session developed for new credit union employees unfamiliar with cooperatives or the credit union movement. While geared toward credit unions, the framework of the training module is easily adapted to any cooperative. Workshop attendees will receive a facilitator guide and online access to the presentation slides to replicate the training session in their respective organizations. Methods include: Small and large group discussion, lecturette, graphic organizer, seven word summary, kinesthetic matching activity, mouse trap challenge, and Tweet composition.

**Brent Rempe** is the director of education at WEOKIE Credit Union in Oklahoma City, Oklahoma. He manages employee training and financial literacy outreach to K-12 schools. Brent is pursuing his PhD in Education with an emphasis in Workplace Learning and Development from the University of Oklahoma.

**SESSION 2**
AB 658
(Workshop)

**Strategic Tools for Worker Co-op Development: Creating Opportunities and Empowerment in Marginalized Communities**

The use of worker cooperatives to transform the lives of marginalized groups has a long history, but mixed success in the USA. This workshop integrates specific case examples and invites discussion and exploration of common challenges and specific tools to promote:

- Effective start-up and launch — including discussion of the “build and recruit” model of cooperative development;
- Business success — important considerations in business planning and implementation;
- Member empowerment — providing education and support in worker governance and control;
- Co-op culture — processes crucial to co-op health and endurance;
- Growth and business longevity — including mechanisms to recognize the differential sacrifices of founding members.

**E. Kim Coontz** is the Executive Director of the California Center for Cooperative Development, a non-profit dedicated to promoting and supporting cooperatives. Over her 25 year cooperative career she has provided start-up assistance to new cooperatives, including the development of feasibility studies and business plans. Kim’s particular interest in cooperative development in marginalized communities has led to the development of worker, housing, and child care cooperatives.

**SESSION 3**
AB 677

**CASC Annual Meeting — All are welcome**

6:00-8:00

**RECEPTION**

**People, Power, Planet: Showcasing Community-Owned Renewable Energy in Canada**

LOCATION: St. David’s United Church - 3303 Capitol Hill Crescent NW

Please join us at the wrap-up event of a research project called “People, Power, Planet (PPP): Best Practices and Knowledge Mobilization in Community Energy Development” about experiences and lessons of Community Energy across Canada and beyond. The PPP research project, a joint initiative by York University and TREC Renewable Energy Co-operative, was formed to assess, document and share the experiences and lessons of community energy developments across Canada and elsewhere, with the goal of increasing the level of awareness and rate of implementation of such projects nation-wide. Community Energy is considered economically positive and, increasingly, socially necessary en route to a sustainable energy future. Projects can also help communities address local economic and social needs.

At this free event, you will get an opportunity to:
1. Learn about Community Energy and how to be involved in a community-owned renewable energy project
2. Find out challenges and opportunities for Community Energy in Canada
3. Network with community members, professionals and academics with experience in this sustainable energy model.
4. Meet representatives of Alberta Solar Co-op. The co-op is creating the working model for future community owned solar farms in Alberta, launching its first project this year. Alberta residents can become a members of the co-operative and directly invest in using RRSP or TFSA funds.

This reception is open to the broader Calgary community. Light refreshments served.
Panelists:

- **Rebecca Kemble, Alder of the City of Madison**
  Rebecca was elected to Madison City Common Council in 2015. She is also a worker-owner at Union Cab Cooperative and a writer for The Progressive magazine covering state politics. She is president of the US Federation of Worker Cooperatives and President of International Organisation of Industrial and Services Cooperatives, or CICOPA, North America, the sub-regional body of the worker cooperative sector of the International Cooperative Alliance.

- **Ryan Taylor, State Director of North Dakota US Department of Agriculture**
  Ryan was appointed by the U.S. President to serve as State Director for USDA Rural Development in North Dakota. In this role, he manages three federal agencies with a loan portfolio of nearly $3 billion. Prior to joining USDA, Ryan served in the North Dakota Senate for 10 years and was the former minority leader.

