

ABSTRACTS – ROUNDTABLES  
RÉSUMÉS – TABLES RONDES

**HIGHER EDUCATION ROUNDTABLE**

One basic goal of this panel is to provide an introduction to some of the university programs in co-operative studies in Canada. In addition to presenting the structure of their programs, panel members will also indicate some of the challenges that have been involved in creating and operating their programs and how they have tried to address these challenges. Additional reflections will involve the nature of feedback that students have provided about the programs and the prospects for collaboration to improve educational opportunities.

**FAIR TRADE ROUNDTABLE**

Join us for a dynamic Roundtable Discussion around the critical role small-farmer cooperatives play as "change makers" and the importance of preserving the preferential place of small-farmer cooperatives within the fair trade movement. Among other topics, this roundtable will focus on: a) the importance and origin of community based cooperatives in function of local development and personal empowerment; b) the historical roots of the Fair Trade movements and a quick summary of its evolution; c) an analysis and discussion of the consequences of removing the cooperative element from Fair Trade, and; d) brainstorming the future – a new vision, recognizing new, natural allies and discussion of next steps.

**THE FUTURE OF CO-OPERATIVE EDUCATION**

Participate in a round table discussion on the future of co-operative education. Our panel of co-operative researchers, developers and educators will discuss challenges in co-operative education, expectation of the research, education and development communities to advance co-op education, and what the future holds for co-operative education.

**LA COOPÉRATION EN UN COUP D’OEIL / COOPERATION AT A GLANCE**

Pouvez-vous démontrer la coopération et la différence coopérative dans une image? Inscrivez cet atelier interactif afin de discuter des messages les plus importants à présenter lors de l'éducation sur la coopération. Les participants se répartiront en petits groupes pour concevoir leur propre affiche éducative.

Can you demonstrate cooperation and the co-operative difference in a picture? Join this interactive workshop to discuss the most important messages to present when educating about co-operation. Participants will break into small groups to design their own educational poster.

**STATE OF THE NATION: FOOD AND FARMING CO-OPERATIVES**

From tiny worker-owned local food stores to large producer-owned marketing co-operatives, Canada is witnessing an explosion of co-operation, as communities of farmers and eaters seek to address the shortcomings of a highly industrialized and corporately-owned food system. This roundtable will offer a review of the state of food and farm co-operatives in Canada, from the

perspective of network organizations actively engaged in supporting the development and growth of co-ops. With speakers representing national, provincial, and sectoral associations, the roundtable will provide participants with a broad understanding of a quickly growing sector within the co-operative movement.

### **FOOD CO-OPERATIVES: COMING TOGETHER**

As a continuation of “State of the Nation –Food and Farming Co-operatives,” this session will provide participants with a review of food co-operatives in Canada, addressing past and future research, common needs among co-ops, issues of scaling up, and the importance of network organizations.

### **ROUNDTABLE OF CORPORATE SOCIAL RESPONSIBILITY IN CO-OPERATIVES**

This roundtable looks at the corporate social responsibility practices of three large co-operatives and on network of smaller co-operatives, with a special focus on issues of social and environmental sustainability. Panel members will be the following: a) the basic vision that drives their organization’s CSR policy; b) the basic components of the CSR policy; c) how their organization’s CSR policy is related to their larger strategic planning as an enterprise; d) the impact of their policies (including how it helps to promote the broader co-operative sector), and; e) the challenges they face and key lessons they have learned.

### **ROUNDTABLE ON PUBLIC POLICY**

Public policy is very important for co-operative enterprises as it sets the “rules of the game” by which co-operatives compete in markets. In this roundtable, panelists will look at speak about public policy developments affecting co-operatives in some specific region (e.g., Quebec, New Brunswick, the UK, the US). They will also offer their reflections upon what type of public policy best facilitates the flourishing of co-operative enterprises and what it takes to bring about such policy.

### **STUDENT COOPERATIVES – INITIATION, INNOVATION, INTER-COOPERATION**

The session begins with a brief introduction by representatives of key student co-operative associations of their organizations. Then the representatives, with interaction from the audience will look at several key features of the functioning of student co-operatives in the light of current realities on university campuses. First, panelists will reflect upon how new student co-operative emerge, and why the types of co-operatives that are emerging are being spawned and not others. Second, panelists will discuss the types of innovation that are occurring in student co-operatives, especially in relationship to new situations and realities on university campuses. Third, panelists will discuss how they engage with other actors, especially other cooperatives to fulfill their mandates. Here, the panelists will be joined by other co-operative stakeholders who may be key actors in supporting student co-operatives through inter-cooperation.

ABSTRACTS – INDIVIDUAL PRESENTATIONS  
 RÉSUMÉS – PRESENTATIONS INDIVIDUELLES

Caroline **BASUALDO**, University of Saskatchewan

*The Role of Action Research among Indigenous Communities*

Indigenous communities are struggling in finding the right social enterprise model for them to operate. The ideal model would support the principle of complementarity, recover indigenous knowledge and reconstruct relations of production as non-destructive relationship between society and nature. Colonial legal principles and top/down community development approaches have forced these communities to adopt models of social enterprises for survival reasons. Government agencies and NGOs supported the formation of these enterprises ignoring considerations such as history, culture, production based rationality, local leadership sustainability, etc. As a result a lot of these initiatives failed mainly because of institutional weakness and lack of appropriation by members.

This paper will analyze the involvement of researchers to support the process of development and appropriation in two Indigenous organizations: APROQUILLACAS-Quillacas Quinoa Producers (Bolivia) and Northern Saskatchewan Trappers Association Cooperative (Canada) and how these organizations have developed concepts of ownership and sustainability; in a process where institutional concepts have been discussed and built by the main actors based on their views of culture, tradition, and needs.

David **BENT**, University of New Brunswick

Luc **THÉRIAULT**, University of New Brunswick

*Canadian agricultural co-operatives (1992-2008): Trends from the recent past, challenges for the near future*

The agricultural sector in Canada comprises some of the oldest and largest co-operatives in the country. Very few data analyses have been recently presented of on these co-operatives and this descriptive research intends to contribute to close that gap. Using survey data provided by the Rural and Co-operatives Secretariat of Agriculture and Agri-Food Canada, the authors focus on the 1992-2008 period and seek to identify some key trends in terms of the growth (or lack thereof) in the number of co-operatives, their volume of business, the size of their membership, as well as the number of Canadians they employ. More detailed financial information relating to surplus, assets, liabilities and equity are also examined for this period. This analysis is performed first overall for Canadian agricultural co-operatives, and then is broken down by geographic regions and by sub-sectors of activities, such as farm supplies, processing and marketing, and support to agriculture. In the end, the trends identified are discussed in view of how they might inform us on the challenges that agricultural co-ops will face in the next decade.

Marie J. **BOUCHARD**, CIRIEC-Canada et l'Université du Québec à Montréal (UQAM)

*L'intérêt général et développement de l'économie du Québec*

Notre recherche porte sur les stratégies de réseau et les modes de gouvernance des entreprises collectives engagées dans le développement de l'économie du Québec, tels qu'on peut les observer notamment dans des entreprises financières coopératives et de l'économie sociale. La question centrale est celle des modes de gouvernance adoptés qui permettent de répondre à une double mission d'intérêt collectif et d'intérêt général, et des liens entre ces modes de gouvernance et la structuration de territoires ou de certains secteurs d'activités économiques. Nous qualifions ici d'une manière originale les nouveaux modes de gouvernance en référence aux transformations non seulement du modèle de développement, mais aussi des mécanismes par lesquels l'économie peut être mise au service de la société.

Jacques L. **BOUCHER**, CIRIEC-Canada and Université du Québec en Outaouais (UQO)  
*Économie sociale, coopération et développement des collectivités au Québec. Une lecture à travers la revue du CIRIEC-Canada, Économie et solidarités*

Une revue peut devenir un témoin important de l'évolution d'une société et des débats qui y ont cours concernant son mode de développement. C'est très sûrement le cas de la revue du CIRIEC-Canada qui paraît sous le vocable de *Économie et Solidarités* depuis 15 ans. Au départ, en 1967, on la désignait comme la *Canadian CIRIEC Review / Revue du CIRIEC canadien*. Entre 1985 et 1996, elle portait le nom de *Coopératives et développement*. Ce changement de vocable est déjà indicatif de l'évolution de sensibilités et de pratiques du développement des milieux en lien avec la coopération et plus largement avec l'économie sociale et jusqu'à un certain point l'économie publique. Or, cette évolution dépasse largement les vocables de désignation de la revue pour traverser le contenu des contributions et leurs thématiques, rendant compte de changements dans la perspective tant analytique que pratique du développement des collectivités. Dans cette présentation, nous visons à relever et présenter des moments charnières de cette évolution à partir de numéros et articles qui paraissent plus significatifs à cet égard.

Julien **BOUCHER**, Coopérative de Développement Régional du Bas-St-Laurent  
*Innovation territoriale et coopératives d'énergie au Québec*

La CDR du Bas-St-Laurent a commissionné l'an dernier une étude comparative sur le développement des coopératives en énergie renouvelable et des projets d'énergies renouvelables des coopératives au Québec, au Nouveau-Brunswick et dans le monde, intitulée *Les coopératives et les énergies renouvelables au Québec : une réponse au développement énergétique centralisée*. Cette présentation fait état des principaux résultats de cette étude, et est bonifiée par une expérience terrain de la CDR, qui a fait émerger plus d'une dizaine de projets de coopératives en énergie renouvelable au courant des dernières années.

Cette présentation vise à répondre à la question suivante : la prise en charge par les communautés de la gestion et de la production de l'énergie peut-elle être un facteur de développement local? On dénombre au moins 25 coopératives actives dans le dossier énergie renouvelable dont plusieurs sont issues du développement éolien depuis 5 ans. Que font-elles pour se tailler une place dans l'échiquier énergétique centralisé par l'État québécois? Comment se comparent-elles aux autres régions du monde? Quelles sont les tendances en terme de développement énergétique coopératif et communautaire au Québec et dans le monde? Quelle forme d'innovation territoriale apporte ces coopératives?

René **BOUGIE**, Coopérative de travail Niska  
 Paul **PRÉVOST**, Coopérative de travail Niska

*L'entrepreneuriat collectif au service du développement des communautés dévitalisées*

« Le développement de l'emploi par l'entrepreneuriat collectif dans les milieux dévitalisés » est un projet original initié par la Coopérative de développement régional Centre-du-Québec/Mauricie (CDRCQM) en collaboration avec divers ministères et organismes régionaux et provinciaux. Il vise le support au développement de sept municipalités de la région de la Mauricie considérées très dévitalisées. Ayant mené le volet recherche de ce projet, nous vous présenterons le fruit de nos recherches en abordant tout particulièrement les aspects qui possèdent, selon nous, un potentiel marqué de transférabilité en ce qui a trait à la mise en œuvre de projets d'entrepreneuriat collectif au sein de communautés dévitalisées.

