

CASC/ACÉC

SPRING NEWSLETTER 2024

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CO-PRESIDENTS' REPORT



*John Simoulidis
CASC/ACÉC Co-President
Associate Professor (Teaching)
Department of Social Science
York University*

Greetings fellow CASC/ACÉC members! On behalf of the CASC/ACÉC board, we look forward to welcoming those of you who will be attending our annual conference in Montreal, Quebec from June 12-14, where we will celebrate the 40th anniversary of CASC/ ACÉC ! We will be hosting researchers and practitioners from across Canada and warmly welcome participants joining us from as far away as Malaysia. Countless volunteer hours go into planning our annual conference, and many people involved, but special thanks must go out to our co-President Judith Harris and our local conference coordinator Rafael Ziegler.

It is fitting that we will be celebrating our anniversary in Montreal. Quebec is home to a long and rich history of cooperative practice and research, which two of our

roundtables will examine closely (see below). It boasts having the largest coop sector and membership in Canada by far. Founded in 1900, Desjardins was the first successful *caisse populaire* (credit union federation) in North America, and still one of the largest in Canada. On practitioner day, we will be visiting one of the oldest producer coops in Canada (see below). There are internationally recognized cooperative study programs at the universities of Sherbrooke (IRECUS), UQAM, and many others. Montreal in particular is home to the Alphonse and Dorimène Desjardins International Institute for Cooperatives at HEC (Hautes études commerciales de Montréal), which is also celebrating its 10th anniversary. We are fortunate to have their support in planning the conference and associated events!

We hope that you will be able to join us for practitioner day on June 11 in Montreal for a tour of Montreal and Quebec's vibrant cooperative landscape. This will include a tour of the Central Agricole, a dynamic and innovative solidarity cooperative that focuses on urban agriculture and social entrepreneurship, and a presentation of a cooperative climate action initiative between Coop Carbone and Sollio Producer Cooperative called "CoopérAction Climatique." The Sollio Cooperative Group is one of Quebec's and Canada's oldest cooperatives, founded as Co-operative Fédérée in 1922. If you would like to attend, please register in advance as places are limited. The deadline for registration is May 15. Just send an email to institutcoop@hec.ca with the subject line: practitioner day CASC 2024.

While our conference theme--‘Sustaining shared futures – the cooperative way/Assurer nos avenir communs – à la manière des coopératives’—resonates with all cooperative principles, our common climate crisis gives us reason to highlight principle 7, concern for community (see the roundtable below on Indigenous perspectives on reciprocity). The ‘thesis’ of our conference, if you will, is that a sustainable future must be a cooperative one, if it is to be inclusive and democratic.

A wide range of topics on the history, theory, and practice of cooperation will be covered including in the areas of finance, energy, architecture, food, fisheries, housing, fair trade, and worker-controlled enterprises. But just as important as a survey of current practices are, there are also the many papers that will examine the ethical imperatives that drive and inspire cooperative movements. And in addition to our panels, we are also looking forward to a fantastic series of roundtable discussions. Two are focused specifically on Quebec, one on the state of the social and solidarity economy in Quebec, and the other on the worker-controlled cooperatives. Ziegler will present research undertaken by a new international SSHRC partnership that specifically addresses the intersection of circular economy and social and solidarity economy. We will also listen to stories and reflections on the Canadian Co-op Sector and Co-op Studies since 1984, with Isobel Findlay (Fellow, Canadian Centre for the

Study of Co-operatives at the University of Saskatchewan), Lou Hammond Ketilson, Brett Fairbairn, and Darryl Reed.

With a specific focus on cooperative principle 7, we will learn about Indigenous Perspectives on Reciprocity with Institut Koperasi Malaysia, Elder Ovide Caribou (Pukatawagan FN), Patricia Caribou (Jackhead FN), and Melody Stevenson (Peguis FN).

We will have two keynote addresses, hosted jointly with ANSER. Nathan Schneider (University of Colorado Boulder) will address the challenges and opportunities for cooperation in his keynote on ‘Extending our Shared Futures: A Horizon for the Co-operative Movement in the Digital Age’. Barbara Duroselle (TIESS) will deliver a keynote on ‘Entreprise d’économie sociale et transition socioécologique //Social Enterprise and the social-ecological transition’, to be followed by a panel discussion with Marie-France Bellemare (Insertech Angus) and Dave Gosellin (Groupe Coderr) on the urgent need to act to ensure the survival of the future of human society.

Finally, I would also like to invite our members to our Annual General Meeting on June 12 at 1:30 – 3:00 and all participants to our joint reception with ANSER at 7pm, which will be hosted by our friends at HEC! For full details, please see our conference program.

THE CANADIAN ASSOCIATION FOR STUDIES IN CO-OPERATION
L'ASSOCIATION CANADIENNE POUR LES ÉTUDES SUR LA COOPÉRATION

40th ANNUAL CONFERENCE 40ième CONFERENCE ANNUELLE

JUNE 12-14 2024 / 12-14 JUIN 2024

With Practitioner Day June 11

Avec la Journée de la pratique 11 juin

Sustaining Shared Futures: The Cooperative Way Assurer nos avenir communs à la manière des coopératives

KEYNOTES / CONFÉRENCES PRINCIPALES
NATHAN SCHNEIDER & BARBARA DUROSELLE

50+ PRESENTERS 50+ PRÉSENTATEURS

PRACTITIONER DAY JOURNÉE DE LA PRATIQUE

2 KEYNOTES 2 CONFÉRENCES PRINCIPALES

BIG THINKING TALKS VOIR GRAND

4 ROUNDTABLES 4 TABLES RONDS

3 PANELS 3 PANELS

3 DAYS 3 JOURS



NATHAN SCHNEIDER

Professeur adjoint, Media Studies
Université de Colorado Boulder

*Prolonger nos avenir communs :
un horizon pour le mouvement
coopératif à l'ère numérique*

Mardi 12 juin, 10:30am
LEACOCK 219

CASC/ACÉC + ANSER/ARES
CONFÉRENCE PRINCIPALE

www.coopresearch.coop/conferences

Congrès de la Fédération des sciences humaines

*Note: 2024 CASC CONGRESS keynotes
are both offered with real time translation*



Quelles ambitions collectives nourissons-nous pour l'avenir du mouvement coopératif? Quels objectifs poursuivons-nous et comment espérons-nous les atteindre? Nathan Schneider a passé la dernière décennie à faciliter l'entrée du mouvement coopératif dans l'économie numérique et à se heurter aux limites profondes du mouvement. Il a également développé un profond respect pour les progrès de nos prédécesseurs. Riche de cette expérience, il réitère notre obligation de travailler à des visions plus ambitieuses sur le mouvement coopératif et sur ses besoins pour prospérer – en particulier dans une économie caractérisée par la financiarisation et le colonialisme des données. Il suggère de réaffirmer le « droit de se réunir » comme base fondamentale des demandes politiques, afin de garantir la capacité des gens ordinaires de créer un pouvoir significatif dans l'économie, depuis nos réseaux en ligne jusqu'à nos communautés locales.

NATHAN SCHNEIDER

Assistant Professor of Media Studies
at the University of Colorado Boulder

*Extending our Shared Futures:
A Horizon for the Co-operative
Movement in the Digital Age*

Tuesday, June 12, 10:30am
LEACOCK 219

CASC/ACÉC + ANSER/ARES
KEYNOTE SPEAKER

www.coopresearch.coop/conferences

Congress of the Humanities and Social Sciences

Note: La traduction simultanée sera offerte lors des deux conférences principales de la conférence de l'ACÉC



What collective ambitions do we hold for the co-operative movement's future? What goals are we working toward, and how do we hope to achieve them? Nathan Schneider has spent the past decade helping to bring the co-operative movement into the digital economy, and in the process has encountered profound limits that the movement is up against. He has also developed a profound respect for the gains our predecessors have achieved. Drawing on that experience, he contends that we need to work toward more ambitious visions for what the co-operative movement can be and for what it needs to thrive—particularly in an economy characterized by financialization and data colonialism. He suggests reasserting the “right to assemble” as a foundational basis for policy demands, meant to ensure that ordinary people have the ability to form meaningful power in the economy, from our online networks to our local communities.

BARBARA DUROSELLE

Chargée de projet, TIESS

MARIE-FRANCE BELLEMARE

Directrice générale, Insertech Angus

DAVE GOSSELIN

Directeur générale, Groupe Coderr

Entreprises d'économie sociale et transition socioécologique

Mercredi, 13 juin, 10:30am
LEACOCK 219

CASC/ACÉC + ANSER/ARES
CONFÉRENCIER PRINCIPAL

Congrès de la Fédération des sciences humaines
www.coopresearch.coop/conferences

*Note: 2024 CASC CONGRESS keynotes
are both offered with real time translation*



La crise écologique qui s'intensifie démontre qu'il est urgent d'agir pour préserver le vivant et assurer le futur des sociétés humaines. Conscientes que les enjeux environnementaux accentuent aussi les inégalités sociales, plusieurs entreprises d'économie sociale (EÉS) œuvrent à transformer en profondeur les systèmes qui structurent nos sociétés pour faire émerger un modèle économique et social mieux adapté aux enjeux sociaux et écologiques, présents et futurs. Ce projet de deux ans suit le parcours de plusieurs de ces EÉS et documente les leviers et les stratégies de changement systémique qu'elles déploient pour amener des évolutions en faveur de la transition socioécologique (TSÉ).

BARBARA DUROSELLE

Project Manager, TIESS

MARIE-FRANCE BELLEMARE

General Director, Insertech Angus

DAVE GOSSELIN

General Director, Groupe Coderr

Social Enterprises and Socio-Ecological Transitions

Wednesday, June 13, 10:30am
LEACOCK 219

CASC/ACÉC + ANSER/ARES KEYNOTE SPEAKER
Congress of the Humanities and Social Sciences
www.coopresearch.coop/conferences

*Note: La traduction simultanée sera offerte lors des
deux conférences principales de la conférence de l'ACÉC*



IRECUS

Institut de recherche et d'éducation
pour les coopératives et les mutuelles
de l'Université de Sherbrooke



IICADD

Institut international des coopératives
Alphonse-et-Dorimène-Desjardins
HEC MONTRÉAL

The intensifying ecological crisis demonstrates the urgency to act to ensure our survival and the future of human society. Conscious of the fact that environmental challenges are accentuated by social inequity, many social enterprises are working to deeply transform the systems which structure our society towards a socio-economic model that is better suited to address present and future social and ecological challenges. This two-year project has followed in the footsteps of many social enterprises and documents the levers and strategies of systemic change that they adopt in order to bring about evolution in favour of socio-ecological transition.

Le Congrès des sciences humaines
www.coopresearch.coop/conferences

JOURNÉE DE LA PRATIQUE

Changements climatiques et communauté de pratique coopérative

Mardi 11 juin, 2024 14:00-17:30
ACEC + IICADD + IRECUS + CQCM



Rejoignez-nous pour un voyage inspirant à travers le paysage coopératif dynamique de Montréal et du Québec. Notre aventure commence à la Centrale Agricole, une coopérative de solidarité dynamique nichée au cœur de Montréal Nord. Ce centre innovateur d'agriculture urbaine abrite une communauté florissante d'entreprises sociales, y compris des coopératives. Une visite guidée de la Centrale Agricole offrira un tour d'horizon de ce milieu et mettra en valeur certaines coopératives. Découvrez comment ce centre favorise un écosystème circulaire socialement juste et respectueux de l'environnement. Ensuite, nous nous rendrons à la coopérative de producteurs Sollio, située à proximité. Le Conseil québécois de la coopération et de la mutualité (CQCM) y présentera "CoopérAction Climatique". Cette communauté de pratique passionnante est née lors d'une assemblée de concertation des membres du CQCM en avril 2023 et a été lancée en collaboration avec la Coop Carbone. Nous nous pencherons sur les objectifs, les défis et l'émergence de cette initiative coopérative d'action climatique. Après la présentation, nous vous invitons à participer à une séance de codéveloppement. Les personnes issues du milieu coopératif et du milieu académique sont invitées à d'attaquer collectivement aux défis pressants de l'action climatique coopérative et à faire progresser le thème général de la conférence de l'ACÉC 2024 : "Assurer nos futurs communs - à la manière des coopératives".

Inscriptions : Les personnes intéressées (issues du milieu coopératif ou académique) sont invitées à s'inscrire à l'avance. Le nombre de places est limité et sera attribué selon le principe du « premier arrivé, premier servi ». La date limite d'inscription est le 15 mai 2024. Afin de vous inscrire, envoyez un courriel à institutcoop@hec.ca avec le titre « Journée de la pratique ACÉC 2024. »



Congress of the Humanities and Social Sciences
www.coopresearch.coop/conferences

PRACTITIONER DAY: Climate change and a coop community of practice

Tuesday, June 11, 2024 14:00-17:30

CASC + IICADD + IRECUS + CQCM

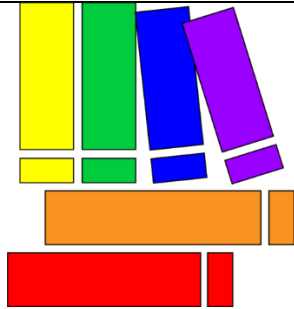


Join us for an inspiring journey through Montreal and Quebec's vibrant cooperative landscape! Our adventure begins at the Central Agricole, a dynamic solidarity cooperative nestled in the heart of North Montreal. This innovative urban agriculture hub is home to a thriving community of social enterprises, including cooperatives. A tour guide of Central Agricole will introduce the hub and highlight select cooperatives. Discover how this hub fosters a socially just and climate-friendly circular ecosystem. Next, we'll venture to the nearby Sollio Producer Cooperative. Here, the Conseil québécois de la coopération et de la mutualité (CQCM) will present "CoopérAction Climatique." This exciting community of practice emerged from a CQCM member day in April 2023 and was launched in collaboration with Coop Carbone. We'll delve into the goals, challenges, and emergence of this cooperative climate action initiative. Following the presentation, we invite you to participate in a co-development session. Cooperators and researchers are invited to collectively tackle the pressing challenges of cooperative climate action and to advance the overall 2024 CASC conference theme: "sustaining shared futures – the cooperative way".

*Registration: Cooperatives and researchers are asked to register in advance. Places are limited and will be distributed on a "first come, first served" basis. The deadline for registration is May 15. To register, please send an email to institutcoop@hec.ca with subject line: *practioner day CASC 2024*.*



CASC/ACÉC CONFERENCE 2024 PROGRAM



CASC | ACÉC

Canadian Association for
Studies in Co-operation
Since 1982

L'Association Canadienne pour
les Études sur la Coopération
Depuis 1982

*L'Assemblée Annuelle 2024 Annual Meeting
Canadian Association for Studies in Co-operation
L'Association canadienne pour les études sur la coopération*

**Sustaining shared futures – the cooperative way
Assurer nos avenir communs – à la manière des
coopératives**

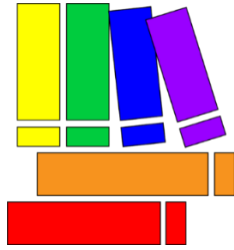
PRELIMINARY PROGRAM

JUNE 12 – JUNE 14, 2024
MCGILL UNIVERSITY, MONTREAL QUÉBEC CANADA

ANNUAL CONFERENCE AS PART OF
CONGRESS 2024
of the



FEDERATION FOR THE
**HUMANITIES AND
SOCIAL SCIENCES**



CASC | ACÉC

Canadian Association for
Studies in Co-operation
Since 1982

L'Association Canadienne pour
les Études sur la Coopération
Depuis 1982

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des événements de la recherche et l'éducation coopérative

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co-operatives | coopératives
and mutuels | et mutuelles
canada



TIPS FOR MODERATORS AND PRESENTERS

Guidelines for Moderators

As session moderator it is your responsibility to be in the allocated room at least 5 minutes before the session begins. In the time before the audience arrives, make sure that you have some information from all of the presenters about how they would like to be introduced. The order of presentations is set out in the Conference Program.

Each concurrent session is scheduled for 90 minutes. The amount of time for questions and clarification will depend on the starting time and time taken for introductions. There should be approximately 20-30 minutes for general discussion at the end of the session.

During the Session:

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

Tips for Presenters

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

ASTUCES POUR LES PRÉSIDENTS ET LES PRÉSENTATEURS

CONSEILS POUR LES MODÉRATEURS ET LES PRÉSENTATEURS

Directives pour les modérateurs

À titre de modérateur, vous devez vous rendre au local assigné à votre séance au moins 5 minutes avant le début de la présentation. Avant l'arrivée de l'audience, assurez-vous d'avoir en main les informations qui vous permettront d'introduire adéquatement les présentateurs. L'ordre des présentations est inclus dans le programme de la conférence.

Chaque séance est d'une durée de 90 minutes. Le temps alloué pour les questions et les clarifications dépend de l'heure à laquelle débute la séance et du temps accordé aux introductions. À la fin de la séance, environ 20-30 minutes devraient être réservées aux discussions générales.

Déroulement de la séance:

- Introduisez les présentateurs
- Gérez le temps : indiquez aux présentateurs qu'il reste 5 minutes, puis 2 minutes à leur présentation
- Débutez les discussions après que les présentations soient complétées. Prévoyez une ou deux questions à poser, dans le cas où aucune question n'émergerait du public, afin d'encourager les discussions
- Remerciez les présentateurs de même que l'audience pour leur participation

Conseils pour les présentateurs

- Soyez préparés - vous aurez environ 20 minutes pour présenter, tout dépendant du nombre de présentations prévues lors de votre séance. Après trois-quatre minutes, vous devriez normalement en être à la présentation de vos résultats.
- Sachez reconnaître ce qui est important - mettez en évidence les éléments significatifs. Les personnes intéressées à obtenir davantage de détails pourront toujours poser des questions à la fin de la séance. Concentrez-vous sur l'objectif, la méthode, les résultats et les recommandations.
- Utilisez le PowerPoint en tant que support visuel - présentez quelques points faciles à lire et intéressants d'un point de vue graphique.
- Pratiquez votre présentation.
- Présentez vos conclusions finales et terminez votre présentation dans les temps.