- **Annie McKitrick, Member of the Legislative Assembly for Sherwood Park, Alberta**
  Elected last year, Annie serves as a member of the Standing Committee on Private Bills and was a member of the Standing Committee on Alberta’s Economic Future. Previously, she served as manager of a national research institute at the University of Victoria.

**10:00 – 10:10**
*Coffee available near Dining CTR - Blue room*

**10:10 – 11:10**
*Dining CTR – Blue Room*

**MODERATOR: Brett Fairbairn, University of Saskatchewan**

**Keynote (Plenary)**

**Transitions in Cooperative Education: An Incomplete Agenda for the Future**

William J. Nelson served as vice president of Corporate Citizenship for CHS Inc. and president of the CHS Foundation, retiring from CHS three months ago. In his role at CHS, William provided leadership to all CHS corporate citizenship activities including corporate philanthropy, volunteerism, employee engagement and CHS corporate memberships in associated organizations. William also led the CHS Foundation, which offers support through university partnerships, rural leadership development, cooperative education, and farm and agricultural safety programs. Additionally, William served on the National Council on Farmer Cooperatives’ Executive Education Committee and the board of the National Cooperative Business Association. He continues to serve as vice-chair of the board of directors of the Ralph K. Morris Foundation, chair of the University of Wisconsin Center for Cooperatives Advisory Committee, and a member of the University of Saskatchewan Centre for Co-operatives Advisory Committee. William is a long-time member of ACE, including past board member and president. He is a founding
Democracy and Development in Fair Trade Banana Production: Analyzing Small and Micro Producer Cooperatives in Ecuador and Peru

This paper examines the experience and opinions of certified Fairtrade banana producers, both micro producers (less than two hectares) and small producers (between two and 20 hectares) in Ecuador and Northern Peru. The paper incorporates survey data, interviews and focus groups of members of four producer organizations (two in Peru and two in Ecuador). It investigates the advantages that producers receive from participating in Fairtrade and the perceptions of the producers as to whether the rules of the system are fair, whether the governance structures are democratic and whether and how the system contributes to local development aspirations (e.g., gender equity, more sustainable production, social sustainability of local communities). In doing so, the paper also investigates whether micro and small producers equally benefit from their participation and whether there are tensions in organizations that incorporate both micro and small producers, including in the governance (democratic practice) of the organizations.

Barry Reed teaches in the Business & Society program at York University in Toronto. His primary research focus is on the social economy in the context of development, with a special emphasis on co-operatives and fair trade movements.

Examsing Success Factors for Sustainable Rural Development through the Integrated Co-operative Model

The Canadian Co-operative Association (CCA) has been working with partners in Uganda, Tanzania and Rwanda to support them in achieving sustainable livelihoods through owning and operating co-operative enterprises. Whereas much co-op development focuses on supporting a single co-operative or groups of co-operatives, this integrated model supports the joint development of three distinct but interconnected co-operatives (production, marketing, and finance) for a more holistic approach to rural development. CCA project results in Uganda, Rwanda, and Ghana have indicated notable benefits to both male and female farmers in areas where the Integrated Co-operative Model (ICM) is in place. CCA and researchers at the Centre for the Study of Co-operatives, University of Saskatchewan and University of Regina, collaborated with researchers in Uganda (Makerere University), Tanzania (Moshi Co-operative University), and Rwanda (Independent Institute of Lay Adventists of Kigali) 2013-2016. This paper presents results of in-depth quantitative and qualitative research examining the strengths and weaknesses of the ICM, assessing its ability to reduce poverty as compared to locations where only a single co-operative exists or a cluster of co-operatives that are integrated to a lesser extent.