April **BOURGEOIS**, University of Saskatchewan  
 Mitch **DIAMANTOPOULOS**, University of Regina

*Worker co-operative development in Saskatchewan: Problems, prospects, and proposals*

This paper examines the potential for a stronger and more significant worker co-operative sector in Saskatchewan and probes some of the development barriers which prevent it. These barriers to democratic, worker-led enterprise include systemic problems—structurally rooted in the political economy of investor-led development—and contextual problems—specific to the province's evolving economic, social, cultural, and political development. To address the contextual factors more specific to Saskatchewan, the study focuses on issues of demographics, labour market structure, movement culture, and provincial partnerships. In these areas, more endogenous solutions are required. These include the

need to (re-)involve provincial sector, state and extended social movement families in building new development coalitions to drive new co-operative campaigns.

Marie-Joelle **BRASSARD**, Conseil québécois de la coopération et de la mutualité (CQCM)

*La contribution des entreprises coopératives au développement des territoires*

Alors que l'ensemble des entreprises délocalisent leurs activités ou fusionnent avec d'autres pour s'adapter à une économie mondialisée, donnant sur une recomposition des territoires (FILIPPI, 2003), les grandes coopératives, principalement celles créées au début du vingtième siècle, sont dans l'obligation de revoir leur fonctionnement. En même temps qu'elles ont à s'adapter à la nouvelle dynamique mondialisée, elles font face à l'obligation de maintenir le lien d'usage qui réunit l'entreprise à ses membres propriétaires. En faire fi équivaldrait à menacer la pérennité de l'entreprise coopérative, les membres-usagers étant peu interchangeables d'un territoire à l'autre. Pourtant, certaines communautés ont fortement exprimé leur désarroi suite à une fermeture annoncée de leur coopérative, les membres-usagers n'ayant pas le sentiment d'avoir contribué à une telle décision. À l'opposé, d'autres coopératives ont mis en place des solutions innovantes en mobilisant leurs membres, préservant du même coup, le lien d'usage et la desserte des services aux membres. Ce paradoxe soulève des questionnements sérieux portant, notamment, sur les connaissances des membres, de leur rôle comme coopérateurs et membre-usager. En toile de fond à ces deux scénarios, se joue l'enjeu de la pérennité de chaque territoire. Parallèlement, une génération naissante de coopératives répond à des besoins nouveaux, leur mise en place dépassant les capacités du secteur public à y répondre et intéressant peu l'entreprise privée. Avec la crise environnementale, la crise démographique et économique, la crise des finances de l'État, c'est tout le modèle de développement connu à ce jour qui est en cause. En référence à la notion de développement durable, des questions portent sur la relève dans les entreprises, sur leur responsabilité sociale et aussi, leur responsabilité territoriale, ou encore, sur la gestion participative mobilisant toutes les ressources humaines. Or, l'entreprise coopérative présente déjà un modèle d'entreprise et des modes de gestion capables de répondre aux nouveaux impératifs d'un développement durable (LAFLEUR, 2008) et d'un développement territorial solidaire. C'est à cette reformulation de la contribution des coopératives que s'intéressera cet axe en prenant en compte, la formation, centrée sur les valeurs démocratiques et d'égalité qui guident les coopératives, et les nombreuses expérimentations en cours dans les entreprises coopératives québécoises. Cela permet de faire l'hypothèse qu'elles constituent une réponse bien adaptée à un développement territorial solidaire alliant développement durable et solidarité sociale dans la mesure où certaines conditions prévalent

Marie-Joelle **BRASSARD**, Conseil québécois de la coopération et de la mutualité (CQCM)

*Les coopératives de santé: évolution et enjeux*

Les coopératives de santé font résolument partie du paysage québécois. D'une première coopérative de santé créée en 1996, elles sont aujourd'hui présentes dans 50 communautés. Sur le plan de la recherche, un premier portrait de ces coopératives de santé était dressé en 2008, qui a permis de lever plusieurs idées véhiculées qui relevaient du mythe ou de réponses toutes faites. Depuis la production de ce portrait en 2008, une dizaine de coopératives de santé se sont ajoutées. Ce développement rapide est une opportunité que nous avons captée pour poser un regard renouvelé sur leur parcours d'évolution et ce, tout en étant en mesure de réaliser une comparaison avec leur première tranche de vie.

Marie-Joelle **BRASSARD**, Conseil québécois de la coopération et de la mutualité (CQCM)

*Exemplarité et perspectives pour les régions rurales: les coopératives de services marchands de proximité*

Au Québec, nous observons une deuxième vague de création de coopératives de services marchands de proximité (alimentation, essence, quincaillerie, restauration et autres commerces connexes à l'échelle d'un village). Ces coopératives offrent sensiblement les mêmes services que celles apparues entre 1997 et 2008 mais innovent à plusieurs égards. Nous constatons une évolution dans leurs pratiques (plus et autrement). Ces coopératives trouvent des solutions autant aux contraintes de marché qu'à celles de la

mobilisation des membres et des capitaux. Nous constatons aussi l'intérêt grandissant de plusieurs leaders des petites collectivités aux prises avec des défis de revitalisation pour ce type d'entreprise

Nous nous intéressons plus particulièrement aux coopératives actives dans des localités de 2,500 hab. et moins, souvent en voie de dévitalisation. À partir de ce seuil, des contraintes de rentabilité sont présentes. Les pratiques exemplaires et innovatrices de ces coopératives concernent entre autres les stratégies de desserte de services, les modes de gouvernance et de financement au démarrage. Par des études de cas nous pourrions illustrer les facteurs les plus favorables pour la mise en place par des citoyens impliqués et concernés de ces entreprises locales. Nous aborderons, entre autres, la multi-activité, l'intercoopération, la gestion intégrée ou partagée, la coopérative comme levier de développement pour d'autres besoins d'intérêt collectif; le partenariat public et privé, municipal et régional, etc. Nous lirons aussi, à travers cette deuxième vague, les perspectives de prise en charge par des citoyens entrepreneurs animés par le maintien et le développement du vivre au village ainsi que la nécessité de politiques publiques adaptées aux territoires.

Alain **BRIDAULT**, Coopérative ORION and Réseau de la coopération du travail

*La transmission d'entreprise aux employés: Analyses comparatives Europe-Canada*

M. Bridault présentera les résultats de la plus récente étude auquel il a participé, soit sur le cas de la transmission d'entreprises dans les contextes de communautés minoritaires au Canada. Il mettra également en lumière ces résultats grâce à une analyse comparative avec des cas européens. Cette analyse comparative mettra en lumière les différentes pratiques d'encadrement menant à une transmission réussie de l'entreprise tant du point de vue de l'accompagnement que du financement.

Guillaume **BRIEN**, Fédération Coop-Habitat Estrie

*Les coopératives de solidarité en habitation pour aînés au Québec: une innovation en définition*

Depuis que le gouvernement provincial a annoncé son intention de modifier et de réorienter son offre en matière d'hébergement pour personnes âgées et de se dégager de certaines de ses responsabilités en les transférant à la communauté, et que la tenure coopérative de solidarité a été introduite à la Loi sur les coopératives, le Mouvement québécois des coopératives d'habitation est de plus en plus interpellé à se prononcer tant sur la volonté que sur sa capacité à répondre aux besoins en logement des personnes âgées autonomes et en perte d'autonomie. Les coopératives de solidarité en habitation peuvent-elles offrir des milieux de vie où les personnes âgées pourront vieillir et demeurer plus longtemps malgré leur perte d'autonomie, et réserver ainsi les places en CHSLD à une clientèle ayant des besoins cliniques très particuliers? Face au phénomène du vieillissement de la population, à la volonté grandissante de la population de demeurer dans leur milieu de vie le plus longtemps possible et aux enjeux de l'offre et de la demande en matière de logement pour personnes âgées, la coopérative de solidarité en habitation peut constituer une avenue de solution novatrice qu'il convient d'explorer et de promouvoir.

Gayle **BROAD**, Algoma University

*Co-operation among Indigenous and Settler Communities in Northern Ontario*

Indigenous and rural settler communities have been isolated from one another by colonization, conflicting worldviews, geography, languages and culture. Yet there is growing evidence that diversity - of peoples, perspectives, experiences and ways of knowing - are essential elements in developing community resilience. In Northern Ontario, a number of communities and organizations are attempting to find cooperative approaches to bridging the cultural divide between Indigenous-settler communities, building 'cultural competency' and developing respectful relations. This new cooperation is not, however, an easy process; generations of colonization have profoundly affected both parties to the treaties, and their capacity to dialogue and listen to one another. This presentation explores some initial reflections on what has and may be learned by these organizations and communities engaged in cross-cultural relationship-building; what some of the tensions in the research are likely to be; and how a 'learning circle', cooperative approach to examining these questions may provide a respectful space for this reflection.

Anna **BROWN**, Canadian Co-operative Association (CCA)

*Cooperation among co-operatives: CCA's partnership with the Uganda Co-operative Alliance*

The Canadian Co-operative Association (CCA) will explore the impact of its partnership approach on development results and organizational sustainability by examining its longstanding partnership with the Uganda Co-operative Alliance (UCA). The CCA-UCA experience has demonstrated that investing simultaneously in the primary level of co-operatives while building the capacity of the movement's institutions at all levels is an essential strategy needed to create a sustainable cooperative system in Uganda. This research has shown that CCA's approach to partnership is a competitive advantage that adds meaningful value to both the partner and CCA and leads to sustainable development.

Leslie **BROWN**, Mt. St. Vincent University

André **LECLERC**, Université de Moncton

Elizabeth **HICKS**, Mt. St. Vincent University

Léo **LEBLANC**, Co-op Atlantic

*The Co-operative Sustainability and Planning Scorecard:*

*A Tool for Retail Food Co-operatives*

Paul **CABAJ**, Director of Co-op Development, Alberta Community and Co-operative Association

John **RESTAKIS**, British Columbia Co-operative Association (BCCA)

*Survival Rates of Co-operatives in Alberta and British Columbia*

The findings from the study provide valuable information on the efficacy of co-op development practice, the means by which such practice might be improved, and the environmental factors that either contribute to, or detract from, the development and survival of co-ops. This current study assessed the survival rates and success factors of operating and dissolved cooperatives in Alberta and BC between 2000 and 2010. Both quantitative and qualitative data were collected and analyzed. The presentation provides a detailed overview of the survival rates, mapping co-operative incorporations and tracking those that remained in operation versus those that were dissolved.

Jocelyne **CHAMPAGNE RACINE**, IRECUS, Université de Sherbrooke

*La coopération, modèle d'organisation de l'avenir*

Les nombreux changements, dans plusieurs domaines, en combinaison avec l'acharnement de la concurrence mondiale, exacerbent le besoin de mieux comprendre comment permettre le développement des personnes dans un type d'économie soucieux, à la fois des aspects humains et économiques. Le *modèle de l'investissement humain* et le *leadership transformationnel* font leur entrée dans le monde de la gestion. L'éthique, le sens et le mieux-être communs, propres à la coopération, sont les idées principales de ces philosophies émergentes: chaque personne peut trouver un sens à sa vie par sa participation directe au développement solidaire de son milieu.