CASC/ACÉC 2024: PROGRAM AT A GLANCE

VUE D'ENSEMBLE DU PROGRAMME

TUESDAY JUNE 11, 14:00-17:30

Practitioner Day: **Invitation: Exploring Cooperative Climate Action**

Join us for an inspiring journey through Montreal and Quebec's vibrant cooperative landscape! Our adventure begins at the Centrale Agricole, a dynamic solidarity cooperative nestled in the heart of North Montreal. This innovative urban agriculture hub is home to a thriving community of social enterprises, including cooperatives. A tour guide of Centrale Agricole will introduce the hub and highlight select cooperatives. Discover how this hub fosters a socially just and climate-friendly circular ecosystem. Next, we'll venture to the nearby Sollio Cooperative Group, a producer cooperative. Here, the Conseil québécois de la coopération et de la mutualité (CQCM) will present "CoopérAction Climatique." This exciting community of practice emerged from a CQCM member day in April 2023 and was launched in collaboration with Coop Carbone. We'll delve into the goals, challenges, and emergence of this cooperative climate action initiative. Following the presentation, we invite you to participate in a co-development session. Cooperators and researchers are invited to collectively tackle the pressing challenges of cooperative climate action and to advance the overall 2024 CASC conference theme: "sustaining shared futures – the cooperative way"

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Après la présentation, nous vous invitons à participer à une séance de codéveloppement. Les personnes issues du milieu coopératif et du milieu académique sont invitées à s'attaquer collectivement aux défis pressants de l'action climatique coopérative et à faire progresser le thème général de la conférence de l'ACÉC 2024 : Assurer nos avenir communs – à la manière des coopératives.

WEDNESDAY JUNE 12

Gathering Space for CASC conference participants: Leacock Arts lobby (8:00-16:30)

<p>08:30 – 10:00</p>	<p>FERR 408: Co-operative Demutualizations: Past, Present, and Potential</p> <p>Pohler, Piscitelli, Pigeon</p> <p>Moderator: Pohler</p>	<p>LEA 210 (in French)</p> <p>Roundtable: Regards croisés pratique/académique sur le projet « De l'autogestion à la direction générale : le spectre des possibles modèles d'organisation des coopératives de travail au Québec »/ A cross-practice/academic perspective on the project "From self-management to general management: the spectrum of possible organizational models for worker cooperatives in Quebec".</p> <p>Michaud, Faubert-Mailloux, De Broves</p>
<p>10:00 – 10:30 BREAK / CONGRESS BIG THINKING SERIES</p>		
<p>10:30 – 12:00</p>	<p>LEA 219: Keynote Address:</p> <p>Extending our Shared Futures: A Horizon for the Co-operative Movement in the Digital Age</p> <p>Nathan Schneider (Colorado)</p> <p>Moderator: Rafael Ziegler</p> <p>Translation to French will be offered.</p> <p><i>CASC/ANSER Joint Session – Generously funded by the Open Programming Fund of the Federation for the Humanities and Social Sciences and the Institut international des coopératives Alphonse-et-Dorimène-Desjardins (IICADD).</i></p> <p><i>This is an Open Event available to all Congress attendees</i></p>	

12:00 – 1:30	BREAK
1:30 – 3:00	LEA 738: CASC Annual General Meeting
3:00 – 3:30	BREAK
3:30- 5:00	<p>LEA 219: Panel: The Canadian Co-op Sector and Co-op Studies since 1984: Stories & Reflections</p> <p>Hammond Ketilson, Fairbairn and Reed</p> <p>Moderator: Isobel Findlay</p>
6:00-8:00	CASC/ANSER RECEPTION, HEC Montréal Hélène-Desmarais building

THURSDAY, JUNE 13

Gathering Space for CASC conference participants: Leacock Arts lobby (8:00-16:30)

08:30 – 10:00	<p>LEA210: Roundtable: Transformative role of cooperatives for a just and inclusive circular economy</p> <p>Ziegler, Ballon, Vézina, Raufflet, Pigeon, Mikkelson, Do, Rijpens</p> <p>Moderator: Hopkins</p>	<p>FERRR 105: Care, Inclusion and Female Leadership</p> <p>Parker, Enns et al., Khemakhem</p> <p>Moderator: Konate</p>	<p>LEA 721: Sustainable Development Goals, Food and Health</p> <p>Stewart et al, Domingues Vaz et al., Oboka et al.</p> <p>Moderator: Janelle</p>
10:00 – 10:30	BREAK		
10:30 – 12:00	<p>LEA219 : Keynote Address and Panel: Entreprise d’économie sociale et transition socioécologique / Social Enterprise and the socio-ecological transition</p> <p>Barbara Duroselle, Keynote – Panel: Bellemare, Gosellin</p> <p>Moderator: Guillotte</p> <p><i>Translation to English will be offered.</i></p> <p><i>CASC/ANSER Joint Session – Generously funded by the Open Programming Fund of the Federation for the Humanities and Social Sciences. This is an Open Event available to all Congress attendees.</i></p>		
12:00 – 1:30	BREAK		

1:30 – 3:00	<p>LEA 210: Panel session: Governance and Technology in Circular Coops</p> <p>Vézina et al, Ballon et al., Silva et al.</p> <p>Moderator: Raufflet</p>	<p>FERR 105</p> <p>Contemporary Trends in Co-operative Practice: Government Relations, University Engagement, and Accounting for Transformation Coto & Pigeon, Simoulidis, Duguid & Rixon</p> <p>Moderator: Omar</p>	<p>LEA 721: Democracy, Digital Transition and Cooperatives</p> <p>Girard et al., Cousin et al., Silva et al.</p> <p>Moderator: Araujo</p>
3:00 – 3:30	BREAK		
3:30 -5:00	LEA 210: Human Books Library		

FRIDAY, JUNE 14

Gathering Space for CASC conference participants: Leacock Arts lobby (8:00-16:30)

08:30 – 10:00	<p>ENGTR 0100: Collective action, competitive advantage and surplus</p> <p>Reed, Geobey, Pigeon</p> <p>Moderator: Cousin</p>	<p>ENGTR 2120: (in French) Modèles coopératifs et les communs dans la modernité tardive / Co-op models and the commons in late modernity</p> <p>Ballon, Coquerel, Omar</p> <p>Moderator: Girard</p>	<p>WONG 1050: Transitions, community and political role of cooperatives</p> <p>Janelle, Tarhan, Silva et al.</p> <p>Moderator: Stewart</p>
10:00 – 10:30	BREAK		
10:30 – 12:00	<p>ENGTR 0100: Roundtable Réseau de recherche en Économie sociale et solidaire du Québec / The new research network on social and solidarity economy in Québec</p> <p>Michaud, Dioh, Audebrand, Guillotte</p> <p><i>CASC/ANSER Joint Session – This roundtable will be bilingual: with presentations in English, slides in French and discussion contributions welcome in both languages.</i></p>		

12:00-1:30	BREAK		
1:30-3:00	ENGTR 0100: Panel: Indigenous Perspectives on Reciprocity: Expanding ICA principle #7 Harris, Basari et al., Kimmerer Moderator: Harris		
3:00-3:30	BREAK		
3:30-5:00	ENGTR 2120: Co-ops and Decolonialization Hopkins, Valliere, Megat & Roslin Moderator: Domingues Vaz	WONG1050: (in French) Conversion en coopérative et transformation de l'entrepreneuriat / Conversion to coop and transformation of entrepreneurship Konate, Omar, Guillotte et al. Moderator: Coquerel	ENGTR0100: Freedom and Self-determination, the cooperative way Gray, Monette et al, Beange Moderator: Vieta

SESSION AND PAPER ABSTRACTS

WEDNESDAY JUNE 12

A1: Co-operative Demutualizations: Past, Present, and Potential

08:30-10:00

FERR 408

Moderator: Dionne Pohler, University of Saskatchewan

Economical Mutual

Anthony Piscitelli, Conestoga College

On November 23, 2021, Economical Mutual completed a multi-decade process to become the first property and casualty mutual insurance company in Canada to demutualize. The unique membership-customer structure created incentives to 'unlock' the value of

membership to the detriment of the cooperative values and principles. This case presents a contrast to the research on large cooperative failures because though Economical is no longer a mutual, it continues to thrive as a publicly traded company (Definity) with a market capitalization of over \$4 billion.

Mountain Equipment Co-operative

Marc-Andre Pigeon, University of Saskatchewan

In the fall of 2020, Mountain Equipment Co-operative, the iconic retailer of outdoor gear, was sold to an American-based private equity firm that claimed it could turn its failing business around, but without members. MEC's demise caught many Canadians by surprise, evoking emotions strong enough that thousands of members made an ultimately doomed last-minute effort to reclaim their co-operative. In this case, we suggest that MEC's demise was not just the result of bad luck (e.g., a pandemic) – as the judge presiding over the sale and its contestation claimed – but also the outcome of multiple MEC board decisions over a period of more than a decade to distance itself from its co-operative roots and embrace a growth-oriented mindset that in the end, severed the relationship it had with its loyal members and put it on a risky path.

Calgary Co-op

Dionne Pohler, University of Saskatchewan

Insiders knew for decades that the relationship between Calgary Co-op and Federated Co-operatives Limited (the wholesaler Calgary Co-op jointly owned with 163 other retail co-operatives across western Canada) had been rocky. However, in August 2019, many members were still surprised when Calgary Co-op announced its decision to begin purchasing its groceries from rival Save-On-Foods, a company owned by a Vancouver-based billionaire. Subsequently, Calgary Co-op also stopped purchasing fuel through FCL. Currently, Calgary Co-op and FCL are suing each other in court – a complex case which has been dragging on for years. Calgary Co-op made several investments and changes to its governance and patronage payments for members that look similar to what occurred at MEC and the Saskatchewan Wheat Pool prior to these demutualizations. Calgary Co-op's decisions have had a major impact on the co-operative retailing system. Some have made comparisons to the situation facing Co-op Atlantic prior to its demise.

A2 : (in French) Regards croisés pratique/académique sur le projet « De l'autogestion à la direction générale : le spectre des possibles modèles d'organisation des coopératives de travail au Québec »

A cross-practice/academic perspective on the project : « From self-management to general management: the spectrum of possible organizational models for worker cooperatives in Quebec” »

8:30-10:00

LEA 210

*Valérie Michaud, Université du Québec à Montréal
Isabel Faubert-Mailloux, Réseau COOP
Olivier De Broves*

Réalisé en 2023-24, le projet « Le spectre des possibles modèles d'organisation des coopératives de travail au Québec » visait à explorer et documenter différents modèles de gestion et de gouvernance, allant d'une horizontalité complète à une hiérarchie plus classique. Plus spécifiquement, les objectifs du projet étaient les suivants : (1) distinguer divers modèles d'organisation (types) et les situer dans leur contexte d'émergence et évolution ; (2) identifier les conditions favorables aux modèles, leurs avantages et défis ; (3) documenter les pratiques et outils concrets associés; (4) créer des moments de réflexion et de discussion au sujet des modèles, pratiques et outils; (5) alimenter les outils d'accompagnement du Réseau COOP et plus largement, de l'écosystème de soutien aux coopératives. Dans ce contexte, des entretiens de groupe et entretiens individuels complémentaires ont été menés auprès de 20 coopératives de travail québécoises. En plus d'une présentation des résultats à travers l'outil de transfert développé dans le cadre du projet, cette présentation conjointe de représentantes du Réseau COOP et de l'UQAM permettra de revenir sur la démarche et les particularités de cette recherche partenariale soutenue par le Service aux collectivités et le Carrefour technopédagogique de l'UQAM. Elle se conclura sur des pistes de réflexion pour étudier les coopératives de travail comme laboratoires vivants et leurs paradoxes.

B1: Extending our Shared Futures: A Horizon for the Co-operative Movement in the Digital Age

10:30-12:00

LEA219

Keynote Address by Nathan Schneider

CASC/ANSER Joint Session – Generously funded by the Open Programming Fund of the Federation for the Humanities and Social Sciences

This is an Open Event available to all Congress attendees.

Translation to French will be offered.

Moderator: Rafael Ziegler

What collective ambitions do we hold for the co-operative movement's future? What goals are we working toward, and how do we hope to achieve them? Nathan Schneider has spent the past decade helping to bring the co-operative movement into the digital economy, and in the process has encountered profound limits that the movement is up against. In the process, he has also developed a profound respect for the gains our predecessors have achieved. Drawing on that experience, he contends that we need to work toward more ambitious visions for what the co-operative movement can be and for what it needs to thrive—particularly in an economy characterized by financialization and data colonialism. He suggests reasserting the “right to assemble” as a foundational basis for policy demands, meant to ensure that ordinary people have the ability to form meaningful power in the economy, from our online networks to our local communities.

C1: The Canadian Co-op Sector and Co-op Studies since 1984: Stories & reflections

3:30-5:00

LEA219

CASC/ANSER Joint Session

Moderator: Isobel Findlay

Back to the Future: Past and Future Co-op Imaginaries. In this “fireside chat” with Isobel Findlay (Fellow, Canadian Centre for the Study of Co-operatives at the University of Saskatchewan), Lou Hammond Ketilson, Brett Fairbairn, and Darryl Reed will think about what stories are told, what are forgotten, and with what implications for the co-op sector and co-op studies. Past executive members of the CASC board will reflect on their experience over the past 40 years and consider options for the journey forward for the association and for co-op studies.

THURSDAY, JUNE 13

D1: Roundtable: Transformative Role of Cooperatives for a Just and Inclusive Circular Economy

08:30-10:00

LEA210

Moderator: Kacie Hopkins, York University

Circularity is increasingly researched, and circular economy has become the subject of action plans around the globe. So far, however, de facto circularity rates, which track the share of cycled materials in relation to total material consumption, remain below 10% (Haigh, 2021).

Beyond the improvement of technologies for more extended and efficient circular value chains, there is a need to analyze the conception of the economy, actors, and values, i.e., the indirect drivers of current unsustainability (IPBES 2019, Calisto-Friant et al 2020). To this end, a new international SSHRC partnership specifically addresses the intersection of circular economy and social and solidarity economy. It explores the role and potential of social and solidarity economy and its actors for a just and sustainable circular economy (Ziegler et al. 2023). The roundtable will first offer a brief overview of the international partnership, ongoing activities to participate (Ziegler, HEC Montréal). Members of the partnership will then provide brief inputs on the role of cooperatives and the social economy for a just and sustainable circular economy: Transformative role of coop business models (Emmanuel Raufflet, HEC Montréal); transformative role of democratic governance (Martine Vézina, HEC Montréal); transformative role of technology choice and development (Justine Ballon, HEC Montréal); Transformative role of policies and power (Rafael Ziegler). This will be followed by brief interventions from coop and transformation researchers as well as coop practitioners: Marc-André Pigeon (University of Saskatchewan), Julie Rijpens (UQAM), Gregorg Mikkelson (Indeterdependent Postgrowth Scholar) and Emi Do (SSG).

D2: Care, Inclusion and Female Leadership

08:30-10:00

FERR 105

Moderator: Salimata Konate, l'Université du Québec à Montréal

Feminist Housing Commons: Challenging Intersectional Inequalities and Cultivating Just Communities?

Brenda Parker, College of Urban Planning and Public Affairs, University of Illinois Chicago
Isobel Araujo, College of Urban Planning and Public Affairs, University of Illinois Chicago

Housing precarity—a global and pervasive phenomenon— is rooted in decades of racist, gendered, capitalist, and colonial policies that elevate housing as an individualized asset for exchange rather than collective and caring infrastructure. Burdens of housing precarity are not evenly shared: gendered and intersectional disparities shape vulnerabilities and experiences around shelter and survival. These include uneven caring burdens, gender based violence, income and wealth inequality, health and disability differences, and unequal representation and political power. While longstanding disparities and related housing precarity have been amplified in recent years, a range of intersectional feminist commoning housing strategies have emerged (or endured). These strategies hold hope for addressing the everyday disparities and housing precarities faced by marginalized women and for creating communities centered in collectivity, creativity, and care.

Innovating Gender-Responsive Healthcare Financing through Agricultural Cooperatives in Kenya

Dr. Cherie Enns, University of the Fraser Valley

Ms. Kristin Swardh, University of the Fraser Valley

Prof. Dr. Isaac Nyamongo, The Co-Operative University of Kenya

The COVID-19 pandemic exposed gaps in healthcare financing systems that disadvantage women—with the instability, fragmentation, and inequity of employment-based health financing exacerbating gender disparities in healthcare access. Our qualitative research, utilizing human-centred design, focuses on agricultural cooperatives in Central and Southern Kenya as a catalyst for gender-responsive and cooperative-led healthcare financing at affordable rates. Such a framework is critical for addressing the intricate challenges posed by societal crises and ensuring equitable access to adequate, high-quality, and timely holistic healthcare services, particularly for marginalized groups. In advocating for cooperative-led models, we outline the importance of human-centred design approaches to facilitate meaningful participation and leadership in decision-making processes, ensuring that interventions are effective, sustainable, equitable, and contextually responsive for the populations they intend to support.