Lou Hammond Ketilson is a Fellow in Co-operative Management, and former Director, at the Centre for the Study of Co-operatives. She holds an academic position in the Johnson-Shoyama Graduate School of Public Policy, University of Saskatchewan. From 2010-2015 she led the Prairie Cluster of the Measuring the Co-operative Difference Research Network, collaborating with Affinity Credit Union to examine the social and economic impact of credit unions on their communities.

Whose voice counts? Gender Inclusion, Participation and Empowerment in Agricultural Co-operatives: The Case of Mamsera AMCOS

In the United Republic of Tanzania, producer organizations such as agricultural co-operatives have the potential to improve the economic position of small-scale farmers by strengthening their engagement in markets and improving overall agricultural production. However, the advantages associated with the co-operative model have not resulted in equal outcomes and opportunities for all, particularly women as they face structural barriers and inequities limiting their ability to join, participate and benefit from agricultural co-operatives. This research contributes to a growing body of knowledge on gender inclusion, participation, and empowerment in agricultural co-operatives by questioning how and to what extent women’s participation is related to their sense of empowerment in various aspects of their lives. Research findings suggest that women's participation in agricultural co-operatives is constrained by participatory exclusions embedded within a wider social construct of gender relations that serve to maintain rather than challenge inequitable gender structures and democratic processes.

Alicia Lake teaches in the Business & Society program at Cape Breton University in Sydney, Nova Scotia. Her research focuses on gender inequality in co-operatives and their role in erasing barriers for women and marginalized groups.
• **Vanity – Making Good Money Work: A Transformational Journey**
Pressure on all types of organizations is increasing, leading to the necessity to reinvent their business model. Cooperatives find themselves in the same difficult environment. The pressure on the co-operative is accentuated by the limitations of the traditional co-operative paradigm. On the other hand, there are structural trends that transform the managerial paradigm all together. In order to better understand how co-operatives can take advantage of such trends, while avoiding the trap of losing their identity, case study is a powerful methodology. Since 2008, Vancity has been on a transformational journey that can be captured by its new branding... « Good Money work ». Vancity aims at building healthy communities. Its guiding principles are: cooperative principles and practices, environmental sustainability and social justice and financial inclusion. This case helps document a better understanding of the journey co-operatives can travel to fully take advantage of the emerging environment.

Daniel Côté was business strategy professor at HEC Montreal (1978-2014), conducting research on various issues related to co-operative management. Having retired recently, he remains engaged in teaching co-op management (Saint Mary’s University master’s program).

• **Electrical Co-operatives: Generating Interest in the Co-operative Difference**
The purpose of this paper is to identify the key performance indicators (KPI) reported by electrical co-operatives in the United States and Canada. The research examines the extent to which the KPIs reported reflect the seven principles of co-operatives. Since electrical co-operatives were formed to provide electricity to rural areas that were largely ignored by for-profit electricity companies, historically, they did not focus exclusively on profit maximization. As these various electrical co-operatives have grown and become more like investor-owned companies, it is important to demonstrate their co-operative difference. Furthermore, there has been an increased focus on wider non-financial reporting in many other sectors such as NFP and investor owned businesses. The methodology utilized for this research is comprised of a documentary review of the non-financial information reported in annual reports along with semi-structured interviews with senior officials of electric co-operatives.

Daphne Rixon teaches Financial Management in the Masters of Management for Co-operatives and Credit Unions (MMCCU) program at Saint Mary’s University. In addition to her position as Associate Professor, she is the Executive Director of the Centre of Excellence in Accounting and Reporting for Co-operatives (CEARC) where she is responsible for the overall administration of CECAR, co-ordinating research projects and overseeing the development of International Statements of Recommended Practices for Co-operatives.