Josée **CHARBONNEAU**, Université de Sherbrooke

*Coopératives et municipalités : une collaboration avantageuse*

Le rôle de la municipalité s'est sensiblement accru ces 30 dernières années et, par conséquent, ces dernières sont appelées à s'impliquer plus directement comme actrice du développement économique et régional. Elles se doivent d'innover afin de faire face à certaines problématiques telles la perte de services de proximité auquel fait face un nombre croissant de municipalités rurales. Certaines municipalités mettent en oeuvre des projets de regroupement coopératif de différents types et dans différents secteurs, mais nous ne disposons cependant d'aucun portrait du nombre de municipalités concernées.

Le but de la recherche est d'établir à la fois un portrait quantitatif du nombre de municipalités québécoises membres d'une coopérative, des caractéristiques de ces municipalités (population, situation géographique), du type de regroupement coopératif en question et de l'implication de ces municipalités, ainsi qu'un portrait qualitatif, à savoir quels sont les éléments qui favorisent l'implication et le succès de l'implication des municipalités.

Russ **CHRISTIANSON**, Canadian Worker Co-operative Federation

*Using the Co-operative Sustainability Scorecard with Ontario's Natural Food Co-operatives*

The Co-operative Sustainability Scorecard (CSS) was developed as a tool for co-operatives of any size in any sector to create triple-bottom-line benchmarks for their organization. The process of developing these benchmarks is participatory and democratic and directly involves the membership of the co-operative. There are both recommended practices and metrics for each of the key areas: Economic, Social and Environmental.

Since being introduced in July 2008, many co-operatives (e.g. Ontario Natural Food Co-op, Co-op Atlantic, Conseil Québécois de la Co-operation and more) have adopted the Scorecard, and the Co-operative Secretariat translated it into French. This presentation will outline in more detail the development of the tool and the various ways in which it has been adapted since its launch.

Christina A. **CLAMP**, Southern New Hampshire University

*Integrating Cooperatives into the Business School Curriculum*

Co-op education is often left to trainings and occasional university courses. This approach is too limited to raise public awareness of co-ops as an ownership model. Is there a way to integrate co-ops into the traditional business curriculum? That is the focus of this paper. Co-ops are not a routine part of discussions of business models. This paper begins with an overview of how co-operatives are taught in US colleges and universities. The literature on business education and curriculum design is reviewed to frame a model for integrating co-ops into business education. The conclusion considers the challenges to implementation.

Susan **DAVIS**, Université de Sherbrooke

*Facteurs territoriaux permettant le développement de coopératives - analyse de deux MRC*

L'objectif de cette recherche a été d'identifier les principaux facteurs propres de certains territoires qui favorisent le développement des coopératives. Deux sous-régions ont servi de base à cette démarche, soit les MRC des Sources et Memphrémagog, en Estrie au Québec. Ces deux régions connaissent un développement coopératif à l'opposé : la MRC des Sources connaît un développement coopératif significatif alors que la MRC Memphrémagog voit le nombre de coopératives sur son territoire stagner à un très bas niveau.

Il est important de souligner, qu'à la différence de la plupart de recherches sur la contribution des coopératives au développement des territoires, cette recherche se penche sur les facteurs propres à certaines régions favorisant le développement des coopératives. Les premières analyses permettent de relever les facteurs permettant un développement de coopératives à l'intérieur des MRC analysées, de réfléchir sur la place des coopératives pour répondre aux besoins du milieu et de réfléchir sur l'adaptation des politiques publiques à ces mêmes besoins.

Francis **DECLERCK**, Business School Paris-Singapore, France

René **MAUGET**, Business School Paris-Singapore, France

Olivier **FREY**, Bordeaux Sciences Agro, France

*Grain Co-Ops: Strategic Management Moves*

This paper analyzes the evolution of strategies and risk management by grain co-operatives following new agricultural policies and increasing price volatility in the 2000s in the EU. Research is applied to French grain co-ops. France is the world top-5 producer of grain and the top-3 exporter. In 2010, 195 grain co-ops collected 65% of grain production. A sample of grain co-operatives was selected to interview top managers about the consequences of new policy and grain price volatility on their business and management practices. They elicited thirteen types of management risks and adopted or are adopting new strategic moves.

Mitch **DIAMANTOPOLOUS**, University of Regina

*Breaking out of co-operation's 'iron cage': From movement degeneration to building a developmental movement*

This paper focuses on co-operative movements' role in developing new firms and sectors. In contrast to 'developmental movements' which secure legislative, policy, program, and promotional, financial, and technical assistance supports for co-operative development campaigns, this paper investigates the problem of co-operative 'movement degeneration'—why some movements' developmental commitments gradually erode. The paper next investigates the project of 'movement regeneration'—how mature movements become reoriented toward movement goals, including fostering successful co-operative formations. This discussion includes the role of institutional intermediaries, educational and cultural interventions, and mobilizing networks in regenerative movement action.

Steve **DUBB**, The Democracy Collaborative

*The Evergreen Cooperative*

Since 2007, The Democracy Collaborative has worked with the Cleveland Foundation in Cleveland, Ohio to develop a network of "green" worker-owned, multi-stakeholder co-operatives known as the "Evergreen Cooperatives." In 2009, two businesses opened, a "green" laundry and a solar and weatherization business. This year, a third business, a 1.5-hectare hydroponic greenhouse that will grow 3 million head of lettuce and 150,000 kilograms of herbs a year, is slated to open in November. The strategy employed involves working with area hospitals and universities to design businesses that meet their sustainability goals. The Collaborative is also working to adapt this approach to other U.S. cities, including Atlanta, Georgia; Pittsburgh, Pennsylvania; Amarillo, Texas; and Washington, D.C. Discussion will center on lessons learned, ways co-op developers might take advantage of new opportunities for co-operatives, and how this model might be adapted to meet community needs elsewhere.

Évariste **FEUTREY**, Université du Québec à Rimouski (UQAR)

*Au delà du tarif d'achat garanti: les défis de l'énergie communautaire en France*

Malgré une politique incitative en matière d'énergie éolienne en France et au Québec, le modèle coopératif ne perce pas dans ces deux pays. Au Québec, seulement une coopérative parmi 34 projets acceptés a vu son projet accepté au cours des 3 appels d'offres successifs : la coopérative Val-Éo. En France, malgré une tarification d'achat garanti, seulement deux projets « citoyens » ou à participation citoyenne ont pu voir le jour malgré une capacité éolienne installée de 6500 MW en juin 2011 : le Haut des Ailes et Éoliennes en pays de Vilaine. Quels sont donc les freins ou limitations que peuvent rencontrer la diffusion de ce modèle? Le choix des mécanismes financiers (appels d'offres ou tarifs d'achat garanti) explique-t-il tout?

Par l'analyse comparative du cas français et du cas québécois illustrée par ces exemples, nous essayerons d'en comprendre les différentes raisons par l'analyse de plusieurs variables clés. Parmi celles-ci, nous verrons que le contexte ou l'histoire énergétique passée peut être un frein important pour l'émergence d'un modèle de développement différent, plus endogène. De plus, nous insisterons sur la dimension des investissements demandées et la nécessité de trouver des fonds de démarrage pour les projets. Nous continuerons en observant que certaines barrières administratives ou légales existent et rendent la participation citoyenne difficile. Nous verrons enfin que les coopératives présentent aussi quelques avantages indéniables : elles facilitent l'acceptabilité sociale des projets par une meilleure appropriation par la population grâce à une plus grande proximité avec les acteurs locaux.

Véronique **GAGNON**, Université de Sherbrooke

*Intégration de l'éducation coopérative dans les écoles; une perspective socio-anthropologique*

La recherche porte sur l'intégration de l'éducation coopérative dans les curricula scolaires officiels des écoles primaires et secondaires mondialement. La collecte de données a eu lieu au sein du programme des coopératives au Bureau International du Travail. Les données sont analysées selon une approche socio-anthropologique. La question de recherche porte sur le « pourquoi », c'est-à-dire : pourquoi certains pays ont décidé d'inclure l'éducation coopérative dans leurs écoles? Est-ce que les raisons qui motivent cette décision portent en elles une vision particulière sur l'être humain ou la société? L'exploration des

fondements philosophiques de ces raisons permettrait-elle aux écoles d'intégrer l'éducation coopérative de façon plus durable dans les curricula scolaires?

Michael **GERTLER**, University of Saskatchewan

*Co-operative Advantages: Making the (Business) Case for Co-ops in 2012*

In this corporate era, much of the commons and economy has been privatized and corporate approaches are emulated everywhere. It is important to revisit arguments for—and to update—counterhegemonic efforts to build on the co-operative difference. The logic of co-operative development rests on principles that can and must be renewed. To realize their full potential as social infrastructure for endogenous development, co-ops should be sites of democratic engagement, creative synergy, and transformative learning. Co-operative advantages can assist us in addressing our most challenging issues including productivity gaps and alienation, inequalities and social disintegration, and unsustainable livelihoods and lifestyles.

Andréa **GIL**, Université du Québec à Montréal (UQAM)

Michel **SÉGUIN**, Université du Québec à Montréal (UQAM)

*Nature coopérative: La perception des membres des caisses Desjardins*

La présente recherche portait sur l'étude de la perception du respect de la nature coopérative qu'ont les membres des caisses Desjardins de leur caisse respective. Précisément, 1500 répondants devaient donner leur niveau d'accord quant à leur capacité à observer certaines manifestations associées à 8 valeurs coopératives préalablement déterminées. Ensuite, le niveau d'accord quant au respect de la nature coopérative était mesuré. Les résultats ont démontrés que les répondants associent davantage le respect de la nature coopérative selon l'orientation des manifestations vis-à-vis des préoccupations individuelles, collectives, éthiques et de la ristourne que vis-à-vis de leur cohérence avec les valeurs organisationnelles.

Jean-Pierre **GIRARD**, Université de Sherbrooke

*Health co-op in Quebec: a global evaluation*

Based on 17 years of impressive development—more than 52 health co-ops has been implemented in Quebec since 1995, in many cases, the business model of such co-ops seems to deal with very sensitive issues, especially the question of annual fees and medical consultation under a universal health coverage. This dimension has been emphasis by recent decision of Quebec public health agency, the Regie de l'assurance maladie du Québec, regarding the situation of 15 cases of health co-ops. After a short presentation of the development of health co-op in Quebec, the presentation will focus on what seems to be the keys problems. The last part will show some possible solutions.

Jessica **GORDON NEMBHARD**, John Jay College, City University of New York (CUNY)

*Models of Worker Co-op Development*

This paper summarizes the variety of models of and strategies for worker cooperative development, particularly in the U.S.A. The author explores the various motives for initiating a worker co-op, and compares and contrasts models according to whether or not the co-op was started from the bottom up or top down, with majority outside or internal funding, beginning with direct worker control and a culture of self management or with outside managers and hierarchical management. The paper focuses on issues about developing worker co-ops among low-income, people of color, and/or women; and provides examples of worker cooperatives with those characteristics.