Female Leadership and Cooperatives Values: The Interplay Between Inclusion and Inequality

Hanen Khemakhem, ESG UQAM

Paulina Arroyo, ESG UQAM

Achieving gender equality is among United Nations sustainable development goals. Female representation among top positions can have positive influences on organizations (Zhang, 2020). Being different from their pair male, female in leadership positions tend to manage in a more inclusive way and consider other stakeholders needs (Khemakhem et al. 2022). Ruled by cooperation values such as democracy, equality, equity (DEE), cooperatives can have more propensity to welcome female leadership. However, studies show that cooperative values might not always influence management and leaders' choices (Novkovic, 2006) and that female leaders in cooperatives can face difficulties introducing innovative proposals (Martinez-Leon et al., 2020). Considering that cooperative as a workplace with DEE values, there is limited evidence on how cooperatives can be more open towards diversity at the leadership level. Based on interviews with management and directors, this research investigates the perception of the diversity and inequality at the cooperative's leadership level. "

D3: Sustainable Development Goals, Food and Health

08:30-10:00

LEA721

Moderator: Karl Janelle, HEC Montréal

A Review of the Literature on Measuring and Reporting on the UN Sustainable Development Goals by Co-operatives

Sandi Stewart, Saint Mary's University

Fiona Duguid, CEARC, St. Mary's University

This session will outline key findings from a literature review on measuring and reporting mechanisms/approaches used by co-operatives around the world to gain feedback on their alignment and progress with the United Nations Sustainable Development Goals. This session will also reveal important insights on how co-operatives are using these results to inform their operations, management, governance, and practices. Trends in existing literature will be shared, such as specific SDGs that are measured and reported, systems or practices for measuring and reporting, and take-up in various industries. In addition, this session will highlight where and when there are links to the seven co-operative principles in regard to measurement of the SDGs.

Sustainability Indicators and Agro-food Systems: Systematic Literature Review Contributions to Cooperatives

Elisangela Domingues Vaz, HEC Montreal

Giuliana Ap. Santini Pigatto, Universidade Estadual de São Paulo

The article identified sustainability indicators applied to agri-food systems, especially in cooperatives worldwide. In a systematic literature review using the PRISMA diagram approach, 75 articles were selected, among them, 25 articles researched indicators in cooperatives. The results point out the main methodologies such as case studies, Data Envelopment Analysis; Multicriteria Decision Making and Multivariate Analysis. It was possible to identify the concern with financial indicators, in the social aspect they address food security, quality of life and social inclusion, environmental indicators are concerned with soil degradation, global warming, innovations and technologies to minimize environmental impacts. Research on sustainability in governance is little explored and signals the importance of expanding research that evaluates the sustainability of cooperatives, considering the particularities and aspects of governance and adopting robust methodologies that present simplicity of understanding and applicability of sustainability indicators in cooperatives.

Challenges in Accessing Healthcare by Women During Covid-19: Implications for Building a Better Future for All in Kenya Through Cooperatives

Wycliffe Alucoh Oboka, The Co-operative University of Kenya

Kennedy Waweru, The Co-operative University of Kenya,

Isaac K. Nyamongo, The Co-operative University of Kenya

Globally, women were disproportionately impacted by COVID-19 due to weakness in healthcare systems. As cooperatives undertake measures to enhance resilience of communities, there is need for special focus on women's access to healthcare. Kenya has a vibrant cooperative movement of 25,000 cooperatives. This provides an avenue through which the power of collectives can be harnessed for gender-responsive healthcare. We investigated challenges faced by women in accessing healthcare during COVID-19, and ways in which cooperatives can assist members access better healthcare. The study, involving 509 women from agricultural cooperatives revealed increased healthcare costs to be a key challenge experienced, and support to access health insurance cover a priority for the highest proportion of participants. We recommend that in the aftermath of COVID-19 agricultural cooperatives should prioritize design and implementation of schemes that enable women's households to enroll and pay for health insurance, as their contribution to a better future for all.

E1: Keynote Address and Panel: Entreprise d'économie sociale et transition socio-écologique /Social Enterprise and the social-ecological transition

Keynote Address by Barbara Duroselle (TIESS) Followed by panel with Marie-France Bellemare (Insertech Angus) and Dave Gosellin (Groupe Coderr)

Moderator: Claude-André Guilotte

CASC/ANSER Joint Session – Generously funded by the Open Programming Fund of the Federation for the Humanities and Social Sciences

This is an Open Event available to all Congress attendees.

Translation to English will be offered.

10:30-12:00

LEA721

The intensifying ecological crisis demonstrates the urgency to act to ensure our survival and the future of human society. Conscious of the fact that environmental challenges are accentuated by social inequity, many social enterprises are working to deeply transform the systems which structure our society towards a socio-economic model that is better suited to address present and future social and ecological challenges. This two-year project has

followed in the footsteps of many social enterprises and documents the levers and strategies of systemic change that they adopt in order to bring about a socio-ecological transition.

F1: Governance and Technology in Circular Coops

1:30-3:00

LEA210

Moderator: Emmanuel Raufflet

Understanding Democratic Governance in Circular Social Economy Organizations: Proposal for an Analytical Framework

Martine Vézina, Amélie Artis, Justine Ballon, Rafael Ziegler : IICADD, HEC Montréal & Grenoble

This paper aims to present a framework for analyzing the democratic and participatory governance of social economy enterprises (cooperatives and associations/NPOs) deploying strong circular economy (CE) strategies. Although a connection is often made between the democratic governance of social economy enterprises (SEEs) and their ability to deploy sustainable and inclusive circular economy strategies, the scientific literature has as yet paid little attention to either the modes of governance of SEEs in CE or the modes of governance of CE enterprises. To fill this gap, the authors propose a framework for analyzing the democratic and participatory governance of SEEs in the circular economy, aimed at capturing convergences and differences with regard to a dual characterization, namely the degree of openness/closure of governance on the one hand, and the more or less transformative nature (upstream/downstream) of the circularity strategy implemented, on the other.

Navigational Agency of Cooperatives in the Choice and Development of Circular Technologies: A Typology & Implications for Transformative Change in Socio-ecological Relations

Justine Ballon, Rick Hölsgens, Karina Maldonado, Mario Pansera and Rafael Ziegler: IICADD, HEC Montréal & TU Dortmund & Post-Growth Innovation Lab

Circular economy calls for a re-evaluation of human-nature connections within techno-economic systems. It contrasts a linear with a circular one, emphasizing nature's regenerative capacities. But a shift to more circularity involves socio-technical relations encompassing global value chains, political-economic regimes, and institutional frameworks. While the navigational agency of cooperatives in affirming social practices and circular technologies is important, we might ask what agency cooperatives have in such a process? What is their transformative potential given socio-technical systems? The cooperative identity is guided by principles that prioritize labor over capital and a concern for community. We analyze the potential of this identity within a capitalist context and taking seriously the systemic role of

technology. We propose a novel typology of stances of cooperatives in relation to socio-technical systems and their relation to circularity strategies, practice changes, agency levels, the political-economic regime and cognitive frame preconditions.

Digital Circularity: A Study of Digital Maturity in Brazilian Credit Cooperatives

Athos Carlos, Monica Rocha de Carvahlo & Hugo Ferreira Braga Tadeu: Fundação Dom Cabral

In this study, we explore the intersection of co-operatives and digital transformation through a case study of Brazilian credit unions. Employing Roosmann's (2017) digital maturity model, we assess the cooperatives' digital maturity quantitatively, considering dimensions like strategy, leadership, operations, and technology adoption. Subsequently, we conduct a qualitative case analysis to uncover challenges during digital transformations. By comparing qualitative insights with quantitative maturity levels, our study aims to offer a comprehensive understanding of the cooperative landscape in the digital era.

F2: Contemporary Trends in Co-operative Practice: Government Relations, University Engagement, and Accounting for Transformation

1:30-3:00

FERR105

Moderator: Marcelo Vieta, University of Toronto

Government Relations between the Canadian Credit Union Association and Farm Credit Corporation

Eylin Jorge Coto, University of Saskatchewan

Marc-Andre Pigeon, University of Saskatchewan

Despite playing a pivotal role in the Canadian economy – credit unions serve more than 10 million people– their participation in policy advocacy (outside-in lobbying) and policymaking (inside co-design) remains understudied. Building on early scholarship suggesting that co-operatives are ill-suited to either role because of the often-divergent needs and interests of their membership, we explore a case where credit unions have had to engage in advocacy and policy making to protect their business and purpose against intrusions from Farm Credit Canada (FCC), a government-owned agricultural lender that unlike other government lenders, operates in competition with the private sector and without a ‘complementarity’ mandate.

Cooperatives, Fair Trade and Universities: Opportunities for Engagement

John Simoulidis, York University & Green Campus Cooperative

This paper will revisit Fairbairn's work on coops and universities (2016) by looking at how fair trade can be used as an entry point both for coops to influence universities and for faculty to engage with coops. In both cases, these present unique cooperative education opportunities for students. Coops and Universities, as Fairbairn says, are a good match for a variety of reasons. Fair trade can add to this by appealing to students concerns about social justice, global economic inequality and sustainability. To illustrate, I will draw on my experience as co-chair of the fair trade campus steering committee at York University. I will explore how successful I was in applying, or not, the strategies Fairbairn proposes in this work and what lessons this might hold for faculty at other universities in introducing students to the coop world as an alternate career path.

Accounting for Co-operative Transformation: ACTing on the SDGs and the Co-op Principles

Fiona Duguid and Daphne Rixon, St. Mary's University

The Sustainable Development Goals (SDGs) are in the minds of members and the strategic practices of co-operative boards and management. Designed through an action research project, ACT.coop is a tool made by co-operatives to help co-operatives shift from conceptualizing their contribution to SDGs to implementation, measurement, and reporting. ACT builds on the complementary nature of the Co-operative Principles and the SDGs to support co-operatives to record impact, measure results, and broadcast their story. This presentation will show highlights from the research process to that led to the development of the tool and provide an opportunity to see the metrics and indicators, as well as the tool itself.

F3: Democracy, Digital Transition and Cooperatives

1:30-3:00

LEA210

Moderator: Isobel Araujo, University of Illinois Chicago

There's no right answer here: The challenges of supporting social enterprises with digital business models in liminal spaces

Meaghan Girard, HEC Montréal, Researcher

Alana Pierce, HEC Montréal

Rafael Ziegler, HEC Montréal

Jorge Meja Morelos, HEC Montréal

Digital social enterprises advance the values of democracy, solidarity, and equality yet contend with the financial and operational challenges inherent to running digital firms (e.g., employee recruitment, securing financing, pressure to scale). As such, these social

enterprises find themselves occupying “liminal spaces” marked by a lack of support services and financial resources. To meet development objectives, they simultaneously draw on mainstream practices while engaging in resistance and working to be consistent with their social values. This, in turn, amplifies tensions when negotiating social and economic value creation. Building on extant research on digital business models, entrepreneurial support practices, and entrepreneurial ecosystems, we ask: How are support networks created and what support practices are employed for digital organizations that occupy liminal spaces? To answer this question, we are conducting a 2-year ethnographic study of a digital peer-support pilot steered by a key intermediary for cooperatives in Quebec.

Meta-organizations' Capacities to Govern Cooperative Innovation

*Louis Cousin, Université Laval,
Luc K. Audebrand, Université Laval*

The democratization of information technologies (IT) provides social economy networks with an opportunity to establish inter-organizational information systems (IOISs), i.e. structures of inter-organizational collaborations supported by automated data exchange and processing systems. IOISs can emerge within a meta-organization, i.e. an organization whose members are themselves organizations rather than individuals. Yet, few social economy meta-organizations (SEMOs) have equipped their members with IOISs, resulting in structural inefficiencies. Through the case of a Canadian federation of non-profit watershed organizations, we identify factors influencing SEMOs in engaging a cooperative digital strategy for equipping their field with an IOIS. Key findings include a set of four evolving configurations of factors influencing strategic postures adopted by the SEMO along a 2-year project. We believe this study contributes to ongoing discussions about SEMOs' (including cooperative associations') capacities to lead and govern collective innovation.

Co-operative Foresight: Navigating Digital Futures in Brazilian Credit Unions

*Athos Carlos Silva, Fundação Dom Cabral
Mônica Rocha de Carvalho, Fundação Dom Cabral
Hugo Ferreira Braga Tadeu, Fundação Dom Cabral*

Building upon digital transformation insights in Brazilian credit unions, this research will employ foresight methodologies to envision the future trajectories of co-operative movements. Rooted in Tadeu & Silva's (2013) foresight model, we will leverage data on digital transformation to construct scenarios for the cooperative sector. Subsequently, we will develop action plans addressing the two primary scenarios identified using Inayatullah's (2008) six-pillar framework. Our goal is to provide strategic guidance for cooperative executives navigating the complexities of digital transformation. By forecasting potential futures and aligning them with the ever-evolving landscape of co-operatives, this study aims to equip executives with actionable plans to optimize their digital transformation processes.

This research bridges the realms of digital transformation, foresight approaches, and cooperative movements, offering valuable insights for shaping sustainable and cooperative futures.

G1: Human Books Library

3:30-5:00

LEA210

Human libraries have become an international cultural movement since their introduction in Denmark in 2000. Creating a human library provides a way for individuals to connect with others in their community in order to engage in conversation, celebrate differences and encourage understanding of people who come from varied cultural or lifestyle backgrounds. Human books are volunteers who are willing to share their stories with others in a safe environment. Readers participate in small-group conversations with Human Books to ask questions and to learn about other's life experiences. This year at CASC, a human library will be included as an interactive session and will feature co-operative practitioners representing various sectors and regions with the aim being to share their "co-op stories"- about personal, professional/organizational journeys. Readers will be able to move from one table to the next and engage with 2 or 3 human books during the session. The great advantage of human books is that they can respond to your questions.

FRIDAY JUNE 14

H1: Collective Action, Competitive Advantage and Surplus

8:30-10:00

ENGTR 0100

Moderator: Louis Cousin, Université Laval

The Twelve Co-operative Advantages

Darryl Reed, Shiv Nadar University

The notion of a co-operative advantage (co-operative advantages) is quite common in the literature, but generally not clearly defined or theorized. This paper draws upon critical perspectives in four fields of theory (economics, systems theory, organizational and social movement theory, and behavioural theory) to identify twelve co-operative advantages. In elaborating the nature these advantages it will distinguish: (1) over whom particular co-operatives may have an advantage (e.g., other types of business enterprises, different forms of NGOs, government agencies, etc.); (2) what benefits a particular co-operative advantage

provides (e.g., lower costs, greater market access, higher incomes, better working conditions, greater access, etc.); (3) to whom these benefits are provided (e.g., co-operative members, community members, other economic, social and political actors), and; (4) the conditions that are required for and/or facilitate co-operatives exercising such advantages, (e.g., resource availability, motivational resources, regulatory and public policy frameworks, etc.).

Cooperative Earnings Are Not Just Investor Earnings: Alternate Perspectives and their Implications for Community Economic Development

Sean Geobey, University of Waterloo

Capital-based firms have a variety of tools for measuring the surplus they generate based on the directing of free cash flows towards investor profit which this presentation argues is inappropriate for many types of enterprises, most notably cooperatives. Using the concept of a residual claimant, the patron who has the claim on all of an organization's cash flows once all other expenses have been paid and also bears the burden of the organization's risk, we argue that worker-, consumer-, and producer-ownership structures should all be calculating earnings in different ways from investor-owned firms. This approach lets us identify opportunities for the social acquisition of investor-owned enterprises for greater community benefit.

The Great Unwinding: The Rise and Demise of Credit Union Centrals

Marc-Andre Pigeon, University of Saskatchewan

From the beginning, credit unions worked together. They formed leagues to educate and advocate and co-operative credit societies to pool and deploy funds. They create mutual aid societies to insure each other's deposits. They set up a trust company, wealth management entities, a credit card issuer, a debit card network, and a third-tier co-operative to tie it all together. The resulting unruly ecosystem worked. Until it didn't. Like any ecosystem, credit unions needed all its parts to make it whole. With federal continuance, weakened centrals, and fading trust, credit unions now increasingly face a wave of challenges – digitalization, payments modernization, open banking, squeezed margins, and aggressive regulators to name a few – on their own, instead of together. This paper uses transaction cost economics to understand these trends and suggest a new path for the future built again on collective action but suited-to-purpose in a radically changed and changing world.

H2: Modèles coopératifs et les communs dans la modernité tardive / Co-op models and the commons in late modernity (in French)

08:30-10:00

ENGTR 2120

Moderator: Meaghan Girard, HEC Montréal

Les modèles productifs des coopératives multisociétaires: tensions & compromis autour de la multifonctionnalité

Justine Ballon, HEC Montréal

Julie Coquerel, HEC Montréal

Organisations alternatives, les coopératives développent une activité économique suivant un but lucratif limité. Leur production n'étant donc pas uniquement marchande : comment qualifier cet au-delà ? Comment parviennent-elles à concevoir des modèles économiques cohérents avec leur projet politique qui soient pérennes ? Cet article porte sur les modèles productifs de coopératives multisociétaires, en s'intéressant à la nature de leurs activités productives. A l'appui du concept revisité de multifonctionnalité, inspiré des travaux de Polanyi, nous considérons l'ensemble des activités socioproductives nécessaires au développement politique, économique et social de cinq coopératives multisociétaires françaises. Partant d'une grille d'analyse heuristique considérant cinq logiques socioproductives, nous comparons différentes combinaisons d'activités socioproductives façonnées par ces coopératives pour assurer dans un même mouvement leur développement économique et leur projet sociopolitique, en réduisant leur impact sur l'environnement, pour finalement appréhender les tensions.