• **Talking the Talk: Canadian Co-operatives and Sustainability Reporting**
Sustainability – social, economic and environmental – is one of the five key themes of the Blueprint for a Co-operative Decade, an International Co-operative Alliance strategy document aimed at making co-operatives the world’s fastest-growing form of enterprise by the year 2020. With the Blueprint’s objective as a backdrop, this research aims to determine whether sustainability is a top of mind issue for Canadian co-operatives, co-op federations and umbrella organizations. Rather than look at actual sustainability practices, it explores whether Canadian co-ops “talk the talk”: that is, whether they report on sustainability-related activities and issues and/or communicate concepts related to sustainability through their websites and publicly-posted reports. The researchers analyzed the websites of 118 organizations, looking at annual reports, other types of reports (Sustainability Reports or Social Responsibility Reports) and other website content to determine how sustainability was communicated to members, customers, stakeholders and the broader public.

Fiona Duquid, CGSC President, is a researcher based out of Chelsea, Quebec. She has been the lead researcher on a number of projects including: the national study on the impact of co-operatives (Canada). Additionally, Fiona is an instructor with the Saint Mary’s University co-operative business management program.
This synergy transcends to the future when shared ideas are of democratic principles to co-ops so they realize their potential. Federations have a responsibility to transmit the wisdom within it. A Federation’s strength is maximized when the members between a mature Federation and the Co-operatives that operate was great. This session analyzes the transformative relationship governance and the quality of their democratic decisions. Life noticed a direct relationship between the maturity of the co-op’s and followed democratic principles. Each co-op was governed proved elusive; management complexities overwhelmed member problem areas included co-ordination, commitment, and identity. Local co-ops did not add value to each other; unity-in-diversity challenge. The second part of the paper discusses examples from the sector of co-operative retailing in which co-operative federations encountered governance challenges. The examples discussed include Federated Co-operatives Ltd. in the 1980s, Germany’s co-op organization in the 1990s, the UK’s Co-operative Group and Co-op Atlantic in the 2000s. Common problem areas included co-ordination, commitment, and identity. Local co-ops did not add value to each other; unity-in-diversity challenge. management complexities overwhelmed member perspectives. The concluding section of the paper suggests possible courses of action for leaders in co-operative federations.

Brett Fairbairn has taught and done research for 30 years on co-operative history and governance. He is Acting Director of the Centre for the Study of Co-operatives, University of Saskatchewan, and a faculty member in the Johnson-Shoyama Graduate School of Public Policy. His interests include the history of democracy and social movements, leadership, and governance in co-operative businesses.

Myriam Michaud is a PhD student in management at the Faculty of Administrative Sciences of Laval University, Quebec. Her research interests include co-operative education, governance, co-operative learning and teaching, critical thinking and the promotion of the co-op model.

• **Common Problems of Co-operative Federations**

This paper presents a categorization and discussion of characteristic challenges faced by federations of co-operatives. The first part briefly reviews governance theory and the intrinsic challenges of federations such as interlevel co-ordination and costs of decision-making. Where federations succeed in the long term, it will be because the constituent units add value through local knowledge or resources, and because they find an appropriate balance between unity and diversity. The second part of the paper discusses examples from the sector of co-operative retailing in which co-operative federations encountered governance challenges. The examples discussed include Federated Co-operatives Ltd. in the 1980s, Germany’s co-op organization in the 1990s, the UK’s Co-operative Group and Co-op Atlantic in the 2000s. Common problem areas included co-ordination, commitment, and identity. Local co-ops did not add value to each other; unity-in-diversity challenge. management complexities overwhelmed member perspectives. The concluding section of the paper suggests possible courses of action for leaders in co-operative federations.

• **Magical Federations: Transmography for 4Trans Democracy**

Once upon a time there was a Federation with many cooperatives spread throughout the land. The Federation was well organized and followed democratic principles. Each co-op was governed by principles including one member one vote. The Federation noticed a direct relationship between the maturity of the co-op’s governance and the quality of their democratic decisions. Life was great. This session analyzes the transformative relationship between a mature Federation and the Co-operatives that operate within it. A Federation’s strength is maximized when the members follow the co-op principles and have an effective democratic model. Federations have a responsibility to transmit the wisdom of democratic principles to co-ops so they realize their potential. This synergy transcends to the future when shared ideas are just as important as the sharing of power. With great governance throughout the Federation, new issues, problems and unforeseen situations are solved with coordinated decision making through aligned values.