Jessica **GORDON NEMBHARD**, John Jay College, City University of New York (CUNY)

*Measuring the Impact of Credit Unions on Their Communities: Lessons from the Literature*

Accountability, especially the need to measure and demonstrate results, permeates discussions and research on the social economy, especially for those entities operating as Social Economy Enterprises (SEEs). Canada and the U.S. are among numerous countries whose SEEs have faced increasing pressure to provide quantification of results and proof of legitimacy to acquire funding to ensure survival (Barman, 2007; DeVita, 2005; McGregor-Lowndes, 2007; Pearce & Kay, 2008; among others). While accounting studies have focused predominantly on large for-profit organizations, considerably less attention has been

devoted to SEEs, their relationships with stakeholders and the environment, and their differences from commercial entities (Gray & Bebbington, 2006, p. 333). Social accounting, as such, “requires a great understanding of and appreciation for social capital and social outputs, and for transactions that do not take place through the market” (Quarter et al., p. 4). Monitoring these mechanisms is possible using social accounting and auditing (SAA) frameworks that build on existing internal financial recording and reporting systems to “develop a process whereby it can account for its social, environmental and economic performance and impact” (Pearce & Kay, 2008, p. 9). We apply this literature to a broad approach to measuring outcomes from cooperative ownership and a narrower approach to measuring impacts of credit unions on their members and their communities.

Claude-André **GUILLOTTE**, IRECUS, Université de Sherbrooke

*Coopératives et complexité : proposition renouvelée de modélisation de l'organisation coopérative*

L'approche complexe offre des perspectives différentes pour comprendre nos organisations. Inspirée des systèmes vivants, la complexité permet de conceptualiser les comportements organisationnels. Les coopératives peuvent bénéficier de cette approche pour mieux saisir leur finalité et leurs fondements et ainsi bâtir des avantages concurrentiels coopératifs. Grâce aux propriétés de la complexité, la coopérative révèle son potentiel créateur de liens. La complexité implique aussi de repenser le concept de création de valeur, si précieux au management par la réconciliation de l'usage et de la propriété. Au final, la refonte de ces idées centrales oblige à réfléchir à la gestion de nos coopératives.

Getu **HAILU**, University of Guelph

*The Effects of Financing Constraints on Cooperative Firms' Investment in Canada: A Stochastic Frontier Analysis*

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

Larry **HAIVEN**, Saint Mary's University

*Co-operatives and Unions: Natural Born Allies or Enemies?*

The co-operative and labour movements have similar origins: both arose from the pursuit of worker emancipation in the nineteenth century. Both are forms of worker collectivity. Both have fought for worker autonomy, self-respect and growing economic power within capitalism. Both grew and prospered throughout much of the 20<sup>th</sup> century. However, in many respects, the two movements have parted ways. Many co-operatives operate or attempt to operate union-free. Within unionized co-operatives, relations with unions are no less conflictual (and often more conflictual) than in investor-owned companies. Some of the bitterest labour disputes have occurred in co-operatives. This presentation explores: a) examples of both conflict and co-operation; b) reasons for the problematic relationship; c) a number of case studies of conflict, and; d) problems in human resource management in co-operatives

Lou **HAMMOND KETILSON**, Centre for the Study of Co-operatives, University of Saskatchewan  
*Measuring the Impact of Credit Unions on Their Communities: Lessons from Preliminary Research*

The uncertainties of the current economic climate have governments and citizens alike looking for ways to provide both stability and growth. With a track record that includes economic viability and social responsibility, co-operatives offer a business development model worthy of further consideration—one that the United Nations recognized when declaring 2012 the International Year of Co-operatives. Financial co-operatives have proven to be particularly resilient: with one in three Canadians as members, together they are the second largest lender to small business in Canada. Going beyond traditional

measures of success such as growth, assets and loans, credit unions and caisses populaires have had an immense collective impact on their communities. This presentation describes ongoing research with credit unions in Saskatchewan, and challenges associated with developing an instrument to measure impact on community.

Erin **HANCOCK**, Canadian Co-operative Association (CCA)

Kim **PENNA**, College Houses USA

*The 5th Principle in Action: Mapping effective and innovative member education initiatives across North America*

The fifth principle of cooperation, as outlined by the International Cooperative Alliance (1995), cites that education and training is provided to “members, elected representatives, managers, and employees so they can contribute effectively to the development of their co-operatives,” and “inform the general public . . . about the nature and benefits of co-operation.” This presentation will review co-operative education and training initiatives within co-ops across North America. Through mapping common practices (activities, tools, etc), identifying themes and trends, and sharing case studies from Canada and the US, this paper aims to provide an overview of best practices and innovative methods of member education and training.

Wendy **HOLM**, Saint Mary's University

*Walking the Walk: Cuba's Path to a more Cooperative Economy*

On April 18, 2011, following extensive grassroots consultation with the Cuban people, the Sixth Congress of the Cuban Communist Party released Los Lineamientos - the Guidelines - a comprehensive and integrated set of economic and social policies intended to advance the ideals of socialism and streamline the Cuban economy. In the opening words of the Guidelines: "Today, more than ever, the economic battle is the main task... because the sustainability and preservation of our social system depend on that." Raul Castro Ruz. Exciting for many in the international cooperative sector are the significant opportunities this creates for broader and deeper cooperative engagement in previously state-run sectors. For socialist Cuba, cooperatives offer a very attractive option.

In December 2011, thirteen cooperative academics and practitioners from Canada, the United States and Scotland - most MMCCU faculty, students and alumni - convened in Havana for a week of discussions with our Cuban counterparts. Our purpose was to learn more about how Cuba is preparing herself for this journey, what if anything she needs, and how we might provide support. To a person, we were impressed and inspired: spanning theory and practice, the workshops provided a rich context to begin cooperative collaboration. This paper summarizes the outcomes of that experience. A full report of the workshops will also be available.

Peter **HOUGH**, Canadian Worker Co-op Federation

*The Co-operative Index & Sustainability*

The Co-op Index diagnostic tool for worker co-ops was developed by cooperative members and developers out of a desire to help cooperatives grow closer to an "ideal co-operative" organization. The tool measures the coop's adherence to the ICA's co-op principles and values, as well as adherence to its own identity and mission. Co-ops efficacy is assessed at the individual, organizational, and societal level. We will examine the potential and/or limitations in using the Coop Index as a complementary tool to assess sustainability of the organization.

Joel **INGLIS**, Cape Breton University

*A Study on the Role of Credit Unions in the Development and Support of the Cooperative Sector in the Cape Breton*

Cooperative businesses are often assisted by organizations that have an interest in the success of the cooperative model, such as technical assistance organizations and funders that support this organizational form. However, the role of credit unions in the development of cooperatives is unclear; while credit unions have a positive track record in terms of retaining wealth in their own communities and building local capacity through opportunities for member involvement, the support they provide to local

cooperative businesses is in fact sometimes questioned. This study examines the best practices of credit unions that support co-operative development, and examines the needs of cooperatives in Cape Breton which may be met through credit union support.

Michael **JOHNSON**, SolidarityNYC.org

*BECOMING THE CHANGE: Educating for empowerment and cooperation at SolidarityNYC*

Solidarity NYC is a year and half old. We operate as a learning organization whose purpose is to develop a solidarity economic network in New York City. In being a learning organization we are following Gandhi's wisdom: "Become the change you want to bring to the world."

So we have chosen to experiment with developing an organizational culture that intentionally encourages personal transformation, self-empowerment and cooperation through transparency, dialogue, and trust. We think of this work as an ongoing experiential research and development project that is integral to our organizing work. This paper will be an early interim report on our activities and progress.

Simeon **KARAFOLAS**, Technological Educational Institute of Western Macedonia

*Co-operatives in the local market: the case of Greek cooperative banks in the local banking market*

The paper examines the involvement of cooperatives in the local market through the case of Greek cooperative banks in the local banking network and activities. It focuses on the case of 16 cooperative banks for the decade of 2000. Greek cooperative banks are characterized mainly by their local orientation due to their philosophy and to legislation restrictions. On the basis of the local market, main parameters of the examination are related to the banking network, customers, and deposits. The paper shows the importance of cooperative banks in the local market.

André **LACROIX**, Université de Sherbrooke

*Le Réseau de la finance responsable au Québec: Comprendre son passé pour établir les besoins actuels.*

La finance responsable est un mouvement initié par les grands fonds de placement au début du XXe siècle. Soit au moment de la grande crise de 1929. Le mouvement a connu une nouvelle popularité à partir des années 1980 alors que de nouvelles crises, structurellement plus profondes que celle de 1929, marquaient le capitalisme. Ce mouvement se caractérise par une volonté d'instaurer une légitimité des choix de placement, de baliser les critères de choix en matière de placement, d'introduire des valeurs autres que celles du seul rendement dans nos choix, autant de manières de faire qui ont pour but de « civiliser » la finance ou d'introduire un peu d'éthique dans le milieu financier. Mais est-ce que les normes et le « reporting » constituent la seule réponse possible aux errements des milieux financiers? Et est-ce que les entreprises collectives peuvent avoir un rôle spécifique dans ce mouvement? Ce sont à ces deux dernières réponses que nous souhaitons proposer

Réjean **LAFLAMME**, Conseil canadien de la coopération et de la mutualité (CCCM)

Erin **HANCOCK**, Canadian Co-operative Association (CCA)

*Coordinating Co-operative Research*

This presentation outlines a project surveying co-operative researchers and practitioners in 2010-2011 about priorities for co-operative research overall as well as developing a more coordinated approach to co-operative research. This project, funded by the Rural and Co-operatives Secretariat and managed in partnership by the Canadian Co-operative Association and the Conseil canadien de la coopération et de la mutualité, produced an online co-operative research network. The goals, value and functionality of this network will be explored in this presentation as well as the priorities for co-operative research.

Michel **LAFLEUR**, IRECUS, Université de Sherbrooke

*Identité coopérative et stratégie: proposition du modèle renouvelé des défis coopératifs*

À partir du modèle renouvelé des défis coopératifs, et d'une série d'études de cas réalisés au cours des 3 dernières années, la recherche démontre comment des pratiques précises reliées à l'identité coopérative permettent aux coopératives d'obtenir un avantage concurrentiel. Ce modèle place clairement cette approche dans celle de construction de l'identité coopérative en se distinguant des modèles

d'adaptation où des parties importante de l'identité coopérative doivent céder le pas à la vision traditionnelle de la stratégie (en terme de démocratie, d'équité, etc.).

Michel **LAFLEUR**, IRECUS, Université de Sherbrooke

*Identité coopérative et développement durable : des atomes crochus*

De façon classique, le développement est associé à la croissance économique. Découlant de cette vision, le travail d'un gestionnaire est de créer une profitabilité maximale pour les actionnaires : si l'entreprise a un maximum de profit, l'entreprise jouerait son rôle pour un meilleur développement. À la différence du modèle traditionnel et en complément au concept de développement écologique durable, la philosophie coopérative est venue challenger la prémisse de la création de richesse dans la dynamique entrepreneuriale : la richesse est seulement créée par le travail, la production ou la consommation.

Michel **LAFLEUR**, IRECUS, Université de Sherbrooke et

*Crise forestière, coopératives et ancrage territoriale: le cas de la coopérative forestière québécoise*

La crise forestière et la récession actuelle ont durement frappé les entreprises forestières de l'est du pays. On compte par dizaines le nombre d'usines qui ont fermé et les pertes d'emplois par dizaines de milliers. Plusieurs communautés ont ainsi vu leur base économique disparaître. Ce secteur compte un nombre significatif de coopératives de travailleurs œuvrant dans plusieurs domaines: sylviculture, récolte, planification et transformation. Cette recherche veut analyser l'impact de la crise forestière et la récession sur deux coopératives forestières québécoise en complémentarité à l'analyse présentée par Omer Chouinard sur le cas de la coopérative McKendrick au Nouveau-Brunswick.