Ce qui anime les coopérateurs d'aujourd'hui : des utopies du projet coopératif à la société liquide

El Jid Omar, Université de Haute-Alsace

Dans ce travail, le constat du départ est que l'entreprise coopérative, comme aboutissement d'un projet coopératif, est portée par un idéal, voire une utopie. Ce qui lui impose une conception originale de la coopération, sans laquelle elle ne serait qu'une entreprise ou une affaire comme les autres (Brizon et Poisson, 1913, Draperi, 2012). Cette portée utopique combinée à la pratique coopérative, inspirée par une identité propre (la déclaration de l'alliance coopérative internationale sur l'identité coopérative de 1995), sont le fondement de la spécificité de la coopérative comme organisation. Par ailleurs, la société actuelle qualifiée de liquide et en mouvement permanent (Bauman, 2000) nous amène à questionner ces utopies en posant la question : quels sont les idéals ou les utopies qui animent les coopérateurs/trices et le projet coopératif ?

H3: Transitions, Community and Political Role of Cooperatives

8:30-10:00

WONG 1050

Moderator: Sandi Stewart, Saint Mary's University

Strategic Trajectories for Social Transformation: Perspectives from Renewable Energy Communities in Quebec

Karl Janelle, HEC Montreal

In Quebec, the government's strategy for a sustainable energy transition focused on a heavily centralized approach overlooks the reduction of energy consumption and the issue of energy poverty, raising ecological, social, and economic concerns. Renewable Energy Communities (REC), although in their infancy in Quebec, present an alternative by enabling citizen-led, democratic management of renewable energy, promoting energy frugality and equitable access. The impact of REC on broader energy systems remains limited, and research often overlooks this potential. This research examines how REC can move beyond interstitial strategies to drive social transformation, incorporating symbiotic and ruptural strategies through collaborations with various stakeholders such as social movements and incumbent energy producers. Employing a mixed-methods approach, including participatory mapping to visually map issues and actor networks within and around REC, the study provides a dynamic perspective on social transformation strategies and offers insights for action research in transformative processes.

Co-operatives of Convenience? Renewable Energy Co-operatives with Corporate Origins

Derya Tarhan, University of Toronto

An increasingly noticed phenomenon in the community renewable energy (CRE) space is private energy businesses exploiting policy instruments reserved for CRE groups, or what I refer to as “policy-grabbing” in this presentation. This paper presents a novel mixed methods inquiry into this phenomenon as it played out during Ontario's Feed-in Tariff (FIT) program, specifically through renewable energy co-operatives (RE co-ops). The quantitative component of the research inquiry centers around the extent to which RE co-ops of private business origin benefited from the FIT program, whereas qualitative semi-structured interviews with RE co-op leaders in the province reveal these actors' viewpoints on corporate influence in the sector. This study revealed that 62% of CRE FIT contracts were awarded to RE co-ops initiated by private energy businesses. The qualitative inquiry revealed significant resentment from leading members of community-initiated CRE initiatives towards the lack of community rootedness and social mission demonstrated by initiatives with corporate origins.

Co-operative Foresight: Navigating Digital Futures in Brazilian Credit Unions

Athos Carlos, Monica Rocha de Carvahlo & Hugo Ferreira Braga Tadeu: Fundação Dom Cabral

Building upon digital transformation insights in Brazilian credit unions, this research will employ foresight methodologies to envision the future trajectories of co-operative movements, integrating circular economy principles. Rooted in Tadeu & Silva's (2013) foresight model, we will leverage data on digital transformation to construct scenarios for the cooperative sector, exploring their alignment with circular economy practices. Subsequently, we will develop action plans addressing the two primary scenarios identified using Inayatullah's (2008) six-pillar framework, while considering their circular economy implications. Our goal is to provide strategic guidance for cooperative executives navigating the complexities of digital transformation within the context of circular economy principles. This study aims to equip executives with actionable plans to optimize their digital transformation processes while fostering sustainable and cooperative futures.

I1: Roundtable : Réseau de recherche en Économie sociale et solidaire du Québec / The new research network on social and solidarity economy in Québec

10:30-12:00

ENGTR 0100

*Valérie Michaud, Université du Québec à Montréal UQAM
Marie-Laure Dioh, Université du Québec en Outaouais UQO
Luc K. Audebrand, Université Laval
Claude-André Guillotte, IRECUS/Université de Sherbrooke*

This will be a bilingual roundtable with presentations in English, slides in French and discussion welcome in both languages.

Les Fonds de recherche du Québec ont annoncé le financement du Réseau de recherche en économie sociale et solidaire (RRÉSS) pour la période 2024-2029. Le RRÉSS vise à mieux connaître, faire connaître et reconnaître l'ÉSS, tant au Québec qu'à l'échelle internationale, à la fois de jure (dans les textes de loi) et de facto (sur le terrain et dans les pratiques). Concrètement, la mission du RRÉSS est de 1) créer et animer une communauté de recherche consacrée à l'ÉSS ; 2) coconstruire et partager des connaissances et des outils à l'intention de l'écosystème de l'ÉSS ; 3) soutenir la formation de la relève en ÉSS, et ce tant en recherche que dans les milieux de pratique. Cette table ronde vise à lancer les activités du RRÉSS par la présentation de la programmation scientifique du RRÉSS qui s'articule autour de 4 axes.

L'axe 1 focalise sur l'encadrement législatif et institutionnel ainsi qu'à la gouvernance de l'ÉSS. L'axe 2 traite de l'engagement, du travail et du care en ÉSS. L'axe 3 se concentre sur les modèles d'organisation et d'action soutenables en ÉSS. Finalement, l'axe 4 aborde les ancrages, le développement et les retombées de l'ÉSS dans les territoires. Les quatre cotitulaires du RRÉSS partageront les objectifs et orientations de leur axe. L'activité présentera aussi les chercheurs.ses impliqués ainsi que les partenaires du RRÉSS. (English below)

The Fonds de recherche du Québec has announced funding for the Réseau de recherche en économie sociale et solidaire (RRÉSS) for the period 2024-2029. The RRÉSS aims to raise awareness and improve the recognition of the social & solidarity economy (SSE) in Quebec and internationally, both de jure (in legislation) and de facto (in the field and in practice). In concrete terms, RRÉSS's mission is to 1) create and lead a research community dedicated to the social economy; 2) co-construct and share knowledge and tools for the SSE ecosystem; 3) support the training of the next generation of SSE researchers and practitioners. This round table aims to launch the activities of the RRÉSS by presenting its scientific program, which is structured around 4 axes. Axis 1 focuses on the legislative and institutional framework, as well as the governance of SSE. Axis 2 deals with commitment, work and care in the SSE. Axis 3 focuses on sustainable models of organization and action in the field. Finally, Axis 4 deals with the roots, development and impact of SSE in the territories. The four RRÉSS co-leaders will share the objectives and orientations of their axis. The activity will also introduce the co-researchers involved, as well as RRÉSS partners.

J1: Roundtable: Indigenous Perspectives on Reciprocity: Expanding ICA Principle #7

1:30-3:00

ENGTR 0100

Institut Koperasi Malaysia, Elder Ovide Caribou (Pukatawagan FN), Patricia Caribou (Jackhead FN), and Melody Stevenson (Peguis FN).

Moderator: Judith Harris

This panel provides an opportunity for a critical and timely discussion of the relationship between humans, plants and animals based on Kimmerer's (2013) claim that instead of a destructive role, humankind, in fact, is part of a reciprocal relationship to the land. Indigenous knowledge keepers from Sabah and Peninsular Malaysia (researchers at Institut Koperasi Malaysia) present perceptions of reciprocity of the original peoples of Malaysia. This discussion has implications for International Co-operative Alliance (ICA) Principle # 7 on "Sustainable development of communities".

K1: Co-ops and Decolonialization

3:30-5:00

ENGTR 2120

Moderator: Elisangela Domingues Vaz, HEC Montréal

Decolonizing Fair-Trade: Online Activism Creates a Movement within a Movement

Kacie G. Hopkins, York University,

Is the marketing of fair trade a colonial message? Many fair trade activists are using their social media platforms to (de)colonize fair trade by especially drawing attention to the marketing language that is used to educate audiences about the industry. In this paper I explore the hashtag #decolonizfairtrade on Instagram to demonstrate the evolving culture that the fair trade movement has had in the past five years. Fair-trade offers an alternative vision to consumer capitalism that anyone can live into. Yet, there are concerning connections to right-wing politics and conservative evangelical ideologies. This paper discusses the homogenous of fair trade marketing. Case studies from the (de)colonize movement are situated beside case studies from homogenous fair trade businesses to demonstrate how marketing impacts this movement. Overall is the (de)colonize fair trade movement a new social justice movement within the thriving fair-trade world?

The Integrated Sustainability Model Developed by Arctic Co-operatives Ltd.

Glenn Valliere, Arctic Co-operatives Ltd.

This paper will share, from a practitioner's perspective, the process of developing a sustainability model for Arctic Co-operatives Ltd. – a federation with 33 co-operatives in northern Canada and a support office in Winnipeg Manitoba. The requirements of the model included:

- Supporting existing strategic plans
- Being useful to the Winnipeg support office and its operating networks
- Being relevant to our northern, and primarily Indigenous, membership base

The paper will review a discovery and personal learning process that began with the United Nations Sustainable Development Goals – then led to several documents, from Indigenous organizations, exploring the intersection between various sustainability concerns in a rapidly changing north. A model was created to integrate these various sources using an Indigenous approach to support cohesion across the federation. The United Nations Declaration on the Rights of Indigenous Peoples was also integrated to lend weight to the importance of Indigenous perspectives.

A Phenomenological Inquiry on The Cooperative Enterprise Concept among The Indigenous Mah Meri Community of Carey Island, Malaysia

Puteri Aina Megat and Rosmimah Mohd Roslin, Faculty of Business, UNITAR International University, Malaysia

The Indigenous Mah Meri tribe is among the oldest inhabitants of Peninsular Malaysia, known for their wood-carving skills recognized by UNESCO. Malaysia, being a country of multi-racial, multi-religious, and multi-ethnic culture, supports the well-being of the indigenous communities through various incentives in the effort to assimilate them into the mainstream. With increasing integration into modern economies, the Mah Meri tribe, whose main economic resource is from the handicraft business, struggles to adapt to the contemporary business worldview, which is often commercially driven based mainly on profit making. The tourism industry assists in promoting these enterprises, but there is no real change in the livelihood of the Mah Meri people. This commercial-driven notion through the lens of modern, mainstream standards fails to account for the Indigenous ideologies that the Mah Meri community has developed over generations. Their holistic understanding of community livelihood, community cooperation, and social well-being may not necessarily translate into quantifiable metrics of "productivity" or "success" as defined by the dominant economic paradigm. The aim of this research is to explore the indigenous ideologies, cooperation systems, and community-centric priorities of the Mah Meri people. This may require a rethinking of business models to truly address the Mah Meri's cooperative enterprise concept.

K2: (in French) Conversion en coopérative et transformation de l'entrepreneuriat / Conversion to coop and transformation of entrepreneurship

3:30-5:00

WONG 1050

Moderator: Julie Coquerel, HEC Montréal

Proposition d'étude de la reprise collective par les salariés sous l'angle de la théorie critique de Nancy Fraser

Salimata Konate, l'Université du Québec à Montréal

Le vieillissement accéléré des propriétaires-dirigeants québécois menace la relève entrepreneuriale. D'ici 2025, 34000 entreprises québécoises seront à céder. À part les trois modalités envisagées pour transférer une entreprise, que sont la transmission familiale, la vente aux employés cadres ou la vente à un tiers privé, la reprise collective par les salariés leur permet de reprendre collectivement, en totalité ou partiellement, une entreprise pour l'exploiter en coopérative. Mais ce phénomène reste peu documenté et quelques recherches se penchent sur la dimension humaine de ce processus qui implique que les salariés-repreneurs développent des compétences de coopérateurs, d'entrepreneurs et

d'administrateurs. Ma thèse vise à comprendre les enjeux entourant ce changement de posture que j'envisage comme une innovation sociale, ayant (ou non) un potentiel de transformation sociale en vue d'une justice sociale. Je propose la théorie critique de Nancy Fraser comme cadre théorique permettant d'interroger le potentiel émancipatoire de la reprise collective par les travailleurs.

De la mutualisation à l'acculturation à la coopération : le cas d'une coopérative d'activité et d'emploi

El Jid Omar, Université de Haute-Alsace

En France, les coopératives d'activité et d'emploi (CAE), dans leur aspect pratique, sont des structures d'accompagnement à la création d'activité économique qui proposent un modèle d'entrepreneuriat salarié dans un cadre sécurisé, autonome et coopératif. Certaines de ces coopératives aspirent à une transformation de l'entrée entrepreneuriale individuelle à une pratique collective en se proclamant comme des mutuelles de travail (Sangiorgio, Veyer, 2006).

L'objectif de cette communication, en se basant sur une étude de cas, est d'étudier : (i) comment une CAE d'artistes en mutualisant sa gestion, permet l'émergence de l'entrepreneuriat collectif ? (ii) quelle place des temporalités et de l'accompagnement dans cette émergence?

Portrait des reprises coopératives au Québec 1980-2022

Claude-André Guillothe, IRECUS/Université de Sherbrooke
Josée Charbonneau, IRECUS/Université de Sherbrooke

Les petites et moyennes entreprises (PMEs) forment le noyau du tissu économique au Canada avec plus de 1,2 million de PME avec employés enregistrées. La succession d'entreprise est devenue un défi majeur pour préserver les PME avec 59% des entrepreneurs canadiens âgés de plus de 50 ans à la fin de l'année 2018. Le nombre de propriétaires de PME qui prévoient de prendre leur retraite au cours de la prochaine décennie semble être en constante augmentation. Parmi les différentes stratégies mises de l'avant par les gouvernements et les options qui s'offrent aux propriétaires de PME, la conversion en coopérative demeure peu connue.

L'objectif de cette communication est de présenter les résultats d'une étude descriptive de la conversion des entreprises en coopératives au Québec, de 1980 à 2022. L'analyse descriptive de ces conversions vise à mieux cerner les principales tendances (secteurs et types) au fil des décennies afin de favoriser le développement de stratégies de sensibilisation et d'accompagnement ciblées auprès des cédants et des groupes de repreneurs potentiels."

K3: Freedom and Self-determination, the cooperative way

3:30-5:00

ENGTR0100

Moderator: Omar El Jid, Université de Haute-Alsace

Making Visible Subjugated Knowledge in Co-op Theory and Practice

Tom Gray, USDA, RD-Program on Cooperatives

Following related literature development in the larger sociology around “subjugated knowledge,” this paper addresses work by black scholars and practitioners in the theorization and practice of co-operative organization. Gordon-Nembhard (2014) has reported that a perception in the Academy has existed that “African-Americans don’t do co-ops and that is the problem.” However, Gordon-Nembhard as well as Gray (2021) have found this is not the case. There has been a highly active African-American involvement at the intellectual and practitioner level of cooperative advocacy, formation and operation. Involvement has not always been reported openly due to security needs consequent to oppression dynamics in the larger societal context. This paper assembles and reviews co-op related theory and practice positions of several African-American scholars and advocates to bring some greater visibility generally, as well as better contextualization historically. The paper is an expansion of earlier work by this author and Gordon-Nembhard.

Rethinking Architectural Creativity: Embracing a Cooperative Approach to Design Practice

Jaya Beange, Storefront Manitoba & University of Manitoba

The architectural profession has long grappled with the pervasive myth of the creative genius, an individual presumed to rely exclusively on their innate brilliance for success. A prominent representation of this notion is encapsulated in the character of Howard Roarke, the architect protagonist in Ayn Rand's "Fountainhead." This research contends that such a perception is not only misguided but also poses inherent dangers, particularly in a world grappling with crises interconnected with greed and ego. The exploration commences with a historical analysis of creativity's origins, drawing insights from poetry, psychology, and philosophy. The narrative culminates with an examination of contemporary design firms that are successfully transforming themselves into cooperative entities. By dismantling the myth of the solitary creative genius, this research aims to advocate for a more collaborative and inclusive paradigm within the architectural profession, emphasizing the relevance of cooperative approaches in navigating the challenges of our multifaceted contemporary landscape.

Freedom from Domination as a Yardstick for Cooperative Governance and Democratic Regeneration

Gabriel Monette, HEC Montréal

Rafael Ziegler, HEC Montréal

Simon Pek, University of Victoria

This article introduces a novel framework to think about cooperative governance, drawing on republican theory of freedom to address challenges like organizational degeneration and member domination. The article thereby also contributes to closing a gap in republican theorizing, i.e. a missing application of the republican theory to cooperative governance. By applying the principle of freedom as non-domination, central to republican theory, the article provides a fresh perspective on enhancing democratic processes within cooperatives. It explores the interplay of exit, voice, and loyalty as republican mechanisms to prevent domination and promote freedom as non-domination and civic virtue. We then explore the pertinence and limitations of our republican approach in relation to four main types of cooperatives (worker, consumer, producer and multistakeholder).

CELEBRATING 40 YEARS: CALL FOR CASC/ACÉC STORIES AND PHOTOS

Add to our archival record with your memories and photos of compelling CASC/ACÉC conferences. To get us started Lou Hammond Ketilson (President from 1989 to 1990) has shared some of her early memories.