**Chris Hancock** is an instructor at the School of Business, MacEwan University, and Chair of the Alberta Federation of Rural Ulster Co-ops. He is a Continuing Faculty member that has taught at several post-secondary institutions and has delivered many training programs to industry.

**1:45 – 2:00**

Break, coffee available near room AB 677

**2:00 – 3:50**

Choose One Session

**SESSION 1**

AB 651

**Community-Owned Renewable Energy in Canada**

MODERATOR: Justin Ellerby, CASC Vice President

• **Unleashing Local Capital in Greening Alberta’s Grid: Energizing Communities Through the Alberta Solar Co-op**

Albertans wanting to directly participate in green energy future. Utilizing the opportunity development co-operative (ODC) as a means of pooling member funds for building solar farms is a literal way that co-operatives energize communities. The Alberta Solar Co-op (ASC) is a case study in applying local capital investment of co-operative member-investors in directly developing green electricity projects in Alberta. Their return is financial, environmental, and social in nature. The ASC provides Albertans open and voluntary membership in voting for a greener energy future, demonstrating democracy in co-operatives, and through co-operatives.

Colin Rioux is a founding director of the Alberta Solar Co-Op. As a registered Professional Engineer with the Association of Professional Engineers and Geoscientists of Alberta, Colin’s career started in natural gas production and business development. He is a candidate in the Master of Science in Sustainable Energy Development program at Haskayne School of Business at the University of Calgary.

• **Renewable Energy Co-operatives in Canada: Figures, Challenges and Opportunities**

Motivated by the threat of climate change and a lack of direct stake in the electricity sector, an increasing number of community groups across Canada have been forming renewable energy
co-operatives (RE co-ops) in recent years. This presentation will first provide statistical information about RE co-op activity across Canada, including but not limited to the jurisdictions in which they operate, sources of renewable energy they use, and their project development status. Subsequently, it will highlight the main challenges these co-operatives face in developing successful projects. Finally, some of the effective policy and project development tools that could help RE co-ops overcome such challenges will be shared. The research on which this presentation is based has been conducted as part of the People, Power, Planet Partnership (P4), a research and knowledge mobilization project generously funded by the Social Sciences and Humanities Research Council of Canada (SSHRC).

M. Derya Tarhan, is a PhD Student in Adult Education and Community Development at Ontario Institute for Studies in Education of the University of Toronto. His research interests include co-operatives in the energy sector, critical technology studies and community development. Derya is also the Founder and Editor of The Community Power Report, a global online platform for community-owned renewable energy initiatives.

SESSION 2

Education Strategies at the Post-Secondary Level

MODERATOR: Judith Harris, University of Winnipeg

- **Co-operative Education Partnerships: Universities and Industries**
  The University of Winnipeg, co-operative sector, provincial government and community development groups have joined together in a program delivery model for undergraduate education. These groups have formed the Business Chair of Co-operative Enterprises (Business Chair) within the faculty of Business and Economics. Placing the Business Chair within the Business and Economics faculty allows for the inclusion of the co-operative business model in the standard business curriculum. To ensure ongoing communication between the groups a committee was established. Within the committee structure the groups and faculty can outline their expectations of the Business Chair in terms of education and research. The committee/faculty structure provides opportunities for communication, but also runs the risk of placing the Business Chair in the middle of competing expectations. This paper will discuss the Business Chair as a management position relating the position to governance theories providing context and theory based solutions.

  Simon Berge holds the Business Chair of Co-operative Enterprises at the University of Winnipeg. Business students will soon be able to obtain a specialization in co-operative business practices as part of the Bachelors of Business Administration Degree.