Manuel **LARRABURE**, York University

*'New Co-operativism' in Venezuela: The case of the Socialist Production Units*

This paper present findings based on an ethnographic study of three of Venezuela's Socialist Production Units (SPUs), one of the country's newest and most innovative cooperative organizations. SPU's are nonprofit, productive enterprises managed by workers, local communities and the state. Their goal is to modernize Venezuela's productive capacities while maintaining a high degree of social responsibility. Using praxis, learning and participatory democracy as my guiding concepts, I examine how participation within SPUs helps workers develop new values and practices such as solidarity, collective management and leadership. In addition, I highlight the challenges workers face in attempting to fulfill their organization's social mission, including market pressures and the state bureaucracy.

André **LECLERC**, Université de Moncton,

Luc **THÉRIAULT**, University of New Brunswick

*Loyauté perçue et réelle dans les coopératives de services financiers : Quels sont les principaux déterminants?*

Les coopératives canadiennes de services financiers opèrent dans un environnement très compétitif dans lequel les membres actuels et potentiels sont sollicités par un nombre de plus en plus grands d'institutions financières. Il est donc essentiel dans ce contexte de connaître les facteurs qui influencent la loyauté des membres actuels des coopératives. Les recherches dans ce domaine analysent la loyauté perçue, i.e. la volonté affirmée de continuer d'utiliser les services de leur coopérative. Les indicateurs de cette loyauté sont obtenus par des sondages auprès des membres. Notre recherche pousse l'analyse plus loin en comparant deux modèles différents d'analyse de la loyauté. Le premier reprend l'analyse traditionnelle et tente d'identifier les déterminants de la loyauté perçue. Le second s'intéresse plutôt à la loyauté réelle en exploitant les résultats de questions sur l'évolution des habitudes de consommation des services financiers offerts par des coopératives.

André **LECLERC**, Université de Moncton

*Crise forestière, coopérative et ancrage territorial: le cas de la coopérative de travailleurs forestiers de McKendrick*

La crise forestière et la récession ont durement frappées entreprises forestières de l'est du pays. On compte par centaines le nombre d'usines qui ont cessé leurs activités et les pertes d'emplois par dizaines de

milliers. Plusieurs communautés ont ainsi vu leur base économique s'effriter

Ce secteur compte un nombre important de coopératives oeuvrant dans plusieurs domaines: aménagement, coupe, sciage et transformation. Cette recherche analyse l'impact de la crise forestière et de la récession sur une coopérative, la Coopérative McKendrick. Fondée en 1991, cette coopérative du nord du Nouveau-Brunswick se spécialise dans les travaux d'aménagement forestier. En 2008, la coopérative fournissait du travail à près de 75 personnes (ingénieur, techniciens et travailleurs forestiers). À l'aide d'une série d'entrevues semi-dirigées, nous avons vérifié la capacité d'adaptation de cette organisation et sa stratégie d'ajustement aux chocs externes.

Jo-Anne LEE, University of Victoria

*Vancouver Housing Co-ops in Context: Displacement and Neighbourhood Co-operation*

This presentation will present our emerging research study examining the development of housing co-operatives in the Strathcona area of Vancouver BC from 1965-1985. We are focusing on the context in which these co-operatives were embedded, examining the ways in which they intersect with issues of race, ethnicity, gender, immigration, language, social cleansing, displacement, neighbourhood planning, and municipal, provincial, and federal policy. Theoretically, we are interested in reconceptualizing "impacts" to account for tightly interwoven and networked discourses, traditions, institutions, and communities. In particular, we are developing a mode of inquiry that takes into account subjectivity and everyday life, focusing on the agency, ideas, and practices of the actors involved.

Étienne LESSARD, CDR Bas-Saint-Laurent/Côte-Nord

*Coopératives de services de proximité en milieu dévitalisé : le défi de la survie*

Face à la mutation des communautés rurales au Québec, des municipalités en perte de vitesse refusent de baisser les bras et décident de prendre en charge une partie des actions pouvant contribuer au maintien d'un milieu de vie animé. Dans La Matapédia, MRC du Bas-Saint-Laurent où plus de la moitié des communautés sont dites « dévitalisées », plusieurs localités se sont dotées d'une coopérative de services de proximité. Le maintien de services marchands de base (épicerie, dépanneur, essence, etc.) demeure, aux yeux de nombreux acteurs des communautés rurales, essentiel pour le maintien des citoyens dans leur milieu ainsi que pour attirer de nouveaux résidents. La présente étude de cas porte sur cinq coopératives réparties dans autant de municipalités de la MRC de La Matapédia. L'essai vise à identifier des *premiers éléments d'analyse des forces et stratégies d'actions que les coopératives de services de proximité en milieu dévitalisé peuvent développer afin d'assurer leur viabilité économique et ainsi contribuer à la survie de ces services dans leur communauté.*

Michael LEUNG, AbolishHumanRental.org

*The Worker Cooperative Capital Structure*

This paper analyzes the worker cooperatives capital structure and identifies features that 1) result in a reduced rate of startup formation due to a mistreatment of losses 2) impose barriers to the creation of large asset intensive worker coops and 3) exacerbate the time horizon problem. Modifications are proposed that can reduce the adverse effects of asset price fluctuations, increase the creation of new worker cooperatives, and promote reinvestment in cooperatives. The proposed changes require a reinterpretation of cooperative values and current conventions regarding member investments.

Benoît LÉVESQUE, CIRIEC-Canada et l'Université du Québec à Montréal (UQAM)

*Le mouvement coopératif : identité coopérative et projet de société*

Dans notre présentation, nous nous interrogeons sur la coopération comme mouvement socio-économique. Le terme mouvement coopératif est utilisé dans certains pays et certaines régions, mais ne fait pas nécessairement consensus. Si l'on considère, comme dans la sociologie de l'action le suggère, qu'un mouvement social comprend trois dimensions, celle de l'identité, celle de l'opposition (à des adversaires) et celle de la totalité (ce qui suppose un projet de société), on peut se demander si en s'institutionnalisant, la coopération constitue encore un mouvement social. Pour avancer dans ce questionnement, nous examinerons comment l'identité coopérative a évolué au sein de l'Alliance coopérative internationale, notamment au plan des valeurs et des principes. Nous examinerons également

le cas du Québec où il est toujours question du mouvement coopératif, même si pour les uns la coopération constitue une fin en soi alors que pour d'autres elle est considérée comme un moyen au service d'un projet défini plus largement que par les seuls coopérateurs. Historiquement, ces deux conceptions au Québec ont donné lieu à des tensions voire des conflits au sein du mouvement coopératif, mais on peut se demander d'une part si ces tensions n'ont pas contribué à renforcer son identité et à contribuer à son dynamisme et d'autre part si elles ne sont pas devenues ou voie de devenir complémentaires, au moins au sein du mouvement coopératif.

Catherine **LEVITEN-REID**, Cape Breton University

*Examining consumer-driven, community-based service models for mental health consumers/survivors.*

This paper examines the outcomes of a co-operative for mental health consumer/survivors. Specifically, this paper explores whether a consumer-driven, community-based service model improves the mental health of those who are part of the organization. The research is couched in two bodies of literature: recovery in consumer-run mental health organizations, and social co-operatives as a model of care delivery. Data was collected through in-depth interviews and a focus group. Members were also invited to take photographs during interviews to capture and explain what the organization meant to them. The data analysis suggests that the co-operative supports the mental health of its members in three ways. The first relates to the supportive space at the co-operative, which members describe as welcoming, non-stigmatizing, non-clinical, and unstructured. The second relates to the co-operative structure, which provides members with a sense of power, shared ownership and control, and an opportunity to develop skills. The third theme relates to the programming offered at the organization.

Catherine **LEVITEN-REID**, Cape Breton University

*Exploring the Co-operative Difference: A Look at the Housing Sector*

This presentation explores whether a co-operative difference exists in the housing sector, with a particular emphasis on housing for seniors. After providing a review of the literature on what we know about the benefits and disadvantages of different forms of housing, this presentation will compare three recent housing developments for seniors. One has been developed as a non-profit co-operative, the second as a non-profit, and the third has been built – and is owned - by a private developer. This presentation will explore whether a difference was found in how the projects developed (type of financing and in-kind contributions as well as the input of residents in project planning), how the housing is designed (including features of units, of common spaces and the surrounding environment) and in the recreational and social opportunities developed by or for the residents.

Judith **LIPP**, Toronto Renewable Energy Co-operative (TREC)

*The Emergence of Renewable Energy Co-operatives in Canada: Examining the Slow Pace of Change*

As demonstrated in Europe, renewable energy (RE) co-ops have the potential to engage hundreds of thousands of Canadians as members, owners and investors in clean, sustainable and locally generated electricity sources. More than ten years after the inauguration of Canada's first wind energy co-op, WindShare, the renewable energy co-op movement in Canada has seen significant growth, interest and effort, but only a handful of projects have reached full operation. This paper examines why this is the case, focusing on the policy, regulatory and fiscal barriers faced by RE co-ops across Canada.

While the model has significant appeal in Canada, as demonstrated by the number of emerging RE co-ops across the country, the degree of success falls far behind Europe's record. This presentation examines the success of RE co-ops in Denmark, Germany and the United Kingdom, focusing on the regulatory and fiscal environment in which they operate. We assess what that environment looks like in Canada, in particular in the province of Ontario where the greatest level of RE co-op activity is taking place due to a more favourable energy policy framework. With these insights, both from Europe and leading Canadian jurisdictions, we present a series of policy, regulatory and fiscal recommendations that can enable the acceleration of RE co-op developments in Canada. The focus throughout is on RE Co-ops that generate electricity.

Judith **LIPP**, Toronto Renewable Energy Co-operative (TREC)

*The Growing Pains of an Emerging New Co-op Sector: Renewable Energy Co-operatives in Canada*

More than ten years after the inauguration of Canada's first wind energy co-op, WindShare, the renewable energy co-op movement in Canada has seen significant growth, interest and effort, but only a handful of projects have reached full operation. From energy policy constraints that prevent community participation, over regulatory barriers confounding implementation of the co-op model, to financial challenges of participating in a highly competitive sector, renewable energy co-ops continue to struggle to make an impact in Canada. In contrast, in several European jurisdictions the co-operative ownership of renewable energy resources represents a significant portion of overall RE developments, with up to 50% local ownership in Germany and Denmark.

This presentation examines the success of RE co-ops in Denmark, Germany and the United Kingdom, focusing on the regulatory and fiscal environment in which they operate. We assess what that environment looks like in Canada, in particular in the province of Ontario where the greatest level of RE co-op activity is taking place due to a more favourable energy policy framework. Relying on policy review, interviews and participatory research, a sketch of RE co-op activity is provided for the country as a whole. In some jurisdictions the lack of development is easily explained by an unfavourable policy environment, but in others (like Ontario and Nova Scotia) policy has been introduced to explicitly encourage RE co-op development. Yet even there progress is slow, thus requiring an examination of the regulatory and/or fiscal circumstances in which they must operate.