My earliest memories of CASC go back to what I believe was the third meeting of the association in the summer of 1986 hosted by the University of Manitoba. I had just started my doctoral course work at the University of Saskatchewan while employed as a Research Associate at the Centre for the Study of Co-operatives. I do not remember too many of the details of the meeting but I do recall it being a smallish gathering, and feeling very welcome and supported by the academics in attendance, despite my junior years and inexperience. This climate of openness and support given to younger co-operative scholars was established in the very early years and continues to this day. And it was the willingness of more senior co-op academics to teach and mentor the young scholars that has contributed to the expansion and development of the Co-operative Studies Network of today, moving the discipline from what at the time was primarily sociology, history, and agricultural economics to a much broader field of study and disciplines.

CASC's history of collaborating with Association of Nonprofit and Social Economy Research (ANSER), Association of Cooperative Educators (ACE), and the ICA Committee on Co-operative Research (CCR) has built linkages, research and publication opportunities worldwide. I am very grateful for the stimulating conversations with colleagues and friendships made during the past forty years of my career as a co-operative scholar.

Here are some photos of special CASC/ACÉC moments that Isobel Findlay has shared.



Jessica Gordon Nembhard, JJ McMurtry, Doug Lionais, Sonja Novkovic, Keynote Peter Ranis (moderator Derya Tarhan), New Cooperativism Roundtable, 2017 Congress, Ryerson University (now Toronto Metropolitan University)



Keynote Mirta Vuotto from the University of Buenos Aires. Maria Basualdo, USask, and Clifford Ray, President, Northern Saskatchewan Trappers Association Co-operative, CASC/ACÉC conference, Congress, Victoria 2013



Donna Balkan receives 2013 CASC/ACÉC Award of Merit from Erin Hancock and Darryl Reed



A surprised but so deserving Marie Bouchard receives the 2012 CASC/ACÉC Award of Merit, 2012 Congress, Université du Québec à Montréal



A roundtable discussion on the future of Co-operative education: Michel LaFleur, Greg McKee, Rod Kelsey, and Harold Chapman, 2012 Congress, Université du Québec à Montréal

REMEMBERING CARLO BORZAGA



On 3 March 2024, the co-operative world lost Professor Carlo Borzaga, an inspiring leader, visionary, and world-renowned expert on co-operatives and the social economy. He was a champion of social activism and a powerful force in shaping Italian laws on social co-operation, and organized volunteering, especially l. 381/91, Professor Borzaga was a prolific and generous scholar whose research shone a light on how co-operatives contribute to a better world. He leaves an enormous legacy of co-operative scholarship and will be long remembered and deeply missed around the co-op world.

A sociology graduate of the University of Trento (1972), Carlo Borzaga went on to serve as professor of political economy at Trento from 1976 to 2021. He was a full professor from 2001 and Dean of the then Faculty of Economics, 2003-2006, and deputy dean of the Department of Sociology and Social Research, 2015-2018. At the Faculty of Economics, he was also director of the Institute for Nonprofit Business Development Studies (**ISSAN**), 1997-2009 before founding the major international research centre the **EURICSE Foundation – European Research Institute on Cooperative and Social Enterprises**, of which he was president until May 2022 and subsequently honorary president. He also contributed to the establishment of the **IRIS network**, bringing together the main Italian actors studying and working on social enterprises as well as a founding member of EMES who in 2023 honoured him at the 9th EMES Conference in Frankfurt for his lifetime achievement in the SE field and his contribution to the EMES Network.

We at CASC/ACÉC remember his powerful keynote address and participation in discussions at our 2011 conference hosted by University of New Brunswick and St. Thomas University, Fredericton, New Brunswick, June 1-3, 2011. He participated with our

special guest Professor Linda Shaw of the Co-operative College in Manchester on a session jointly sponsored by the European Research Area in Canada (ERA-Can) as well as several special lunchtime events with the Rural and Co-operatives Secretariat, ERA-Can, and a roundtable on student co-ops and the role of CASC/ACÉC.

Professor Borzaga researched and published widely on labour economics, the economic analysis of non-profit organizations with a special focus on co-operatives and social co-operatives in particular and its evolution in Europe. In addition to extensive governmental consulting work, Professor Borzaga wrote and co-edited numerous books (including *The Emergence of Social Enterprise*, co-edited with Jacques Defourny). He also published hundreds of essays, publications and academic articles concerning the subject of the labor market, social and cooperative enterprises, and welfare systems.

In addition to his scholarship, he was also a social entrepreneur who founded and supported many organizations, including Villa Sant'Ignazio in Trento, one of the first co-operatives engaged in social work, which he led for nine years. Borzaga was also active in establishing national federations, such as Federsolidarietà, the National Federation of Social Cooperatives, and the National Consortium of Social Cooperation – CGM, of which he was a director. He was president of the Trentino Consortium of Social Cooperation Consolida, 1989-1993. In 1996 he founded the first master's degree program in Italy in Management of Social Enterprises, which has produced over 450 graduates now working in the non-profit sector.

His other contributions to the legal landscape included with the Ministry of Labor and Social Policies Law 68/1999 on the right to work of the disabled, and with the Government on Law 155/2006 on social enterprise, and with the Ministry of Labor on the drafting of Delegated Law 117/2017, the so-called reform of the Third Sector. He collaborated on social economy issues with the European Commission, the International Labour Organization (ILO) and the Organization for Economic Cooperation and Development (OECD).

In 2023 he was granted the prestigious honorary title of Commendatore dell'Ordine "Al Merito della Repubblica Italiana" from the President of the Italian Republic Sergio Mattarella, to recognize special merits towards the nation in the fields of letters, arts and economy.

One of his last academic contributions was the introduction to the Special Issue on *Cooperative firms, participatory culture, and contemporary challenges: Essays in honour of Johnston Birchall* of the *Journal of Entrepreneurial and Organizational Diversity (JEOD)* edited by Silvia Sachetti, Lou Hammond Ketilson, and Carlo Borzaga.

Mario Dianni, president of EURICSE, remembered Carlo Borzaga as "the inspirer of public policies and legislative innovations, the visionary who never gave up the idea that the third sector, volunteerism, and cooperation could change the world in which we live. But above all, we have lost a wonderful person who will remain in the hearts of all who knew him."

REMEMBERING HAROLD CHAPMAN



Born in Saskatoon on April 27, 1917, Harold Chapman grew up on farms in Saskatchewan and passed away peacefully at 106 years of age in his home in Saskatoon, November 14, 2023. Few have contributed more to the Canadian co-operative community than Harold Chapman, undoubtedly Canada's most accomplished co-operative organizer, thinker, policy maker and educator. For over seven decades he was actively involved in these endeavours.

Harold earned a BSc in Agriculture from the University of Saskatchewan in 1943 and an MSc in Co-operative Extension Education from the University of Wisconsin in 1971. In 1945, after serving in the army, Harold worked for the Department of Co-operation and Co-operative Development as an Extension Specialist and Director (including three years on leave with the Secretariat of the Royal Commission on Agriculture and Rural Life). During the 1940s and 50s, Harold was instrumental in the development of co-operative farms in Saskatchewan, establishing also fishing, trapping, and housing co-operatives.

In 1955 he began an 18-year career as the Director of the Co-operative Institute and was named founding Principal of the Western Co-operative College in 1959 (later called the Co-operative College of Canada); in 1973 he became the Director of Member Relations at Federated Co-operatives Limited, a position he held for nine years. He was also a founder of the Association of Co-operative Educators and the Co-operative Management Association.

In 2012, Harold published his book *Sharing My Life: Building a Co-operative Movement* detailing his role in co-operative development, including the education of members, directors, managers and staff. Harold's book brings alive the history of how co-operatives have been – and can be – a vital part of the economy and of community, economic and

social development. Harold contributed chapters to two other books: *The Contemporary Director*, a handbook for elected officials of co-operatives, credit unions and other organizations, and *Dignity and Growth: Citizen Participation in Social Change*.

In 2012, Harold presented on a roundtable on co-operative education at the CASC/ACÉC Congress, Université de Québec à Montréal, co-hosted with the Association of Co-operative Educators (ACE), the ICA Committee on Co-operative Research, Measuring the Co-operative Difference Research Network (CURA), the Développement territorial et coopération research network (ARUC-DTC), and CIRIEC Canada, along with the Canadian Co-operative Association (the CCA), le Conseil canadien de la coopération et de la mutualité (CCCM) and le Conseil québécois de la coopération et de la mutualité (CQCM), in the International Year of Co-operatives.

Harold was honoured with many awards: the Distinguished Graduate in Agriculture Award by the University of Saskatchewan in 1986; a Co-operative Enterprise Award in 1996 in recognition of his leadership in co-operative education and development; the Saskatchewan Centennial Medal in 2005 for his leadership in co-operative and community development; the C.A. Robson Award in 2013 “for superlative service reflecting the spirit of the Saskatoon Health Services Association (Community Clinic): Compassion, Co-operation and Commitment”; the Co-operative Contribution Award in 2014; named Saskatoon Citizen of the Year by CTV in 2019; and the Queen's Platinum Jubilee medal in 2023.

At 100, Harold was recognized for his work with co-ops, receiving Canada's top honour, the Order of Canada in 2017. In the same year, Harold received an Honorary Doctor of Laws Degree from the University of Saskatchewan.

Harold shared his knowledge freely, speaking at many events, stressing the importance of understanding co-operative philosophy and principles, and having an adequate education program. In 2012 Harold submitted a brief to the federal government's Special Committee on Co-operatives which was appointed to study the status of co-operatives in Canada. It reported in September 2012 to the 41st Parliament. Harold was instrumental in the establishment in 2012 of Station 20 West, a community enterprise committed to improving the well-being of people in Saskatoon's core neighbourhoods. In 2019, Harold was the focus of an Affinity Credit Union film in which he spoke of the struggles in the 1930s that gave rise to Credit Unions in Saskatchewan

Harold enjoyed a long marriage to his wife Mary, who passed away in 2005. They had two children, Bob and Gail, three grandchildren and one great-grandchild. Harold served for many years on the board of Grosvenor Park United Church and in the church choir. Harold was a long-time member of McClure Place where he served on the Residents Council and enjoyed the activities provided, including singing with the Choristers. Harold was honoured to receive a Golden Heart award from McClure Place. After Mary passed away, Harold found a new love of his life in Joan Bell. Harold and Joan spent many happy years together, raising money for social and political causes. Harold enjoyed life: golfing, choir, playing cards, square dancing and curling. Harold lived life to the fullest—and will be sorely missed within and beyond the co-op community.

RESEARCH PROFILE*



Mitch Diamantopoulos
Associate professor
School of Journalism
University of Regina

The Ghost of Journalism Future: Will political backlash over Bell Media cuts spark a policy pivot?

The largest mass layoffs in three decades at Bell Canada Enterprises Inc. (BCE) last week set the conglomerate on a collision course with Ottawa. Along with sparking coffee row debates over taxpayer support for the company, the layoffs and cancelled CTV news programs should also prompt a wider conversation about targeting media reforms to better arrest journalism's decline.

The firestorm started Thursday, Feb. 8, when CTV's parent company abruptly ended noon hour newscasts on all CTV

stations outside Toronto. Also cut were weekend news programs at six and 11 p.m. on all CTV and CTV2 stations outside Ottawa, Toronto and Montreal. The multi-media, entertainment, sports, and telecommunications giant also cancelled CTV's investigative reporting program *W5* after a 58-year run and plans to sell off 45 of its 106 regional radio stations.

Following another round of layoffs in June, when BCE eliminated six per cent of jobs and either closed or sold nine radio stations, last week's cuts will push another 4,800 — or nine per cent of BCE employees — out of work.

BCE's cuts prompted a swift backlash. The company, after all, posted a \$2.3 billion profit at the end of last year and its dividend payments trended steadily upward over the last decade.

"This is absolutely devastating news for thousands of workers and their families," said Unifor National President Lana Payne. "Adding insult to injury, the company is conducting this mass layoff while increasing dividends to shareholders and buying back shares."

The company blamed Ottawa and the Canadian Radio-television and Telecommunications Commission, citing slow progress in updating the *Broadcast Act* (Bill C-11) and introducing *The Online News Act* (Bill C-18).



“For the day when some conjunction of circumstances creates a will for change; that day belongs to those who have practical ideas ready.” —Tom Kent, Chair of the Royal Commission on Newspapers

Even politicians overcame their usual reluctance to antagonize the media barons who shape their public image and electoral prospects. Federal Heritage Minister Pascale St-Onge scolded BCE — which, St. Onge said, will save \$40 million per year in annual licensing fee relief from Canadians — for its duplicity.

BC Premier David Eby went further. Accusing the conglomerate of bleeding newsrooms dry to maximize shareholder profits, he compared BCE to “corporate vampires”. “Shame on you,” he said.

Not to be outdone, Justin Trudeau departed from prime ministerial decorum by declaring himself to be “pissed off” and “furious” about the “garbage decision”.

Doing Business with Scorpions

There is no doubt the BCE cuts are very bad news, and not just for the families

who lost a breadwinner last week. The reduced frequency of CTV newscasts and the cancellation of the network’s flagship investigative reporting program *W-5* will only further impoverish citizens’ knowledge about public affairs at a time when journalism’s decline is already alarming.

Yet what’s most surprising is that anyone *was* surprised.

The public betrayal imputed to BCE reminds of the fable of the scorpion and the frog. It goes something like this: unable to swim, a scorpion asks a frog to carry it across a river. The frog is wary of being stung but the scorpion points out they would *both* drown if it did. The frog is persuaded but halfway across the scorpion stings the frog anyhow. This seals their fates. When the frog asks the scorpion why, it replies ‘It’s in my nature’.

For the public to be surprised at being stung by a scorpion, after carrying it through a turbulent economic period, is to miss the point that it is a scorpion.

The BCE board of directors and its shareholders are not likely to be persuaded by high-minded moral appeals to spare workers' livelihoods, protect community cohesion or defend the country's democratic vitality when there's money to be made. No one has less incentive to see the error in his ways than BCE's CEO Mirko Bibic, who pocketed over \$13.5 million in compensation in 2022.

Bibic's annual haul could pay 250 rookie journalists a \$54,000 annual salary.

Not since the Royal Commission on Newspapers in 1980 have the nation's political class so dramatically crossed swords with media owners in public. That Commission was launched after the abrupt closure of dailies in Ottawa and Winnipeg reduced both cities to one-paper towns. Chaired by Tom Kent, he concluded then that media concentration had already reached "monstrous" levels. It was "clearly and directly contrary to the public interest."

In the wake of the Kent Commission's defeat, deregulation prevailed. An orgy of debt-leveraged mergers and acquisitions increased media concentration, and downsizing newsrooms became a 'best practice' for a new breed of vulture capitalists, corporate takeover specialists, and hardball managers.

Pioneering the Art of Newsroom Vandalism

Vindicating Kent's warning that trends would reach the "monopolistic extreme" if left unchecked, Conrad Black's Hollinger Inc. was allowed to buy all five Saskatchewan dailies on Dec. 19, 1995.

Faced with no competition, what happened next was predictable.

On Black Saturday, March 2, 1996, Leader-Post staff were summoned to an information session. 89 were fired that day, about a quarter of the workforce. That included 17 pink slips in the newsroom.

A similar fate met their StarPhoenix colleagues in Saskatoon.

Asset-stripping was the new formula for modernizing Canadian media: cut staff, and the range and quality of reporting, to boost profits.

When asked how Sterling newspapers, Hollinger's Canadian division, made acquisition decisions, Hollinger president and CEO David Radler put it bluntly: "we'd visit the offices of each prospective property at night and count the desks. That would tell us how many people worked there. From our experience at Sherbrooke, we realized that if a place had, say, 42 desks, we'd only need 30. We knew a dozen people would be leaving the payroll even though we hadn't seen their faces yet."

Clearly, North Americans' reliance on investor-owned media has not stemmed journalism's decline. Instead, the unfettered pursuit of shareholder returns has encouraged a cost-cutting race to the

bottom as hedge funds and venture capitalists buy media properties at deep discounts, slash staff to squeeze out higher profit margins, and then discard them when more profitable investment opportunities beckon. There's a reason it's become cliché to declare that business model broken.

While Ottawa has made important first steps to stabilize news outlets and protect journalist jobs, it also learned last week that offering incentives to scorpions won't change their nature. Monetizing journalism's crisis through shrewd lobbying, some have clearly used the leverage of public concern to boost dividends rather than expand news coverage. The latest round of Bell layoffs just serves as a particularly scandalous reminder of what can happen to the interests of the democratic many when too much media power rests with the wealthy few.

Clearly, more imaginative reforms are necessary. Preferably, those reforms don't hinge exclusively on the goodwill of scorpions.

News Deserts Ahead?

Without significantly different public policy interventions, Canadian journalism is likely to follow U.S. trends. A 2022 study by the Medill School at Northwestern University found that about 2,500 U.S. dailies and weeklies have closed since 2005, reducing an increasing number of regions to news deserts.

If Conrad Black is the ghost of free-market journalism past, and BCE's CEO Mirko Bibic is the ghost of free-market journalism present, then the faceless hedge-fund managers transforming vast

swaths of the U.S. into local news deserts are the ghosts of free-market journalism's future. As a study led by April Lindgren at Toronto Metropolitan University's School of Journalism found, 29 Canadian community newspapers and seven radio stations closed in 2023 alone.

It might be unthinkable to imagine Regina (pop. 250 k) without a daily newspaper, just as it was unthinkable to our neighbours in Moose Jaw (pop. 34k) when the Times Herald folded in 2017 or Kamloops This Week (pop. 100k) folded in October. But it was also unthinkable in 1929 that Saskatchewan's capital would one day have only one daily. It was equally unthinkable that the Leader Post's Monday print edition would be phased out, or that the newsroom would one day be permanently closed with the entire staff working remotely. The elimination of CTV newscasts at noon and on weekends was also unthinkable until last week. In the salvage yard that is the news industry, we're learning not to take anything for granted. But these are not easy lessons.