- **The Academy and the Association: Co-operating in Education; First Steps Towards Equipping Post-secondary Students with Relevant Co-operative Skills**
  In 2015 Mount Royal University’s Centre for Community Prosperity opened its doors to the Alberta Community and Co-operative Association (ACCA) to educate students on the co-operative structure. A first for both institutions, this work has led to the inclusion of co-operative specific sessions and assignments. This paper examines how post-secondary institutions and co-operative associations (and similar groups) interact to achieve mutual goals, advance the social economy, and impact educational outcomes. The first section provides an overview of how ACCA and MRU connected on co-operative education. The second part examines the delivery of co-operative education, and general discussion and observations around this process. The last section highlights how students apply the knowledge gained about co-operatives, and discusses follow up research related to examining the impact on student learning related to this area of the social economy. The paper explains opportunities for education and training, as well as meeting the needs of existing curriculum and student development.

  Over the past 10 years Catherine Pearl has taught in the Faculty of Social Work at the University of Calgary and at Mount Royal University’s Bissett School of Business. Throughout the past year Catherine was designing curriculum for Mount Royal University’s new concentration in Social Innovation. Most recently, she was appointed the school’s first Assistant Professor, Social Innovation.

  Seth Leon is the manager of co-operative services for ACCA, and was involved in developing the Unleashing Local Capital Program. Seth volunteers in his community as a board member for Calgary Can and Community Wise Resource Centre. He participates in the Alt/Nou: Economic Inequality program.

- **Postsecondary Education about Co-ops in Canada and the U.S.: Hypothesis, Data, Action**
  How much are co-operatives and universities interested in each other? Should they be? And what is happening on the ground in post-secondary institutions across Canada and the U.S.? This interactive session broaches these questions from theoretical and empirical perspectives, and invites participants to discuss actions that they or others can take. Considering the interests of and incentives for co-operatives and faculty, one can hypothesize that university-level education about co-operatives will be marginal in extent, fragmented, and uneven. Based on a recent survey by CASC and ACE, participants will be invited to consider whether the data bear out this hypothesis and what to make of the patterns of co-operative studies across the two countries. The final portion of the session will be action-oriented and will consider what the educators and co-operators in the room, and their institutions and organizations, should do, if anything, to improve education about co-operatives.

  Brett Fairbairn, University of Saskatchewan (please see biography listing in earlier presentation)

3:30 – 3:45

Break, coffee available near room 677
Emerging Co-op Researchers Network: A Platform for Students of Co-ops (and their educators)

ECRN is an international, multi-sector platform for not-yet-established researchers of co-operatives, including students, independent researchers just starting out, members/staff who are starting to do research within their own co-ops, and of course, the mentors and educators of all these groups. The diversity of the co-op world (e.g., sector, industry, geography, legal form, scale, ideology) is a great strength, but for ECRs, it can also make for a very fragmented landscape of contacts, resources, and opportunities. In this highly participant-driven workshop, we will (1) briefly review how the ECRN site works, (2) explore and create content for the site itself (e.g., recording short videos with each other), and (3) evaluate the site’s relevance and the best means of promoting this new community.

Justin Ellerby is a recent graduate of the MBA in Community Economic Development program at Cape Breton University, and is finishing his term on the CASC Board as Vice-President. Formerly the President of the North American Students of Cooperation, his research interests lie in ecological sustainability, workplace participation, and housing co-operatives. He works as a marketing program liaison with the California Department of Food and Agriculture.

Social and Economic Impact

MODERATOR: Jessica Gordon Nembhard, GEO

  
  Around the world co-operatives and the co-operative sector are increasingly attempting to understand the impact of co-operative enterprises better. One such way, that is comparable to other organizational structures, is using the input-output model to calculate economic impact. This research brings together studies that have looked at the economic impact of co-operatives in Ontario, Nova Scotia, Manitoba and Canada. The research will report on the impact of co-operatives in these jurisdictions based on GDP, household income, paid taxes, employees, members, salaries and industries. This research provides a jumping-off point for future research using these findings as benchmarks, for other Canadian jurisdictions and for industry specific impact analyses. Conducting studies of this nature deepens our understanding of the economic impact of co-operatives while highlighting the similarities and differences of the sector across Canada.