Sheena **MACDOUGALL**, St. Mary's University

*Motivations for Co-operative Development: A Case Study of the Gottingen St. Food Co-op*

In economic literature, co-operatives are said to form in response to market and government failures; however, there is evidence that co-operative development is also motivated by social variables. This study will look to explore alternative motivations for co-operative development and for pursuing collective solutions. Alternative motivations for co-operative development will be sought through a grounded theory study of the Gottingen Street Food Co-op in Halifax, Nova Scotia. This study will employ triangulation which will combine data collection through semi-structured interviews, observational data and the co-operative's documentation and record-keeping. Through employing triangulation within a particular context it is anticipated that behavioral and cognitive patterns may emerge from the data revealing a core pattern central to the phenomenon of co-operative development.

Ian **MACPHERSON**, University of Victoria

*Co-operatives and Peace: Understanding the Connection*

The international and many national co-operative movements over the years have emphasized how the co-operative movement has contributed and can contribute to creating a more peaceful world. The ICA alone, over the years, has adopted more than thirty resolutions concerning peace. Many national movements have also passed resolutions on the same subject. But how has the movement sought to contribute to achieving peace? Perhaps more importantly, do co-operatives, simply by how they function and how they apply their values and principles, contribute to the development of more peaceful communities, societies and nations? If so, what examples particularly demonstrate how well they have done – or not done?

This paper explores the ways in which co-operatives have played roles in many of the major trends of global society since the early nineteenth century: the rise of Industrialism, the Expansion of Europe, the ideological struggles of the last 150 years, and the Independence movements since 1945. It argues that, in each of these contexts, the co-operative contribution has been significant and it needs to be acknowledged and better understood. The paper ends with a discussion of how co-operatives might be useful in addressing many of the underlying issues of the contemporary world, issues that easily lead to violence and social tensions.

Ian **MACPHERSON**, University of Victoria

*Maximizing the Co-operative Difference: the challenges and possibilities inherent in federated structures*

Since the 1860s, the co-operative world has sought to maximize local strengths through alliances and federations. Creating such structures is an important part of the “Co-operative Difference”, one that is generally not fully appreciated by people outside the movement – and perhaps by many within it. Some sectors, notably the consumer, banking, and housing movements, have generally been more successful in developing second tier and even third tier organizations than other sectors. This paper explores the nature of co-operative federations, generally from an historical and Canadian perspective, seeking to understand what are the kinds of tasks federated organizations seem best able to undertake and how those tasks change over time. It will pay particular attention to the health and agricultural sectors in contemporary Canada, reflecting on the possibilities and limitations that central structures create.

Andre **MARTIN**, IRECUS, Université de Sherbrooke

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

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

Greg **MCKEE**, North Dakota State Union

*Capital Structure Evolution in Agricultural Cooperatives*

The value of a cooperative firm is related to its composition of equity and debt. Hence, the ability of a cooperative firm to positively affect cooperative member welfare is dependent on financing decisions. Although the relative costs of debt and equity are unique in cooperatives, no empirical research has been found on the lifecycle of capital structure development in young, growing, cooperatives. This presentation will present a methodology to observe capital structure evolution in cooperatives incorporated fifteen years or less including: 1) Observe alternative (complements and substitutes) sources of capital; 2) Identify allocations of asset investment control between owners and lenders; 3) Identify how geographic and demographic features affect relative costs of equity and debt in a young, growing cooperative and identify strategies for managing these costs, and; 4) Evaluate impact of education on the attitude of cooperative members about their ability to control asset investment and of managers to signal creditworthiness.

J.J. **MCMURTRY**, York University

*Alternative Energy: The Promise and Pitfalls of the Co-operative Difference*

To understand the policy environment within which co-operative and community power are operating, the presentation reviews current provincial, national, and international policy papers on alternative energy – outlining how the concept of community power is leveraged in each of these contexts. It compares the language of community and co-operative power with the realities on the ground in terms of actually incorporated organizations and their role in terms of contribution to the power grid. This policy and practice mapping exercise will form the groundwork for the conceptual and policy analysis in the second section of the presentation. In this second section of the paper the alternative energy sector will be examined as having been significantly constructed in policy and practice as a wedge

for the marketization of the energy sector itself. The specific “case study” of alternative energy development in Ontario under the Feed-In-Tariff program will be used as an exemplar of a trend through which co-operatives may lack awareness of the capital and political challenges they face given their legal form. The presentation concludes by revisiting the strengths of the co-operative sector and how these can be leveraged generally and in alternative energy specifically. A key finding for this section of the paper is that, given the political and capital challenges of the co-operative form, the need for a “friendly” policy environment is central to co-operative success and to realizing the co-operative difference.

Anne-Marie **MERRIEN**, Université de Sherbrooke

*Réconcilier habitation et identité: une perspective coopérative et holistique de l'habitation au Nunavik*

L'habitation au Nunavik (et dans de nombreuses communautés autochtones) est en crise depuis longtemps et la situation s'est détériorée au cours des dix dernières années. Non seulement manque-t-il de logements, mais ceux-ci ne sont pas adaptés aux besoins de leurs habitants. Quelles sont les causes, les résultats et les conséquences de cette crise? Pourquoi les nombreux programmes et accords mis en place jusqu'à présent n'ont-ils pas permis d'améliorer la situation? Les coopératives d'habitation pourraient-elles représenter une solution appropriée?

Il apparaît que la réappropriation du sens et de la responsabilité en matière d'habitation par les Inuit est nécessaire pour résoudre la crise de l'habitation au Nunavik. Autrement dit, il est essentiel de créer un pont entre habitation et identité. En ce sens, les coopératives d'habitation représentent une solution appropriée, dans la mesure où elles sont développées avec une vision holistique de l'habitation et que les principes et valeurs du coopératisme et de la subsidiarité sont respectés.

Roy **MESSING**, Ohio Employee Ownership Center

*Private Business to Worker Cooperative*

The “Baby Boomer” generation, which owns approximately 70% of small and medium businesses in America, will be exiting the ownership of their business as they retire over the next twenty years. Historically these companies would be transitioned to the next generation of family members, partners, financial investors or industry competitors. Given recent trends, the first three of the four categories mentioned above are far less likely to “take the reins” of the company. Industry competitors are more likely to acquire the business for special capability or customer lists, close the facility, and adversely affect the local community. The best chance to continue the business is to have the employees or workers “buy the company”. There are tax incentives, transition examples and processes, and resources to assist such ownership transfers as effective economic and community development activity. This session will outline the importance and process to facilitate such transitions.

Roy **MESSING**, Ohio Employee Ownership Center

*Linking Employee Ownership and Employee Culture*

The Ohio Employee Ownership Center has over 25 years of experience in the development of employee-owned companies. The majority of these companies are Employee Stock Ownership Plans, or ESOPs. While developing employee ownership is a worthy cause, just facilitating the shift to employee ownership does not derive the highest benefit to the employee owners. OEOC research has shown that combining employee ownership with ownership culture generates improved financial results of the company that ultimately is distributed to the employee owners. The results of OEOC studies provide applicable models for Worker Cooperatives to follow in order to achieve similar results. This session will provide a basic overview of Building an Ownership Culture.

Valérie **MICHAUD**, Université du Québec à Montréal (UQAM)

*Engagement envers la communauté 2.0 : Réflexion sur la notion de communauté des coopératives à l'ère du web*

Partant d'une étude de cas en profondeur réalisée dans une coopérative opérant un site de ventes en ligne (site transactionnel), cette communication permettra de revisiter le principe coopératif d'« engagement envers la communauté » à l'ère de la présence des coopératives sur Internet. Après la présentation du cas, la communication mettra en lumière les nouveaux enjeux de définition de la communauté dans ce contexte et proposera que les sites transactionnels puissent médialiser la tension entre visées sociales et visées économiques des coopératives.

Ernesto **MOLINA**, Université de Sherbrooke

Louis **FAVREAU**, Université du Québec en Outaouais (UQO)

*Pistes de sortie de crise*

La crise actuelle n'est pas une crise comme les autres. Elle n'est ni accidentelle, ni passagère, ni unidimensionnelle. Elle est globale, économique, sociale et écologique. Pouvons-nous construire une économie au service de la société ? Les coopératives peuvent être un levier pour sortir de cette crise par le bas, elles peuvent être une alternative non-capitaliste. Mais elles ne peuvent le faire seules. Elles le peuvent avec d'autres. Et les coopératives ont une capacité de proposer une économie québécoise plus solidaire, plus démocratique et plus écologique de par leur expérience sur le terrain des pratiques économiques solidaires.

Nick **MONTGOMERY**, University of Victoria

*Co-operatives in Colonial Context: Discourse and Contingency in Co-op Research*

This presentation will explain some of the methodological and conceptual tools we're using in our current research on co-operatives. This mode of inquiry orients us to the contingency of co-operatives: the ways in which they're open to diverse and sometimes antagonistic ideas and practices. By situating co-ops in the context of colonialism and racism, we are looking at the way in which co-operatives have both reinforced patterns of colonization, displacement, and marginalization *and* been used as a means to resist or challenge these forces. By developing research tools that avoid the dichotomy of 'theory' and 'practice', this presentation suggests that co-ops (and research about them) is always embedded in histories of oppression and resistance.

Linda **MOULIN**, Senior Vice President & Chief Governance Officer, Affinity Credit Union:

*Building Resilient Communities: Lessons from Practice*

As a locally-owned financial co-operative, we take pride in making a difference in people's lives. We are socially responsible and support our community financially through sponsorships, donations, innovative lending products and employee voluntary work. We appreciate and value the cultural diversity of our members, and we are leaders in delivering financial services to First Nations people. Through a unique governance model we are closely connected to our members and community. We are committed to making a difference not just with financial commitment and intervention, but with active involvement of Affinity employees throughout the many organizations we support – creating a long term sustainable “hand up” not a “hand out” approach. Providing a full range of financial services is what we do, but COMMUNITY is *who we are*.

E.G. **NADEAU**, Co-operative Development Services

*The Cooperative Solution: How the US can tame recessions, reduce inequality, and protect the environment*

This presentation describes the potential for cooperatives – organizations that are owned and democratically controlled by the people they serve – to infuse the US economy with the basic value of economic democracy and to provide individual citizens with a means to effectively address the shortcomings of the market-driven economy. Political democracy is almost universally valued in the United States, but the idea of economic democracy has been largely ignored in favor of a model that concentrates economic decision-making power in proportion to wealth. The result of this anti-democratic

model has been an increasing disparity between rich and poor in this country, culminating most recently in the Great Recession that began in 2007. Similarly, the lack of effective regulatory checks on the market-driven economy has had severe environmental consequences, with climate change beginning to substantially affect the habitability of the planet. This presentation presents the case that it is time to begin to shift the economic system in the United States away from concentrated control by a small number of large corporations and wealthy individuals and toward greater cooperative ownership and decision-making, contributing to an economy that is more responsive to our economic, social and environmental needs and more compatible with political democracy.