While both Canadian news production and media policymaking are in a state of chaotic flux, at least one thing should now be clear after last week: too much media power in this country has been allowed to concentrate in too few hands for far too long, and without democratic accountability. Abuse of monopoly media power should therefore anger but not astound us.

Building Journalism Back Better?

BCE's broken promises aren't likely to make the defence of journalism a ballot-box issue in the next federal election. The

company appears to be banking on being further rewarded by tax cuts and other concessions from the public purse if the Conservatives form the next federal government—as polls presently suggest they will.

However, the potential for BCE's hubris to backfire is considerable. Forget the tarnished brand, Ottawa's reluctance to extend further assistance, and the audience share they risk losing as Canadians are inconvenienced or disaffected by the cuts. Ironically, and despite waging a decades-long campaign to erode Canadians' support for public broadcasting, BCE has now also made a more persuasive case for robustly reinvesting in CBC/Radio Canada than its staunchest advocates.

Clearly something needs to be done to backfill for the faltering private system. Expanding public broadcasting's news scope is the fastest, fit-for-purpose way for Ottawa to do that. Clearly BCE won't let CTV do it.

But Ottawa should not stop by reversing recently announced cuts and rebuilding CBC/Radio Canada. That nationwide bulwark against news commercialization and eroding trust in journalism from the top-down needs to be complemented by support to community-driven initiatives that resist commercialization and rebuild trust from the bottom-up.

Once stung by venomous and unpredictable scorpions, Canadians should now turn toward smaller, but more helpful, frogs.

A Different Media Is Possible

Although their modest, local efforts don't grab headlines, some Canadian communities are taking effective direct action to salvage their local news outlets and stem the spread of information poverty and news deserts.

For example, Victoria's CHEK TV was slated for closure when CanWest failed to attract a buyer in 2009. That would have left Victoria with only one TV station. A worker-led buyout saved that operation, which continues to operate independently.

Worker-led rescues also saved a group of six regional dailies in Québec in the wake of their parent company's bankruptcy in 2019. With 450 Groupe Capitales Médias jobs on the line, the staff at *Le Soleil*, *La Voix de l'Est*, *Le Quotidien*, *Le Nouvelliste*, *La Tribune*, and *Le Droit* each formed multi-stakeholder co-operatives—including readers and supporting organizational members—to save their jobs and local news service. They also set up a 2nd-tier co-operative to deliver human resource, business planning, and technology support to the six member co-ops. This *Coopérative nationale de l'information indépendante* (CN2i) consortium raised \$2.5 million in memberships from the six communities. Another \$21 million was invested by the Province and funds managed by two provincial trade union federations, the Desjardins credit union system, and the provincial social economy movement.

While Covid struck shortly after the co-op conversion and forced CN2i to pivot to digital-first publication (with print editions on Saturday only) and lay off 100

staff, this model intervention nevertheless saved the remaining 350 jobs.

Compared to a \$40 million annual gift in licencing relief to BCE for which the public was repaid with drastic *reductions* in news service, the CN2i story provides a dramatic example of what's possible when concerted technical and financial assistance gives media workers and communities the tools they need to resist encroaching news deserts. For example, Canadian taxpayer's annual gift to BCE could pay the salaries of an *additional 740 newsroom rookies*.

Ottawa can also foster this kind of community-based media innovation by legislating the right to stage worker buy-outs or co-operative conversions in the case of newsroom closure threats.

New Ownership Models

An emerging global sector of news co-operatives illustrates the potential for innovative media ownership models. For instance, *Prairie Dog* and *Planet S* aren't the only media outlets owned by their workers. In fact, worker co-operatives publish the second most-read weeklies in France and Uruguay. Co-operatives also publish significant daily newspapers in Rome (*il manifesto*, est. 1969), Berlin (*Die Tageszeitung*, est. 1978), Mexico (*La Jornada*, est. 1984), Montevideo (*La Diaria*, est. 2006) and Athens (*Efimerida ton Syntakton*, est. 2012). With the demonstrated ability to scale-up, and to draw support from community, trade union and co-operative movements, these examples also illustrate that a different media is possible.

In the U.S., an outsized philanthropic establishment has helped drive about 425 non-profit news outlets now in operation. Unfortunately, only about a dozen registered journalism organizations in Canada can issue charitable tax receipts for donations. Nevertheless, the YMCA of Greater Toronto, Toronto Foundation, and United Way of Greater Toronto all stepped up to support non-profit online publication *The Local*. Given that Toronto is arguably the country's most over-serviced news market, there's clearly a role for community foundations to play in giving communities the tools they need to expand the non-profit and co-operative media sectors in the rest of the country.

By earmarking a percentage of their annual advertising budgets for community-based media, provincial and municipal governments and community-based organizations can also help keep those funds circulating locally, creating jobs, and protecting sustainable local journalism.

Presently neglected, under-resourced and under-developed, this emerging community sector harnesses the interests of reporters and their communities to fill gaps that investors will not and the state *should* not. Community media can expand viewpoint diversity, and create opportunities to train and employ the next generation of talent for an evolving media environment.

Since all ownership models have their limitations and strengths, a strong media system should be defined by a structural pluralism that includes news co-operatives and non-profits. Success elsewhere demonstrates that this third

media sector can be scaled-up to backfill for commercial journalism's decline. Canada's emerging independent sector has even recently boot-strapped a lobby to advance that work, Press Forward.

They, of course, face an uphill battle. For a very long time, lobbyists for the too-big-to-fail media have had Ottawa's ear. The corporate media sector makes big promises for systemic fixes that are simpler and faster than developing the community-based media sector. However, Canadians have repeatedly discovered the hard way that quick fixes may prove illusory.

Last week we were reminded that, when public and private interests diverge, it's the public that often gets short-changed. Like BCE, investor-owned media will be routinely motivated by market logic to take Ottawa's tax breaks and subsidies today, lay reporters off tomorrow, and pay out handsome shareholder dividends the day after.

That's why it's important to ask what media development potential may lie dormant in Canadian communities' non-profit and co-operative sectors as we tackle the democratic reconstruction of journalism. Of course, this country's community media sector is relatively small, isolated, and late blooming. These social enterprises must navigate rapid technological change and turbulent markets. There will be wins and losses.

But it's worth asking the \$40 million question: would our annual gift in licensing fee relief to BCE be better used by independent, community-based media—who we can trust to invest those funds in local jobs and strengthening local news production?

*The article originally appeared in Regina's prairie dog magazine (published by Hullabaloo Publishing, a worker co-operative) February 14, 2024.

COSTA RICA CO-OPERATIVES STUDY TOUR 2024



Fiona Duguid
Research Fellow
Centre of Excellence on Accounting and
Reporting of Co-operatives
Saint Mary's University (SMU)

Opportunities to Learn about Costa Rican Co-operatives and their Sustainability Practices

The co-operative sector has much to learn from co-operatives in Costa Rica to embrace and act on sustainability. From co-ops taking the lead in rainforest conservation to operations that embed environmental practices to providing employment opportunities for youth—Costa Rican co-operatives have stepped up to live and breathe sustainability for the environment and for their communities. Co-operators from around the world can learn from these great examples.

In November 2022, Daphne Rixon and Fiona Duguid from the Centre for Excellence in Accounting and Reporting of Co-operatives, Saint Mary's University had the great opportunity to travel to Costa Rica to work with Universidad FUNDEPOS. Professor Jorge Atruro Campos was our host, guide, travel consultant, co-op liaison, and so much more. The research tour had two objectives: to solidify connections between CEARC and FUNDEPOS to advance reporting and measuring of the SDGs within the co-operative movement; and to understand how Costa Rican co-ops are meeting the SDGs. Besides exceeding these objectives, the tour opened our eyes (and stomachs) to the delights of the Costa Rican countryside, people, and food, while impressing us with how deeply the Costa Rican co-ops have embraced the SDGs.



While on this research trip, we were already thinking about how other co-operators should see what can be done when sustainability is put at the core of governance, strategic planning, and operations. When we returned to Canada, we brought our sister organization from SMU, the International Centre for Co-

operative Management, into the discussions to create an open call for participants to join us on a study tour of Costa Rican co-operatives in February 2024.

The twenty-four participants on the tour were from Canada, USA, Mexico, UK, and Malta, from many different types of co-operatives (i.e., worker, federation, consumer, and producer), and from many different industries including manufacturing, financial, development, research, groceries, and IT. We honestly could not have had better group dynamics if we had handpicked participants. Everyone was extremely curious about how Costa Rican co-operatives are embracing sustainability.

With Jorge from FUNDEPOS as our local tour guide, we travelled to eight different regions of Costa Rica to experience a wide range of co-ops servicing communities in different industries including electricity, health care, groceries, pharmacy, and savings and loans. We also visited co-ops producing coffee, sugarcane, agricultural products, dairy products, and aeronautical supplies. We were wowed by the depth and breadth of activities each of the co-operatives were implementing to ensure positive impact in their community while stepping as lightly as possible on the environment.

Sustainability means meeting our own needs without compromising the ability of future generations to meet their own needs.¹ We brought an embedded understanding of sustainability where the

economy is monitored by our social interactions, which are limited by our planetary boundaries. In Costa Rica co-operatives have this at the core of their values, operations, and short- and long-term planning.



Some highlights were hiking in the cloud forest that electricity co-operative members have bought for biodiversity conservation and to support local farmers to transition land back to rainforest. Another was picking coffee fruits at a fair trade, organic co-operative followed by a full service coffee tasting. We toured a tropical fruits co-operative that has transformed what was a multinational corporation mono-crop fields into a community producer co-op that produces papayas, bananas, and pineapples. We were on the runway of the international airport in San Jose touring an airplane maintenance co-operative. We saw sugar cane harvested to processing to final product. Laced between the co-op tours, we ate fresh fruits and sumptuous traditional Costa Rican dishes while taking in the countryside of lush tropical rainforests, rolling coffee plantations, farm lands, and ocean views.

1

<https://www.un.org/sustainabledevelopment/development-agenda/>

We are so grateful to the co-operatives that welcomed us into their boardrooms, factories, fields, and shops. The study tour would not have been the success it was without support from CENECOOP. CENECOOP has a national mandate to provide education, research, promotion, and training within the co-operative sector in Costa Rica, which they deliver with vigour and rigour. Jorge’s enthusiasm and energy was boundless; without him our tour would not have been as fun or fruitful. The connections made between study tour participants continues to endure with sharing ideas and activities, as well as between participants and the Costa Rican co-operatives to further share operations updates, import/export opportunities, education curriculum, and impactful sustainability actions.

This tour lived and breathed the co-operative values and the role co-operatives have and can play in terms of sustainability. This plus drinking co-operative grown coffee, eating papaya cut from the plant, and ice cream made by the dairy co-op made for a fantastic study tour. We are hoping to launch a second tour in 2025—stay tuned.

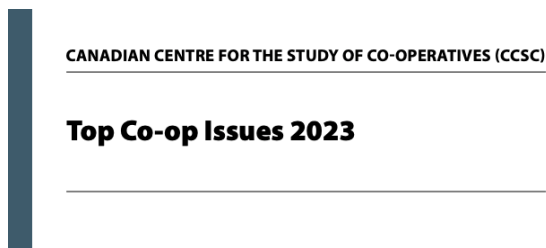


UPDATE FROM THE CANADIAN CENTRE FOR THE STUDY OF CO-OPERATIVES



~ Stan Yu
 Research and Communications
 Coordinator
 Canadian Centre for the Study of Co-
 operatives
 Johnson Shoyama Graduate School of
 Public Policy
 University of Saskatchewan

1. Top Co-op Issues 2023 Report Released



Results from the Canadian Centre for the Study of Co-operatives’ (CCSC) 2023 Top Co-op Issues have just been published in a new report. This year, 140 Canadian co-operative leaders —

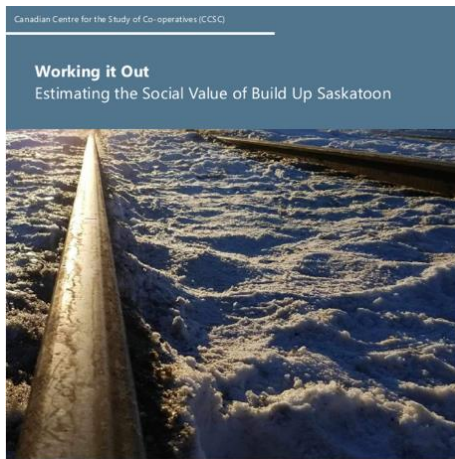
including Chief Executive Officers/Executive Directors, managers, board members, and researchers — provided their perspectives on what they view as the most pressing concerns facing the Canadian co-operative sector today.

Read the full paper here:
https://usaskstudies.coop/documents/pdfs/ccsc_2023_top-co-op-issues-report.pdf

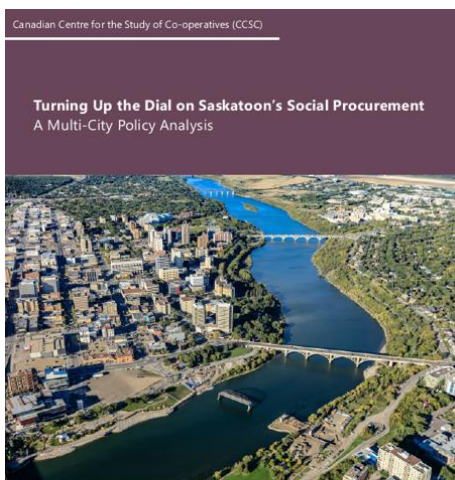
2. Findings from the research project, “Determining the Economic and Social Value of Social Enterprises in Saskatoon: The Case of Build Up Saskatoon” now available



This CCSC research project evaluated the economic and social impact of social enterprises, using Build Up Saskatoon (BUS) as a case study. [Build Up Saskatoon](#) is an industry-standard construction and contracting social enterprise of [Quint Development](#) that provides training, supports, and long-term employment in the trades for individuals who face multiple barriers to employment, particularly those with previous experience in the criminal justice system.



Marc-André Pigeon
CCSC Director and Strategic Research Fellow
Stan Yu
Research and Communications Coordinator



Sarah S. Mohammed
CCSC Research Assistant
Marc-André Pigeon
CCSC Director and Strategic Research Fellow



The findings of this research are presented in three separate yet connected reports:

- I. [‘More than a job, finally’: Lived Experiences of Build Up Saskatoon Participants](#) – This research conducted interviews with BUS participants to explore their experiences of and outcomes from working at BUS. We found that BUS’ multifaceted intervention model to address participants’ barriers to employment helped them to demolish old structures, develop occupational foundations, cultivate stable framing in their lives, and allowed them to embark on social renovations.
- II. [Working it Out: Estimating the Social Value of Build Up Saskatoon](#) – this report found that BUS programming helped government agencies, such as the Ministry of Corrections, Policing, and Public Safety, Ministry of Social Services, and Saskatoon Police Service generate a net saving of between \$126,489 to \$306,666 in its first year of operation. This translates to a return on investment of \$1.39 to \$1.95 for every government dollar invested in BUS.
- III. [Turning up the dial on Saskatoon’s Social Procurement: A Multi-City Policy Analysis](#) – This report compared how social value is codified in the procurement policies across Saskatoon, Calgary, Winnipeg, Vancouver, and Halifax. Through this comparison, this report identified policy mechanisms currently being used across the five cities that can help to advance social procurement.

3. New article in the Conversation, asking if the time is ripe for a revival of the Wheat Pool



A new article published in the Conversation by Dr. Marc-André Pigeon, CCSC Director and Strategic Research Fellow; Natalie Kallio, CCSC Professional Research Associate; and Jeremy Welter, a fourth-generation farmer, small-business owner and director on the board of the Agricultural Producers Association of Saskatchewan, documents Bunge's recent announcement to purchase Viterra to join a small and shrinking number of grain companies with market power to impose prices and shift the risk of the market onto producers. In response, the piece asks whether it is time for producers to (re)consider co-operatives—applying hard lessons learned from our once-mighty prairie pools and successes of Australia's thriving grain-handling co-ops.

Read the article here:

<https://theconversation.com/wheat-pool-2-0-the-time-might-be-ripe-for-a-revival-of-prairie-co-ops-220638>

4. Recent International Exchanges with Moshi Cooperative University and leaders from the credit union sector in Indonesia



In recent months, the Canadian Centre for the Study of Co-operatives had the pleasure of hosting Dr. **John Safari**, Deputy Vice Chancellor – Academic, Research & Consultancy, Moshi Cooperative University (MoCU) in Moshi, Tanzania; and credit union leaders from Indonesia: **Stephanus Siagian**, CEO of Credit Union Central Organization (CUCO); **Dr. Dominikus Wara Sabon**, Vice President, CUCO; **Dr. Stefanus Masiun**, Chairman of National Council of Indigenous Peoples' Alliance of the Archipelago (AMAN), Chairman of Khatulistiwa Credit Union Federation, Chairman of Keling Kumang Credit Union; **Robby Tulus**, Founder and Chief Advisor, CUCO-Indonesia; and **Sheelagh Byrne**, Free Lance consultant. These visits featured rich exchanges with co-operative, credit union, and academic leaders in Canada filled with learning and great conversation!