Izold Guihur is professor of management at the Université de Moncton in New Brunswick. Several years as an engineer in steel making nurtured her interest for innovation. She now pursues questions of strategic dynamic capabilities, growth and co-operation in the context of small and medium enterprises and co-operatives.

Geoffrey Karaphillis is director of the MBA in Community Economic Development program and Associate Professor in the Shannon School of Business at Cape Breton University. His research interests are in social entrepreneurship, financing, and economic impact analysis.

Fiona Dupuis, CASC president

Alicia Lake, Cape Breton Local Food Hub

- **The Behavioural Innovativeness of Co-operatives: the Sector’s Influence**

  Innovativeness is a decisive factor for an organization’s performance since it reflects its capability to adapt to changing conditions. Past research on a network of financial service co-operatives has found that when behavioural innovativeness is considered, the socially oriented co-operatives foster specific values and behaviours that increase their innovativeness. Two specific components of the organizational culture in terms of the supervisor’s transformational leadership, and team collaboration, showed a positive influence on behavioural innovativeness as expressed by the commitment of the employees towards the success of the co-operative and the improved quality of its services. Moreover, it was found that a co-operative difference, as perceived by the employees, positively mediated the relationship between the cultural factors and the behavioural innovativeness. A question remains: are the determinants of such a co-operative difference the same in other sectors? To answer this question, a similar survey was administered to employees in retail co-operatives. Results show the influence of organizational culture on the perception of a co-operative difference towards innovativeness.

Izold Guihur

- **Grazing Co-operatives in the Organizational Ecology of Rural Saskatchewan**

  As part of a broader study of collective management of grazing lands in the context of agricultural and public policy restructuring, we focus here on grazing co-operatives. This organizational arrangement dates to the 1940s and is presently used by Saskatchewan beef and sheep producers to operate some 126 co-operative pastures on some 600,000 acres of leased crown land. These co-ops exhibit governance arrangements that commons theorists might see as concomitants of commons success—a mix of state-level and pasture system rules, and co-operative management flexible enough to adapt to particular contexts and preferences.
Examining the operations of selected grazing co-ops, we consider their social, economic, and environmental implications and their relationship to other organizational arrangements prevalent in rural economies. We also consider public policy, equity, and management issues associated with their persistence and wider adoption.

Michael Gertler, a fellow in Community and Co-operative Development, Centre for the Study of Co-operatives, and Associate Professor, Department of Sociology, at the University of Saskatchewan. He teaches rural sociology, environmental sociology, sociology of agriculture and food, and sociology of communities and community development. His current research includes the organic sub-sector.

- **The Wyoming-Minnesota Model: Two Case Studies**

A variety of co-operative business structures have emerged in recent years, two of which are playing key roles in enabling co-operatives to survive: the New Generation Co-operative and the Wyoming-Minnesota Model Co-operative – the subject of this paper. This paper focuses on two entities formed under Minnesota’s Statute, Chapter 308B. The two primary motivating factors driving co-operatives to choose the Wyoming-Minnesota structure are the ability to acquire outside capital from investors and the ability to pass through non-patronage income, which has been subject to double taxation. Two chapter 308B co-operatives were chosen to serve as case studies. The individual co-operatives represent each primary motivating factor. An exploration of these entities was made to discover why co-operatives choose to become structured under Minnesota Statute Chapter 308B and whether their expectations have been met. The study discusses the degree to which each co-operative has veered from traditional co-operative principles.