Claude **NORMANDIN**, CIRIEC-Canada et Fondation CSN

Lovasoa **RAMBOARISATA**, CIRIEC-Canada et l'Université du Québec à Montréal (UQAM)

*La mission de transfert du CIRIEC-Canada: la Communauté de pratiques sur la responsabilité sociétale des entreprises collectives.*

Le CIRIEC-Canada a mis sur pied le Groupe de travail sur le transfert de savoir (GTT) qui mise sur une démarche inspirée de la « communauté de pratiques », c'est-à-dire la mise en commun et le partage des connaissances (explicites et tacites) afin de mobiliser un fort engagement des entreprises collectives dans la continuation et l'approfondissement de leur démarche de responsabilité sociétale d'entreprise et de développement durable. Deux étapes de la démarche ont été réalisées jusqu'ici: 1) une enquête sur les pratiques actuelles et potentielles des entreprises collectives québécoises et 2) une activité de transfert aux entreprises participantes et autres entreprises publiques et d'économie sociale. Dans cette communication, nous présentons : 1) les principaux résultats de l'enquête et 2) les défis de la démarche.

Sonja **NOVKOVIC**, Saint Mary's University

*Co-operative 'degeneration' and what to do about it: A dual motives approach*

Co-operatives have always been portrayed as businesses that combine the social mission with their economic goals. This dual aspect has not been easy to quantify, and literature has been divided along those dual lines – social aspects have historically been addressed more or less separately from economic concerns, and economics literature has steered clear from addressing the social nature of co-operative organizations. Lately more attention has been given to the duality of cooperative organization, particularly through the advances in behavioral economics and economic psychology (Zamagni&Zamagni 2010, Borzaga, Depedri&Tortia 2011). This paper is a contribution to this literature. It examines the claims of 'inevitability' of co-operative degeneration based on economic incentives in market economies, and draws on the dual motives theory (Cory 2009, Lynne 2009) to explain the conditions that may draw a co-operative to demutualization, or tip the balance to reinforce the co-operative structure.

Ghislain **PARADIS**, IRECUS, Université de Sherbrooke

*Le modèle d'affaires des coopératives: une mutation sans véritable débat*

L'environnement socio-économique et d'affaires des récentes décennies a obligé les coopératives, particulièrement celles à fort volume d'affaires, à adapter certaines dimensions du modèle traditionnel coopératif: entre autres les conditions d'accessibilité, la nature de la relation avec les usagers, la levée de capital et son appréciation, la vie démocratique. Ces adaptations, ces mutations s'opèrent sans véritables débats alors que l'on est en train de bousculer dans ses fondements mêmes le modèle classique. Cette présentation, tout en développant la nécessité d'adaptation du modèle, insistera sur l'obligation d'en débattre et d'en faire état dans les discours officiels traitant du coopératisme (mutualisme)."

Juthatip **PATRAWART**, Kasetsart University, Thailand

*The Farmer Shop as a business model for Sustainability*

The dependency of agricultural producers on government supports has been at the top of national development policy in Thailand. Unable to protect their economic and social securities, this vulnerability often led to the poverty trap. To systematically solve this problem, we need an integrated solution which involves individuals, institutions, infrastructure and heuristic mechanism that address the issues of environmental and economic and social sustainability as well as food security. The Farmer Shop model is designed to effectively solve this problem by using the integrated supply chain management to establish

the value network between co-operatives, community-based enterprises and SMEs, particularly those who accept this integrated supply chain management concept and cooperative values. The business model of Farmer Shop consists of 5 processes; the creation of supply chain network, the products' quality assurance process, supply chain management, the development of retail shop system and Farmer Shop's brand creation. Not only can this process lead to the successful business system but it can also lead to the creation of mutual knowledge-based society between consumers and producers who both are members of Farmer Shop. This business model will be the key effective solution for vulnerable Thai farmers. The first year's result shows that Farmer Shop model can reduce marketing cost of producers around 10%. Moreover, the brand tracking survey indicates that the Farmer Shop increases mutual trust between consumers and producers.

Timothy **PETROU**, Critical Research Laboratory for Law and Society Osgoode Hall Law School, York U.  
 Surinder **MULTANI**, Critical Research Laboratory for Law and Society Osgoode Hall Law School, York U.  
*Reflections on Co-operative Governance and the Co-op Principles from a Legal-Theoretical Perspective*

The Co-operative enterprise model has been adapted to a wide variety of settings towards meeting the needs of communities seeking to improve the quality of life. Underlying the Co-op model is a normative framework that has been cultivated into a mode of governance reflecting deep principles, trust and mutual understanding among co-operators. The seemingly universalistic normative underpinnings of Co-op enterprise, vis-à-vis the broad spectrum of forms that Co-op enterprises have taken, provides a rich field for comparative legal research. Our inquiry focuses on the plurality of forces that have and continue to shape Co-op governance and its underlying normative framework. Unfolding the dialogical relationship between norms and practice opens up the analysis on governance as the site of structural coupling at the nexus of theory and praxis. What emerges is an institutional grounding for a dynamic and nuanced array of relationships with traits that persist whereas Co-ops continue to evolve. This analysis invites and necessitates further questions, while providing a starting point for undertaking a programme of legal-theoretical research on Co-ops and Co-operative governance.

Marc-Andre **PIGEON**, Credit Union Central of Canada  
*Financial Co-Operatives, The State And Liberalism In A Fragile Economy*

The West is struggling to emerge from a serious crisis of confidence in market economies, with citizens expressing growing frustration over the inability of their leadership to stabilize and grow Western economies. For financial co-operatives, this may represent an opportunity for growth much like the economic crises of the last two centuries proved fertile ground for their initial expansion. The financial crisis also, however, raises the specter of increased regulatory compliance costs (initiated because of the failures of internationally-active joint-stock banks) and increased competition from state-owned financial institutions. With that in mind, my paper will attempt to address three inter-related questions: (1) How have financial co-operatives fared relative to joint-stock banks before, during and after the financial crisis? (2) What is the likely impact of new regulatory requirements on financial co-ops? (3) How could or should policymakers and society more generally conceptualize the relationship between state-owned financial institutions and the co-operative financial sector?

To answer these questions, the research will deploy a combination of empirical and theoretical methods and draw on a broad range of research from several disciplines. With respect to the first question for example, I will review and add to a growing body of empirical economic research comparing the performance of co-op financial institutions and joint-stock banks (Ferri et al. 2011, Groeneveld, 2011, Hesse and Ciak 2007). To address the second question, the research will review primary material such as Bank for International Settlements (BIS) documents and research by the World Council of Credit Unions (WOCCU). For the third question, I will analyze relevant legislation, research produced by Canadian state-owned financial enterprises, and theoretical research on liberal pluralism, an early 20<sup>th</sup> century British political philosophy that could be used to advance the political and social merits of co-operative financial institutions and co-ops more generally.

Darryl **REED**, York University

Ananya **MUKHERJEE**, York University

*Women's Empowerment and Co-operatives in Kerala: The Case of Kudumbashree*

This paper examines how Kudumbashree, a state-wide women's movement in the Indian state of Kerala with 3.5 million households as members, has sought to move beyond both wage labour and micro-credit/micro-enterprise as preferred models of socio-economic development. In doing so, they are developing a more integrated model of local economic development in which finance, production and distribution are all brought into play. This model is based-upon a combination of grassroots organizing, collective entrepreneurship and local decentralized planning. Their goals in developing such a model are several: (a) gaining greater autonomy over their work; (b) promoting food security; (c) developing more sustainable incomes; (d) promoting more environmentally sustainable production, and; (e) moving beyond a subsistence economy by scaling up and entering more lucrative markets. The results so far are mixed and very preliminary, but generally encouraging.

Anne **REYNOLDS**, University of Wisconsin Center for Cooperatives

*Meeting the challenges and opportunities of democratic governance*

How do cooperatives manage the potential dichotomy between advancing the economic interests of members and the advantages of a democratic governance model? This paper examines the current practices of cooperative democratic governance within the context of collective economic participation. Utilizing recent surveys and case studies, the paper examines practices that align diverse member interests and promote effective participation in governance, and offers preliminary suggestions for signals of effective democracy within a member-owned firm.

Marie-Paule **ROBICHAUD**, Conseil québécois de la coopération et de la mutualité (CQCM);

*Le développement durable a été identifié comme un enjeu stratégique du développement coopératif au Québec*

L'ensemble du mouvement s'est engagé dans la voie du développement durable dans son plan d'ensemble 2009-2014. Pour parvenir à accompagner les coopératives de la base, les réseaux coopératifs ont développés des outils visant à orienter l'engagement des coopératives en développement durable ou les soutenant dans l'évaluation de leurs pratiques. Ces outils spécifiques aux coopératives s'ajoutent aux outils développés pour les entreprises et les entreprises collectives. La présentation propose une analyse des outils existants, des usages qui y sont associés et se terminera sur les pistes de réflexion relatives à la présence ou non d'une nécessité pour les coopératives et mutuelles d'avoir des outils spécifiques pour s'engager et faire rapport en développement durable.

Marie-Paule **ROBICHAUD**, Conseil québécois de la coopération et de la mutualité (CQCM)

*Sustainability Engagement Tools & Programs in Quebec Co-ops*

Sustainable development has been identified as a strategic issue for co-operative development in Quebec. In 2009, the Quebec co-op sector came together to develop a "2009-2014 Strategic Plan" to guide co-operative development in the province and at that time, they committed to making sustainable development a top priority. In order to support individual co-operatives in following a more sustainable path, Quebec co-op networks and federations have developed a series of tools, designed to help co-ops reorient themselves towards sustainable practices, and to support them in evaluating their success in adhering to these practices. These tools, specifically designed for co-operatives, compliment similar tools already in use by commercial and other collective enterprises. This presentation will give an overview of existing sustainability evaluation and reporting tools in use by the Quebec co-op movement, and discuss the ways in which these tools are helping the sector move forward. The presentation will then go on to explore to what degree co-op-specific sustainability reporting tools are critical to engaging co-operatives in sustainable development.

Marja-Leena **RUOSTESAARI**, University of Turku

Eliisa **TROBERG**, University of Helsinki

*Collaboration of cooperatives with educational institutes from the Corporate Social Responsibility point of view*

The purpose of this study is to examine collaboration of cooperatives with educational institutes from the Corporate Social Responsibility (CSR) point of view. Enterprises have actively started to publish their Corporate Social Responsibility reports, because Corporate Social Responsibility has become an important issue. However, the cooperative enterprise model has included social responsibility into its values and fundamental principles since 1844 as the only company type in the world. Lot of research has been accomplished about Corporate Social Responsibility, but studies about CSR of cooperatives and their collaboration with educational institutes have been lacking.

Cooperatives follow the Cooperative Identity Statement elaborated in 1995 by the ICA. Self-help, self-responsibility, democracy, equality, equity and solidarity are the main values of cooperatives. The cooperative principles are guidelines by which cooperatives put their values into practice. According to these principles cooperatives emphasize their concern for the community and *education, training and information*. Particularly young people are the target group when informing about the nature and benefits of cooperation.