5. New course at the University of Saskatchewan focuses on co-operative law



In 2024, the CCSC, in partnership with [the College of Law](#) at the [University of Saskatchewan](#) is offering a new course focused on Co-operative Law that will help prepare future legal professionals to form, advise, and represent Canadian co-operative businesses. This course is instructed by CCSC Research Fellow, Bill Oemichen, and the CCSC were

pleased to provide funding and course development support.

6. Invitation to engage with the ongoing Co-op Conversation series

Since winter of 2021, the CCSC has hosted a monthly Co-op Conversation series. This series serves as a monthly online gathering for co-operative sector professionals to learn from others in the field and exchange information in a casual setting. The Co-op Conversations are held from 12:00 – 1:00 PM (Saskatchewan time) on the first Wednesday of the month.

Recent co-op conversations featured topics ranging from [understanding rural-urban polarization in Canada](#) to the [potential of co-operatives to help address food security issues in Africa](#).

Our next co-op conversation be taking place on Wednesday, May 1 and it will feature a conversation with Agropur Dairy Cooperative, Desjardins, and Sollio

Cooperative. While Agropur Cooperative, Desjardins, and Sollio Cooperative Group are well known names across Canada, what might be less known is that these co-operatives are active and operate in Western Canada. In this Co-op Conversation, Simon Robert, Director of Cooperation at Agropur; Casper Kaastra, Executive Vice-President and Chief Executive Officer at Sollio Cooperative Group, and a representative from Desjardins will provide an overview of their respective operations in Western Canada and the communities they serve.

Registration to our Co-op Conversations is free to open to anyone. You can learn more and register for our talks here: <https://usaskstudies.coop/news-and-events/talks-and-lectures.php#CoopConversations>

The recordings of all the past Co-op Conversations can be accessed via the CCSC's Youtube Channel here: https://youtube.com/playlist?list=PLkrbHK0N4QW7z-nNSqTc2_jPIS8bgX5Jn

7. Enroll in the Graduate Certificate in the Social Economy, Co-operatives, and Nonprofit Sector today!

Applications are currently being accepted for the Graduate Certificate in the Social Economy, Co-operatives, and Nonprofit Sector (GSECN). The GSECN is designed for mid-career professionals interested in advancing their career in government or the third sector. The GSECN can be completed entirely online. Learn more about the certificate here: <https://usaskstudies.coop/Learning-Opportunities/Programs.php#TheGraduateCertificateintheSocialEconomyCooperativesandNonprofitSectorGSECN>

SOCIAL ECONOMY ORGANIZATIONS, CO-OPERATIVES & NON-PROFITS: POLICY SOLUTIONS WORTH EXPLORING

There is a rich diversity of third-sector organizations—co-operatives, credit unions, non-profits, charities, community associations, social enterprises, and more—working alongside the public and private sectors to provide goods and services to individuals and communities.

The Graduate Certificate in the Social Economy, Co-operatives, and Non-profit Sector (GSECN) is designed for professionals interested in advancing their career in government or the third sector.

PROGRAM FEATURES INCLUDE:

- Three graduate-level classes + one non-credit class.
- Option to specialize in one of three possible streams: 1. Non-Profit stream, 2. Co-operative stream, or 3. Social Economy and Government stream.
- Opportunity to complete the Non-Profit and Co-operative streams entirely online (the Social Economy and Government stream is offered through a combination of online and in-person classes).
- A laddering option for you to transfer into a full master's degree within the Johnson Shoyama Graduate School of Public Policy and have your coursework count towards a graduate degree.
- A focus on policy, governance, and leadership issues.

This graduate certificate is offered in partnership with the Canadian Centre for the Study of Co-operatives.



The Johnson Shoyama Graduate School of Public Policy has campuses at both the University of Saskatchewan and the University of Regina.

www.schoolofpublicpolicy.sk.ca

DES NOUVELLES DE L'IRECUS / NEWS FROM IRECUS



*~Anne-Marie Merrien
Postdoctoral Researcher, IRECUS
Université de Sherbrooke*



*~Josée Charbonneau
Research Professional, IRECUS
Université de Sherbrooke*

Le 19 février dernier, le Fonds de recherche du Québec – Société et culture (FRQSC) a annoncé la création d'un Réseau de recherche en économie sociale et solidaire (RRESS). La création de cette infrastructure de recherche majeure crée "un espace d'interactions, d'échanges et d'innovations entre les expertises déjà présentes dans les établissements de recherche québécois".

Le RRESS regroupe les réseaux faîtières de l'économie sociale québécoise ainsi que plus de 30 co-chercheurs.ses issu.e.s de 9 établissements universitaires et de 3 établissements collégiaux du Québec.

L'infrastructure de recherche s'articule autour de 4 axes menés par 4

chercheurs.ses fortement impliqué.e.s en économie sociale. Claude-André Guillotte (Université de Sherbrooke et directeur de l'IRECUS) pilote l'axe sur l'encadrement institutionnel, législatif et la gouvernance de l'économie sociale et solidaire. Valérie Michaud (UQAM) dirige l'axe 2 sur l'engagement, le travail et le *care* en économie sociale et solidaire. Luc Audebrand (Université Laval) assume la responsabilité de l'axe 3 sur les modèles d'organisation et d'action soutenables. Marie-Laure Dioh (UQO) a la charge de l'axe 4 sur les ancrages, le développement et les retombées de l'économie sociale et solidaire dans les territoires.

Pour lire le communiqué:

<https://frq.gouv.qc.ca/quatre-millions-de-dollars-accordes-a-la-creation-dun-reseau-de-recherche-en-economie-sociale-et-solidaire/>

On February 19, the Fonds de recherche du Québec - Société et culture (FRQSC) announced the creation of the Réseau de recherche en économie sociale et solidaire (RRESS). The creation of this major research infrastructure creates "a space for interaction, exchange and innovation between the expertise already present in Quebec's research establishments".

The RRESS brings together Quebec's social economy umbrella networks and over 30 co-researchers from 9 universities and 3 colleges across Quebec.

The research infrastructure is built around 4 axes led by 4 researchers with a strong

commitment to the social economy.

Claude-André Guillotte (Université de Sherbrooke and Director of IRECUS) leads the axis on the institutional and legislative framework and governance of the social economy. Valérie Michaud (UQAM) heads Axis 2 on management, work and *care* in the social economy. Luc Audebrand (Université Laval) is in charge of Axis 3 on sustainable models of organization and action. Marie-Laure Dioh (UQO) oversees Axis 4, on the anchoring, development and impact of the social/solidarity-based economy in local areas.



UPDATE FROM ST MARY'S INTERNATIONAL CENTRE FOR CO-OPERATIVE MANAGEMENT



**Saint Mary's
University**

International Centre
for Co-operative
Management



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Program Manager, Co-operative
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With Rosa Poirier-McKiggan, Program
Assistant*

**Co-op education that'll give you a
spring in your step!**

Hello fellow co-operators!

We hope you are enjoying the gentle unfolding of spring. There are many

budding opportunities to engage with co-op education and research at the International Centre for Co-operative Management and we are so pleased to share! Thank you for sharing with all who might want to engage.

Applications are open until May 31 for Graduate Business Degrees in Co-op & Credit Union Management

Applications are open for our online, part-time graduate programs in co-op management:

- Master of Management, Co-operatives and Credit Unions (3 years)
- Graduate Diploma in Co-operative Management (16 months)
- Certificate in Co-operative Management (10 months)

Imagine graduate education by and for co-op professionals deeply steeped in the co-operative identity. Imagine an international cohort of co-operators of all types of co-ops and stripes supporting each other in a peer-to-peer learning environment. Imagine translating new strategies and tools directly to one's co-op advancing your leadership and organization's member and community impact. Look no further than our graduate programs designed for working professionals in co-ops, credit unions and supporting organizations.

Applications are due May 31 or until full. Bursaries are available! Anyone interested in these programs can join for an info webinar to learn more!



Co-op Management Graduate Program Participants

Co-op Governance Short Course June 10

Join us June 10 in Halifax for our [short course on co-op governance](#) leading up to the Co-operatives and Mutuals Canada's [2024 Congress](#) June 11-13.

This participatory short course will focus on co-op governance practice as democratic, people-centred, and transformational. Explore co-op governance systems fit for co-op values, member ownership, and democratic control. Consider ways to build alignment between your co-op's governance system and your co-op's complex purpose, vision, goals and member and community needs. New and seasoned co-operators from all types of co-ops and sectors

are encouraged to register. [Register today!](#)

CanadaDE Credit Union Leadership Program June 2-7

CanadaDE has been described as “transformative and life changing”. Experience it for yourself! Join us June 2-7 in Halifax for [Canada Development Education](#) (CanadaDE). This international full-immersion leadership program is by and for credit union professionals who want to build their credit unions as community impact institutions by elevating well-being, equity, belonging and sustainability. Learn strategies that will deepen your credit union's value proposition. Join an international network

of certified Development Educators and continue on the path toward the esteemed ICUDE designation! Seats are

limited! Register while they last! Emerging leader bursaries are available.



CanadaDE Credit Union Leadership Program Participants

Visit MONGRAGON Network of Co-ops June 15-23

There are several seats available to attend our co-op study tour to MONGRADON network of co-ops, June 15-23, in the Basque Country of Spain! Visit the mecca of worker co-operation animated by a shared commitment to inter-co-operation, democratic organization, grassroots management, and sovereignty of labour. Register today!

Co-op Study Tour to Costa Rica

In February 2024, we partnered with Centre of Excellence in Accounting and Reporting for Co-operatives (CEARC) and the Universidad Fundepos de Costa Rica to launch the inaugural co-op study tour to Costa Rica. This ten-day study tour connected with co-ops on the leading edge of sustainable development!

Experience the Costa Rican social ecology and co-operative economy on our next study tour. Contact Karen.Miner@smu.ca with expressions of interest.

New Case Studies

The Centre's [Working Paper and Case Studies](#) publishes open-access research papers and reports in the field of co-operative management and governance. In 2024, we released three case studies:

- *Case Study: Eroski S. Coop. – Layered governance in a large multistakeholder cooperative (Mondragón)* (Freundlich, 2024)

- *Case Study: Cefla – Italian Multi-business Worker Cooperative* (Hancock & Lund, 2024)
- *Case Study: “Polyphonic Voices” - Understanding Banca Etica’s Cooperative Governance* (Carabini, 2024).

Happy reading!



Mondragon Study Tour Participants

Let's Connect!

For more information on our offerings, check out managementstudies.coop, our social media at @CoopMgmt or connect with rosa.poirier-mckiggan@smu.ca.

Yours co-operatively,

Rosa

CO-OPERATIVES AND MUTUALS CANADA (CMC) UPDATE / DES NOUVELLES DE COOPÉRATIVES ET MUTUELLES CANADA



Véronique Boucher

Communications Manager/ Gestionnaire
des communications
Co-operatives and Mutuals Canada
(CMC)/ Coopératives et mutuelles
Canada

In the blink of an eye, winter is ending and spring is finally blooming! Over at CMC we are in full Congress preparation mode, and we are working hard to bring you the most exciting edition yet.

Register to the 2024 CMC Congress in Halifax!

Registration to CMC's 2024 Congress is now open! In collaboration with the [Nova Scotia Co-operative Council](#) and supported by [Desjardins](#), CMC is honoured to host the Canadian co-

operative and mutualist sector once again from June 11 to June 13, 2024, at the Halifax Convention Centre in Halifax, Nova Scotia. Under this year's theme of "Navigating Change Together", leaders of co-operatives and mutuals from coast to coast will spend three full days attending thought-provoking plenaries as well as participating in interactive workshops and breakout sessions.

[Discover now our exciting agenda and our passionate speakers.](#)

[Register Now!](#)

New Exclusive Service for CMC Members

CMC is proud to offer to its Members an exclusive new service. CMC Members can now add their upcoming events on the CMC website. All you have to do is fill out [this quick and easy online form](#). CMC staff will review and translate your content, and then your event will appear on our website in the [events page](#) under the category CMC Member Events.

This new service will allow your event to benefit from visibility on our website as well as in our bi-weekly newsletter of Canadian co-operative sector news. This service will also be an indispensable tool for all Canadian co-operators wishing to keep abreast of the many important and

stimulating events the Canadian sector has to offer.

Contact [Véronique Boucher, CMC's Communications Manager](#), today to set up your account on the website, which will grant you access to the Members-only form.

Take part in the Canadian Co-operative Sector Compensation and Benefit Study!

NOW OPEN: The 2024 Canadian Co-operative Sector Compensation and Benefits Study has just launched! Open until April 19th, all Canadian co-operatives and mutuals are invited to participate.

This compensation study seeks to help organizations with salary benchmarking, fair and transparent compensation, hiring and retention by providing valuable insights, trends, and comparisons based on sector, community size, co-op type, and more. This study is produced in co-operation between [Realize Strategies](#) and Co-operatives and Mutuals Canada.

[Learn more and download the study!](#)

News from the Hill

CMC's government relations activities continue to focus on ensuring that decisions and actions taken by the federal government positively impact the sector, and that its investments are designed to support the sector's growth and prosperity. To this end, CMC has recently updated [the webpages](#) that serve as reference points for sectorial and government stakeholders with regards to the needs and opportunities of the co-

operative and mutuals ecosystem. Moreover, [CMC has submitted a brief](#) as part of the current Department of Finance consultations leading up to the 2024 Budget.

Please note that should you have any feedback, accessibility issues, or other items that you would like CMC to be aware of, please contact Daniel P. Brunette, Senior Director, External Affairs at dbrunette@canada.coop.

CMC's analysis of the review of the Business Development Bank of Canada Act

The Honourable Rechie Valdez, Minister of Small Business, recently tabled a report related to the review of the Business Development Bank of Canada Act. As stated in the report, "the Business Development Bank of Canada (BDC) is a financial Crown corporation wholly owned by the Government of Canada that provides support to small and medium-sized enterprises (SMEs) and entrepreneurs." In addition, "[t]he BDC is required to operate as a complementary player in the market, offering financing, capital, and advisory services for Canadian entrepreneurs that fill out or complete offerings available from private sector providers."

The report is the result of the BDC Legislative Review which took the form of roundtable consultations, meetings, and submissions over a period of one year. The goal of this review is to evaluate BDC's performance relative to its mandate and how it might evolve going forward to best support Canadian businesses. CMC was one of 210 non-governmental stakeholders that

participated in roundtable consultations. It should also be noted that other sector stakeholders, such as the Conseil québécois de la coopération et de la mutualité (CQCM), Desjardins Group, Uni Coopération financière, Canadian Credit Union Association, Alberta Central, Libro Credit Union and Vancity also participated, and CMC thanks them for sharing their insight and expertise.

Although the positive impact of the BDC was well documented, many gaps and barriers were also identified. For example, as of 2022, the BDC had assets of \$47.8 billion committed to 95,000 SMEs, but only 54 co-ops were part of its client portfolio, and this number has remained consistently low through the years. Moreover, the report has an entire section which emphasizes that co-operatives (as well as social enterprises) are underserved, and that additional focus is needed to support them. This section also recognized that co-operatives, along with social enterprises, “operate within unique contexts that require a clear understanding of their business models by lenders, as well as eligibility criteria that explicitly express support for and target this subset of businesses.” Similarly, the report also recognized that “rural SMEs are more likely to borrow from other types of lenders, such as credit unions or caisses populaires,” highlighting their importance as financial partners.

Furthermore, BDC’s increasing support of co-operatives can also help address other performance gaps, such as reaching underserved market segments such as rural communities, newcomers, women and indigenous entrepreneurs. With this in mind, the report did showcase the 2021

agreement between the BDC and Alterna Savings and Credit Union, which extended joint loans to these underserved groups and communities as an example of a partnership.

To move forward, the report has four main recommendations, notably:

1. **Strengthen accessibility and visibility:** The BDC should increase the impact of its support for equity-deserving groups and underserved market segments such as newcomers, Indigenous entrepreneurs, and rural communities. The BDC should also enhance its offerings by expanding and clarifying eligibility requirements and streamlining loan applications and other processes.
2. **Improve reach across Canada:** Recognizing that its activities are largely concentrated in the Quebec and Ontario regions, the BDC should strengthen its presence and engagement across Canada, particularly in the Prairie and Atlantic regions, through expanded partnerships and awareness-building initiatives to better support SMEs, including those in rural communities.
3. **Reinforce collaboration and complementarity:** The BDC should further improve its partnerships with stakeholders, including regional players. Furthermore, enhanced cooperation with partners across the SME ecosystem is needed to ensure complementarity with private sector financial institutions, address market gaps for underserved market segments, and bolster alignment across Government of Canada initiatives.

4. Increase data cooperation and refine risk appetite: To continue to improve collaboration, transparency and accountability, the BDC should enhance its reporting and data-sharing practices with stakeholders and its shareholder. This should include the improvement of existing data collection and disclosure practices, in addition to the establishment of information-sharing arrangements with ecosystem partners. Further, the BDC should review its risk appetite to better support equity-deserving groups, underserved regions and sectors, and newer businesses.

“Small businesses are not small—they make up 98% of all Canadian businesses, and supporting them is a top priority for our government. As Canada’s only bank focused on SMEs, BDC has played a critical role in supporting entrepreneurs navigating the challenges of the last few years. The recommendations in the legislative review report will enable BDC to improve services to underrepresented entrepreneurs and regions and ensure that SMEs from coast to coast to coast can start up and scale up.”

—The Honourable Rechie Valdez, Minister of Small Business.

In conclusion, although technically the BDC can support co-operatives, the fact is that they have only seen a 35% growth since 2017. This translates to the above-mentioned 54 co-operative clients and confirms the need for the BDC to change its practices and approach. On the other

hand, the non-traditional business models section featured co-operatives prominently. This addition was very welcomed, especially since the 2010 review did not have a single mention of co-operatives, credit unions or caisses. CMC is quite pleased that its message was heard, and it will be engaging with the BDC to help implement the reports’ recommendations.