Dave Massaglia is an accounting professor at Bemidji State University, Minnesota. He recently graduated with a Doctorate in Business Administration from Metropolitan State University, based in the Twin Cities of Minnesota.

- **Revenue-Generating Social and Economic Mission-Entwined Organizations**

To establish people-centered social enterprises/social businesses, different scholars suggest different types of business models that blend both social and economic missions to address social, economic and environmental problems that originate from profit-maximizing businesses. They suggest and develop different types of financial and legal models for different types of socio-economically entwined business organizations. This paper is a nutshell description of different social enterprises in order to catch the readership of various kinds of social entrepreneurship around the world. Moreover, this manuscript explores different legal and financial models of social economy theories, themes, concepts, different socio-economically entwined business organizations and tries to find out their gaps. It is challenging for social business organizations to work independently as separate legal entities because these social entrepreneurial organizations are not registered under a separate legal Act, rather they are registered under either a Private Business Act or Charity Act. Therefore, it is urgent and essential for these social entrepreneurial learning business organizations to be registered under separate acts in order to get the status of independent social entrepreneurship entities around the world.

Kazi Abdur Rouf is a research associate at the York Center for Asian Research (YCAR), Canada, focusing on social enterprise, green business, NGOs and community economic development. Kazi had been working in Grameen Bank Bangladesh until 2005.
MEMBERSHIP FORM

Membership rates for the 2015/16 CASC year are regular members $175 and students, retired individuals, and the underwaged $55. Benefits include the following:

- **CASC Newsletter** twice yearly
- **Journal of Cooperative Studies** (3 issues per year)
- Announcements of interest (about conferences, new co-operative resources or initiatives, scholarships etc.) through the CASC listserv

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Contact us at casc.acec@usask.ca if you have any questions.
Education is an investment in people. As a cooperative helping to advance education, you must invest in yourself. The Association of Cooperative Educators gives you an opportunity to enrich your work by sharing with others who have goals similar to your own.

Cooperators and social economy champions from Canada, the Caribbean and the United States belong to the Association, contribute to its blog and communications with members and attend the annual ACE Institute as part of their personal and professional development.

Become a member. It is the best opportunity you have to contribute to your organization's growth.

Fees can be paid in US or Canadian funds, and submitted for one or three years.

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Those actively involved in cooperative education, training and communication.

**Organization Membership**
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Questions or comments? Please contact Sarah Pike at pikedlace.coop
ACE AWARDS

Every year, ACE acknowledges the talents of cooperators and their unique programs.

Consider whom you would nominate for next year’s awards. Nominations can be submitted anytime. See www.ace.coop.

Outstanding Contribution to Cooperative Education and Training: Award recognizes an individual or organization for their continuing contribution to educating about the benefits, impact, and principles of cooperatives through academic curriculum, publications, marketing campaigns, member communications, and leadership training programs.

The William Hlushko Award to Young Cooperative Educators: Award recognizes an ACE Member, 35 years or younger, for achievement as a cooperative educator.

The Reginald J. Cressman ACE Award: Award recognizes an ACE Member who demonstrates outstanding commitment to staff development as exemplified by long-time cooperator Reginald J. Cressman.

The John Logue ACE Award: Award recognizes an individual or organization whose educational programs, technical assistance or research acts as a catalyst for change by creating innovative cooperatives that promote a democratic work environment and economic sustainability for people and communities.

The William J. Nelson Contribution to ACE Award: Award recognizes an organization or individuals providing special support to ACE.

Questions?
Contact Sarah Pike, 763-432-2032; E-mail: pike@ace.coop

2016 DONATIONS HELP WILDFIRE EVACUees

An auction that started 23 years ago at an ACE Institute in Puerto Rico is now a tradition. Items and opportunities (e.g., registrations for other education events) donated by participants and their organizations are sold at the Conference to help provide scholarships and in 2016, contribute to relief of families displaced by wildfires in Fort McMurray, Alberta.

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