Based on the values and principles cooperatives have significant projects with young generation and various collaboration actions with local schools. In this study we are asking how and to what extent do the values and principles come true through youth programs? Furthermore we ask whether cooperation is beneficial for both sides, the company and the school and what kind of challenges cooperatives have met in collaboration with educational institutes. To what extent do cooperative enterprises take responsibility of the entrepreneurship education of young people in practice and by which means? The empirical part of the study consists of interviews in Finnish large and small cooperatives. The interviews will be carried out in February and March 2012. Then, the interviews will be analysed and the article will be written by the end of May. The findings of the study will contribute on the youth focus of the international year of cooperatives.

Pascale **RYAN**, Fédération québécoise des coopératives forestières

Jocelyn **ESSARD**, ARUC-DTC

*Histoire du réseau des coopératives forestières québécoises*

La Conférence des coopératives forestières du Québec (devenu depuis la Fédération québécoise des coopératives forestières) a été constituée le 19 août 1985. Il s'agit de mieux d'expliquer l'évolution de ses revendications territoriales et de sa dynamique de réseau en contrepoids à la dynamique de développement locale qui anime les coopératives. La recherche par analyse de contenu s'est appuyée sur une multitude de sources d'informations (procès-verbaux des AG et du conseil d'administration, rapports internes et externes au réseau, journal de la Fédération qui paraît depuis 1987...) qui ont accompagné l'histoire de la Fédération. La recherche permet de cerner ce qui apparaît être trois grandes phases d'institutionnalisation qui ont marqué ce réseau, soit la longue période de gestation, l'émergence et le développement de la Fédération actuelle.

Reuven **SHAPIRA**, Western Galilee Academic College

*Managerial Involvement: A Prime Contextual Factor of High-Trust Relations Required for True Participation in Specialized Inter-Cooperative Firms*

Success of cooperatives requires inter-cooperative firms. However, an anthropological study of such firms owned by Israeli kibbutzim (pl. of kibbutz) that penetrated managerial secrets, found serious mismanagement by ignorant outsider kibbutz member managers who concealed ignorance by detachment from deliberations of knowledgeable employees. Worse still, such managers imported from kibbutzim to managerial jobs loyalists or prospective loyalists who behaved likewise, rather than promoting successful knowledgeable hired employees, and/or a few kibbutz member managers who became involved and

vulnerable, engendered virtuous trust circles, learned and succeeded. Supplementing previous ideas how to prevent mismanagement by dispensing with oligarchic rule, new ideas are offered.

Brian **SMALLSHAW**, University of Victoria

*Fishing Co-operatives in Context: Japanese Fisheries and Racist Exclusion*

From shortly after their first arrival in the 1880s until their expulsion from the West Coast in 1942, Japanese-Canadian fishermen formed cooperatives to help them cope with the difficulties of living within a new land, racist exclusionary policies and attitudes that sought to drive them out, and the basic hardships faced by all fishermen. The fishing cooperatives played a key role in the survival of the Japanese-Canadian fishermen and their development to become one of the major forces in the West Coast fishery. This presentation asserts that a broad, non-Eurocentric view that considers the cultural backgrounds of the participants and the power structures of the white settler colonial project is necessary if we are to fully grasp the essential workings of cooperatives that are outside of the traditional Rochdale model.

Beom-Kyu **SON**, Sungkonghoe University

Dongjun **KIM**, Sungkonghoe University

Seungkwon **JANG**, Sungkonghoe University

*How members' social capital leads to better co-operatives' organizational performance*

This paper aims to investigate the relationship between members' social capital and co-operatives' organizational performance. The research propositions and hypotheses concerning causal relationship between members' social network and co-operatives' financial and non-financial performances will be empirically tested. The data collected by in-depth interview and social network survey questionnaire, from members of consumer co-operatives, iCOOP in Korea is going to be analyzed by social network analysis and regression analysis. The research findings will be discussed in ways in which social capital does interact with organizational performance. In conclusion, social capital is positively associated with organizational performance.

Shannon **SUTTON**, Queen Mary, University of London

*Voice and choice: Collaborative governance at Tanzanian Fairtrade co-operatives*

Fairtrade International's latest global strategy aims to give producers and workers a 'stronger voice' in the governance and management of Fairtrade (FLO, 2011). Given that 1.2 million producers and workers from 827 international organizations belong to the system, this is certainly not without its challenges. In order to learn more about whose voice is heard and how decisions are made, I explore Fairtrade's governance structures at both the institutional level of Fairtrade Africa and the organizational level of Tanzanian coffee co-operatives. I employ Fung's (2003) framework of Empowered Participatory Governance (EPG) as a theory of collaborative governance for assessing participation, decision-making, and co-operation, aiming to ascertain if Fairtrade indeed enables Tanzania's coffee producers to obtain this stronger voice.

Schemelles **TENAW**, University of Helsinki

*Grassroots Co-operatives – a solution for poverty alleviation and a means for development activity at the local level. A case study of the new co-operatives in Loppi Municipality, South-Finland and informal co-operatives in Azezzo town, North-West Ethiopia*

The aim of this paper is to discuss the versatile role played by formal and informal co-operatives in regard to community development, poverty alleviation, community empowerment and livelihoods diversification. Additionally the discussion includes the challenges of disseminating knowledge about the co-operative principles and values to co-operators at grassroots level and shifting the operation of informal co-operatives to formal co-operatives in accordance with the 7<sup>th</sup> co-operative principle, "Concern for Community".

A study of Azezzo town in north-west Ethiopia demonstrates that the work of its multi-purpose informal co-operative associations – a part of the community for more than 3000 years – has attempted to solve several local key-problems related to socio-economic development, poverty alleviation,

environmental degradation, integration of people of different background, maintenance of religious and cultural heritage as well as build peace at the local level. On the other hand a study of Loppi municipality in southern Finland reveals that new co-operatives are in most cases used for diversification of livelihoods. Co-operative development in these communities thus requires besides policy changes emphasis on liberalisation of co-operative administration, conducting research and exchanging experiences and ideas via establishment of partnerships with co-operative institutions and researchers in countries such as Finland which can provide stimulating ideas that could be adopted in countries with less co-operative development.

David **THOMPSON**, Algoma University

*Expanding locally sourced beef in Northern Ontario through the co-operative model*

Northern Ontario cattle farmers' responded to the BSE crisis by forming cooperatives and businesses that add value to beef and sell into local markets. These enterprises have significant challenges in scaling up to coordinate a value-chain that meets customer demands. Local food needs to scale up to capitalize on momentum and broaden accessibility (Donald, 2009) but the lack of cooperative education, infrastructure and responsive regulations limits Northern value-chains. The paper concludes that cooperative approaches can support regional economies experiencing crises as a result of globalization, and

Sarah **TOULOUSE**, Diplômée de l'IRECUS

*Boisaco, la force d'une collectivité et le pouvoir mobilisateur d'une idée: 25 ans de coopération*

Présentation de la monographie chronologique de l'adaptation d'une communauté vivant du secteur forestier face aux fermetures répétées de l'usine local réalisée dans le cadre d'un essai de maîtrise. Cette étude met en relief la contribution du mode coopératif dans la prise en charge locale des ressources du territoire et portrait de l'identité coopérative du consortium hybride (mélange de privé et cooperative).

La communauté de Sacré-Coeur-sur-le-Fjord-du-Saguenay, au milieu des années 1980, a repris le contrôle de l'usine de sciage désertée par les investisseurs privés est un réel exemple de prise en charge collective et de gestion locale des ressources naturelles. À cette époque, deux coopératives de travail et une société de placement dans l'entreprise québécoise (SPEQ) ont été mises sur pied afin d'assurer la gestion de l'usine et les activités en forêt. Cette nouvelle structure, favorisant une implication des travailleurs et des gens de la communauté, était un pari risqué. Pourtant, 25 ans plus tard, non seulement Boisaco est toujours en exploitation, mais l'organisation a contribué à la mise sur pied de plusieurs autres usines dans la région

Martine **VÉZINA**, CIRIEC-Canada and HEC Montréal

*Le CIRIEC-Canada, la double transversalité d'une association scientifique: L'ouvrage de Benoît Lévesque*

Le CIRIEC-Canada constitue une des 15 sections nationales du CIRIEC International, dont le siège social est situé à Liège en Belgique. Cette organisation s'efforce de promouvoir des échanges internationaux entre les divers types d'entreprises qui sont orientées vers l'intérêt collectif ou l'intérêt général, et entre le monde de la pratique et les milieux scientifiques. Par l'expression «entreprises collectives», l'association désigne à la fois les entreprises de l'économie sociale et celles du secteur public, que ce soit dans l'espace étatique ou municipal. En 2007, le CIRIEC-Canada a célébré son 40e anniversaire. L'ouvrage de Benoît Lévesque *Le CIRIEC-Canada 1966-2006 – Quarante ans de partenariat en recherche sur les entreprises publiques et d'économie sociale* nous apprend comment la recherche sur les coopératives, les entreprises publiques et d'économie sociale s'est organisée par l'intermédiaire d'une association scientifique, le CIRIEC-Canada, sa revue *Économie et Solidarités*, ses colloques, ses recherches et ses activités internationales.

Martine **VÉZINA**, HEC Montréal

Marie-Claire **MALO**, HEC Montréal

*Les trajectoires stratégiques de l'organisation coopérative: une conceptualisation*

Dans cette synthèse, les auteures développent un cadre d'analyse de la trajectoire stratégique de l'organisation coopérative pouvant être utile aux praticiens et aux chercheurs qui souhaitent mieux

comprendre les défis que représentent l'exercice de la stratégie dans une organisation qui ne peut jamais prendre son contexte simplement comme une donnée, mais qui, au contraire, est condamnée à innover, voire à inventer son contexte stratégique. Le cadre d'analyse proposé a été développé en mobilisant certes les connaissances en stratégie et en particulier sur les différentes postures stratégiques. Mais son originalité tient au fait que le modèle postule que l'organisation coopérative serait un idéal type de l'organisation inspirée. Mobilisant leurs connaissances en stratégie et en développement coopératif, les auteures proposent une analyse de la trajectoire stratégique de l'organisation coopérative en trois phases mettant en relief quatre stratégies de création de valeur et de valeurs. Les auteures soutiennent qu'à chacune des phases/stratégies de développement de l'organisation inspirée correspond une posture stratégique dominante; plus ou moins contrainte (stratégie comme position), plus ou moins inspirée (stratégie comme perspective) ou plus ou moins construite (stratégie comme exploitation des ressources et compétences). Les auteurs soutiennent que le succès de l'organisation coopérative repose sur sa capacité à adapter sa posture stratégique au cours de son évolution.

Wanda **WUTTUNEE**, University of Manitoba

Isobel M. **FINDLAY**, University of Saskatchewan

*Innovative Aboriginal Community Economic Development: Making a Co-operative Difference in 2012*

The continued vitality of any organization or institution depends on its openness to new ways of thinking and doing. In the Canadian context, co-operatives are engaging with and being enriched by Aboriginal communities choosing to make a co-operative difference. Drawing on our research in diverse settings (from urban to remote), we share case studies of communities animating what some call “community capitalism” or development on their terms. In the face of colonial legacies and even ongoing paternalism and predation, those communities offer the gift of new concepts, language, energies, and holistic understandings combining governance and enterprise for sustainable futures.