The 2010–2022 Business Development Bank of Canada Legislative Review Report is accessible online at the Legislative Review website.

Daniel P. Brunette Visits Ghana with SOCODEVI

CMC’s very own Daniel P. Brunette was grateful for the opportunity to participate in a [SOCODEVI](#) mission to Ghana in late January. This trip was a part of the [TogetHER project](#) and he was accompanied, alongside local leaders, by Claire Gosselin-Gagnon, Advisor - Cooperative and Mutual Affairs at the [Conseil québécois de la coopération et de la mutualité](#).

The [TogetHER project](#) aims to empower women and young adults (18-35 years old) in rural cocoa-producing communities in the Ashanti and Western North regions of Ghana, in Western Africa. The project focuses on training support to encourage collective savings, entrepreneurship, and financial inclusion, while contributing to the sustainable resilience of the cocoa sector and the equal distribution of economic benefits and opportunities.

Daniel and Claire shared information on the Canadian and Quebec-specific co-operative and mutualist movement and learned from various stakeholders. These included the [Ministry of Food and Agriculture \(MoFA\)](#), the [Ghana Cocoa Board \(COCOBOD\)](#), the [Directorate of Co-operatives](#), the [Ghana Co-operative Council](#) and many more. It was astounding to see the very high level of interest in co-operatives, economic diversification, and resiliency across the country. During the trip, Daniel was able to attend the first-ever National Co-operative Conference, which took place in Accra, as well as two regional stakeholder gatherings, in Kumasi (Ashanti Region) and Sefwi Wiaswo (Western North Region), and many site visits.

[SOCODEVI](#) is an organization which supports co-operatives and helps them to consolidate as catalysts of inclusive, sustainable socio-economic development, with the ultimate goal of improving the living conditions of families in developing countries. [SOCODEVI](#) and the [Co-operative Development Foundation](#) are supported by many people and entities from the Canadian co-operative and mutuals sector. For those who are interested, there are many great opportunities to get involved philanthropically or as “on the ground” as volunteers exist.

Mises à jour du printemps - Français

En un clin d'œil, l'hiver se termine et le printemps fleurit enfin ! Au CMC, nous sommes en pleine préparation du Congrès et nous travaillons d'arrache-pied pour vous offrir l'édition la plus passionnante à ce jour.

Inscrivez-vous au Congrès 2024 de CMC à Halifax!

L'inscription à notre Congrès de 2024 est maintenant ouverte! En collaboration avec le [Nova Scotia Co-operative Council](#) et soutenue par [Desjardins](#), CMC a l'honneur d'accueillir de nouveau le mouvement coopératif canadien du 11 au 13 juin 2024, au Halifax Convention Centre, en Nouvelle-Écosse. Sous le thème de cette année « Naviguer dans le changement ensemble », les dirigeants des coopératives et des mutuelles canadiennes apprendront au cours de plénières stimulantes, échangeront et interagiront au cours d'ateliers interactifs et de séances. [Découvrez notre agenda stimulant et nos conférenciers et conférencières passionnés.](#)

[Inscrivez-vous au Congrès!](#)

Nouveau service exclusif pour les membres de CMC

CMC est fière d'offrir un tout nouveau service exclusif à ses membres. Les membres de CMC peuvent maintenant ajouter leurs événements à venir sur notre site Web. Il suffit de remplir [ce simple formulaire en ligne!](#) L'équipe de CMC se fera un plaisir d'approuver et de traduire votre contenu. Par la suite, votre événement figura sur notre site Web dans [la page des événements](#) sous la catégorie intitulée Événements des membres.

Ce nouveau service vous permettra de bénéficier de la visibilité sur notre site Web ainsi que dans notre infolettre bi-hebdomadaire des nouvelles du secteur coopératif canadien. Ce service sera aussi un outil indispensable pour tous les coopérateurs et coopératrices canadiens qui souhaitent se garder au courant de

tous les événements importants et stimulants que le mouvement canadien a à offrir.

Contactez dès maintenant [Véronique Boucher, gestionnaire des communications de CMC](#), afin qu'elle crée votre compte sur le site Web. Celui-ci vous permettra d'accéder au formulaire réservé aux membres.

Participez à l'Étude relative à la rémunération et les avantages sociaux du secteur coopératif canadien!

MAINTENANT EN COURS : L'Étude relative à la rémunération et les avantages sociaux du secteur coopératif canadien de 2024 est maintenant en ligne! Cette étude est ouverte jusqu'au 19 avril, et toutes les coopératives et mutuelles canadiennes sont invitées à y participer.

Cette étude relative à la rémunération vise à aider les organisations à établir des comparaisons salariales, à offrir une rémunération équitable et transparente, à recruter et à fidéliser des employés en fournissant des renseignements, des tendances et des comparaisons d'une valeur considérable en fonction du secteur, de la taille de la collectivité, du type de coopérative, et plus encore. Cette étude est réalisée en coopération avec [Realize Strategies](#) et Coopératives et Mutuelles Canada.

[Apprenez-en plus et téléchargez le formulaire!](#)

Nouvelles de la Colline

Les activités de relations gouvernementales de CMC continuent à s'assurer que les décisions et les actions

prises par le gouvernement fédéral ont un impact positif sur le secteur et que ses investissements sont conçus pour soutenir la croissance et la prospérité du secteur. À cette fin, CMC a récemment [mis à jour les pages Web](#) qui servent de points de référence aux acteurs sectoriels et gouvernementaux en ce qui concerne les besoins et les opportunités de l'écosystème des coopératives et des mutuelles. En outre, CMC a [présenté une soumission](#) dans le cadre des consultations actuelles du ministère des Finances en vue du budget 2024.

Veillez noter que si vous avez des commentaires, des problèmes d'accessibilité ou d'autres éléments dont vous aimeriez que CMC prenne connaissance, veuillez contacter Daniel P. Brunette, directeur principal des affaires externes, au dbrunette@canada.coop.

Analyse de CMC du rapport sur l'examen de la Loi sur la Banque de développement du Canada

L'honorable Rechie Valdez, ministre de la Petite entreprise, a récemment déposé un rapport sur l'examen de la Loi sur la Banque de développement du Canada. Comme l'indique le rapport, « la Banque de développement du Canada (BDC) est une société d'État financière entièrement détenue par le gouvernement du Canada qui offre un soutien aux petites et moyennes entreprises (PME) et aux entrepreneurs ». En outre, « [l]a BDC est tenue d'agir à titre de prêteur complémentaire sur le marché, en offrant du financement, du capital et des services-conseils aux entrepreneurs canadiens qui enrichissent ou complètent

les services offerts par les fournisseurs du secteur privé ».

Le rapport est le résultat de l'examen législatif de la BDC qui a pris la forme de tables rondes, de réunions et de soumissions sur une période d'un an. L'objectif de cet examen est d'évaluer la performance de la BDC par rapport à son mandat et la façon dont elle pourrait évoluer à l'avenir pour mieux soutenir les entreprises canadiennes. CMC est l'une des 210 parties prenantes non gouvernementales qui ont participé aux consultations de style table ronde. Il convient également de noter que d'autres intervenants du secteur, tels que le Conseil québécois de la coopération et de la mutualité (CQCM), le Mouvement Desjardins, Uni Coopération financière, l'Association canadienne des coopératives financières, Alberta Central, Libro Credit Union et Vancity ont également participé et CMC les remercie d'avoir partagé leurs points de vue et leur expertise.

Bien que l'impact positif de la BDC ait été bien documenté, de nombreuses lacunes et barrières ont également été identifiées. Par exemple, en 2022, la BDC avait des actifs de 47,8 milliards de dollars engagés auprès de 95 000 PME, mais seulement 54 coopératives faisaient partie de son portefeuille de clients et ce nombre est resté bas au fil des ans. En outre, le rapport comporte une section entière qui souligne que les coopératives (ainsi que les entreprises sociales) sont mal desservies et qu'il est nécessaire de les soutenir davantage. Cette section reconnaît également que les coopératives, ainsi que les entreprises sociales, « fonctionnent dans des contextes uniques

qui exigent une compréhension claire de leurs modèles d'affaires par les prêteurs ainsi que des critères d'admissibilité qui expriment explicitement le soutien et le ciblage de ce sous-ensemble d'entreprises. » De même, le rapport reconnaît que « les PME rurales sont plus susceptibles de se tourner vers d'autres types de prêteurs, tels que les coopératives de crédit ou les caisses populaires, » ce qui souligne leur importance en tant que partenaires financiers.

En outre, le soutien croissant de la BDC aux coopératives peut également contribuer à combler d'autres lacunes en matière de performance, notamment en atteignant des segments de marché mal desservis tels que les communautés rurales, les nouveaux arrivants, les femmes et les entrepreneurs autochtones. Dans cette optique, le rapport présente comme un exemple de partenariat l'accord de 2021 entre la BDC et la Caisse Alterna, qui a accordé des prêts conjoints à ces groupes et communautés mal desservis.

Pour aller de l'avant, le rapport formule quatre recommandations principales :

5. Renforcer l'accessibilité et la visibilité: La BDC doit accroître l'incidence de son soutien pour les groupes méritant l'équité et les segments de marché mal desservis, tel que les nouveaux arrivants, les entrepreneurs autochtones et les communautés rurales. La BDC doit également améliorer ses offres en élargissant et en clarifiant les critères d'admissibilité ainsi qu'en

- rationalisant les demandes de prêt et d'autres processus.
6. Améliorer la portée à travers le Canada: Reconnaissant que ses activités sont principalement concentrées dans les régions du Québec et de l'Ontario, la BDC doit renforcer sa présence et son engagement dans l'ensemble du Canada, particulièrement dans les régions des Prairies et de l'Atlantique, par l'entremise de partenariats élargis et d'initiatives de sensibilisation visant à mieux soutenir les PME, y compris celles des communautés rurales.
 7. Renforcer la collaboration et la complémentarité : La BDC doit améliorer ses partenariats avec les parties prenantes, y compris les acteurs régionaux. De plus, une coopération accrue avec les partenaires de l'ensemble de l'écosystème des PME est nécessaire pour assurer la complémentarité avec les institutions financières du secteur privé, pour combler les lacunes du marché pour les segments de marché mal desservis et pour renforcer l'harmonisation dans les initiatives du gouvernement du Canada.
 8. Accroître la coopération en matière de données et améliorer la propension au risque : Afin de continuer à améliorer la collaboration, la transparence et la responsabilisation de la BDC, celle-ci doit améliorer ses pratiques en matière de production de rapports et de partage de données avec les parties prenantes et son actionnaire. Cela doit inclure l'amélioration des pratiques actuelles de collecte et de

divulgaration des données, en plus de l'établissement d'accords d'échange d'informations avec les partenaires de l'écosystème. De plus, la BDC doit passer en revue sa propension à prendre des risques afin de mieux soutenir les groupes méritant l'équité, les régions, les secteurs mal desservis et les nouvelles entreprises.

« Les petites entreprises canadiennes ne constituent pas qu'une "petite" part de notre économie. Au contraire, elles représentent 98 % de toutes les entreprises au Canada, et les soutenir est une priorité absolue pour notre gouvernement. En tant que seule banque au Canada qui se consacre uniquement aux PME, BDC a joué un rôle essentiel en aidant les entrepreneurs à relever les défis des dernières années. Les recommandations formulées dans le rapport sur l'examen législatif permettront à BDC d'améliorer ses services aux entrepreneurs sous-représentés et dans les régions rurales, et de garantir que les PME d'un océan à l'autre puissent démarrer et prendre de l'expansion. » — L'honorable Rechie Valdez, ministre de la Petite Entreprise.

En conclusion, bien que techniquement la BDC puisse soutenir les coopératives, le fait est qu'elles n'ont connu qu'une croissance de 35 % depuis 2017. Cela se traduit par les 54 clients coopératifs mentionnés plus haut et confirme la nécessité pour la BDC de changer ses pratiques et son approche. D'autre part, la section sur les modèles d'affaires non traditionnels mettait de l'avant les coopératives. Cet ajout a été très bien accueilli, d'autant plus que l'examen de 2010 ne mentionnait pas une seule fois les

coopératives, les coopératives d'épargne et de crédit ou les caisses populaires. CMC est très heureuse que son message ait été entendu et elle s'engagera auprès de la BDC pour l'aider à mettre en œuvre les recommandations du rapport.

Le rapport d'examen législatif 2010-2022 de la Banque de développement du Canada est accessible en ligne sur leur site Web.

Daniel P. Brunette visite le Ghana avec SOCODEVI

À la fin du mois de janvier, Daniel P. Brunette, le directeur principal des affaires externes de CMC, a eu la chance de participer à une mission de [SOCODEVI](#) au Ghana. Ce voyage s'inscrivait dans le cadre du [projet TogetHER](#). Il était accompagné de leaders locaux ainsi que de Claire Gosselin-Gagnon, conseillère en affaires coopératives et mutualistes au [Conseil québécois de la coopération et de la mutualité](#).

[Le projet TogetHER](#) vise à renforcer les capacités des femmes et des jeunes adultes (18-35 ans) dans les communautés rurales productrices de cacao des régions Ashanti et du Nord-Ouest du Ghana, en Afrique de l'Ouest. Le projet se concentre sur le soutien à la formation pour encourager l'épargne collective, l'entrepreneuriat et l'inclusion financière, tout en contribuant à la durabilité et à la résilience du secteur du cacao et à la répartition égale des avantages et des opportunités économiques.

Daniel et Claire ont partagé leurs connaissances sur le mouvement coopératif et mutualiste canadien et québécois, et en retour, ils ont appris de diverses parties prenantes. Ceux-ci comprenaient le [Ministère de l'alimentation et de l'agriculture \(MoFA\)](#), le [Ghana Cocoa Board \(COCOBOD\)](#), le [Directorate of Co-operatives](#), le [Ghana Co-operative Council](#) et bien d'autres encore. Il était étonnant de voir le très haut niveau d'intérêt pour les coopératives, la diversification économique et la résilience du pays. Au cours de ce voyage, Daniel a pu assister à la toute première Conférence nationale sur les coopératives, qui s'est tenue à Accra, ainsi qu'à deux rassemblements régionaux de parties prenantes, à Kumasi (région Ashanti), à Sefwi Wiaswo (région du Nord-Ouest) et à de nombreuses visites de sites.

[SOCODEVI](#) est un organisme qui appuie les coopératives et les aide à se consolider comme catalyseurs d'un développement socio-économique inclusif et durable dans le but ultime d'améliorer les conditions de vie des familles dans les pays en développement. [SOCODEVI](#) et la [Co-operative Development Foundation](#) sont soutenues par de nombreuses personnes et entités du secteur coopératif et mutualiste canadien. Pour les personnes intéressées, il existe de nombreuses possibilités de s'impliquer de façon philanthropique ou sur le terrain en tant que bénévoles.

CASC/ACÉC MERIT AWARD CALL FOR NOMINATIONS

Do you know a deserving CASC/ACÉC member?

The CASC/ACÉC Award of Merit is to recognize an individual's outstanding leadership and contributions to the field of co-operative studies, their mentorship of students and others in understanding the intricate workings of co-operatives, and to acknowledge their ongoing support of CASC/ACÉC.

CASC/ACÉC recognizes that we have many leaders in our midst who have contributed in a variety of ways to raising the profile of co-operatives and co-operative studies through their research on the co-op model.

The award is one way to recognize the contribution researchers make to addressing the real life challenges cooperators face, documenting insights, and chronicling the vibrant growth of

the movement. Past winners of the award include Alain Roy, Jack Quarter, Ian MacPherson, Yair Levi, Lou Hammond Ketilson, Leslie Brown, Sonja Novkovic, Greg MacLeod, Marie Bouchard, Donna Balkan, Daniel Côté, Brett Fairbairn, William Nelson, Jessica Gordon-Nembhard, Denyse Guy, J.J. McMurtry, and Darryl Reed.

Current CASC/ ACÉC board members are ineligible for nomination; board members whose term is expiring at the time of the award or plan not to renew their term may be nominated.

Based on member nominations, the award is typically presented at our annual conference. This year it will be presented at our reception on June 12.

Submit nominations by May 1, 2024, to CASC Co-Presidents Judith Harris at j.harris@uwinnipeg.ca and John Simoulidis at sims@yorku.ca

CALL FOR SUBMISSIONS

Call for Book Submissions

Dear colleagues, the deadline for submitting the edited book will be extended to APRIL 30! "Managing Networks in the Digital Economy: Alliances, Cooperatives, Franchise Chains, and Platforms" (eds. J. Windsperger, G. Cliquet, O. Galak, & G. Hendrikse)

Please send the paper to
josef.windsperger@univie.ac.at.

MANUSCRIPT GUIDELINES

Here you find the relevant information for manuscript guidelines from Springer - <https://can01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.springer.com%2Fgp%2Fauthors-editors%2Fbook-authors-editors%2Fyour-publication-journey%2Fmanuscript-preparation&data=05%7C02%7Cfindlay%40edwards.usask.ca%7C675ea492e8e642332f0208dc436e9072%7C24ab6cd0487e47229bc3da9c4232776c%7C0%7C0%7C638459389356893273%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6IjkiLCJkaWwiLCJXVCI6Mn0%3D%7C0%7C%7C%7C&sdata=i92sOw1Qy%2Fo4pYVmvF0zmQ3lRayShqGKk7NNMLHnuQE%3D&reserved=0>

JOSEF WINDSPERGER
Professor of International Business

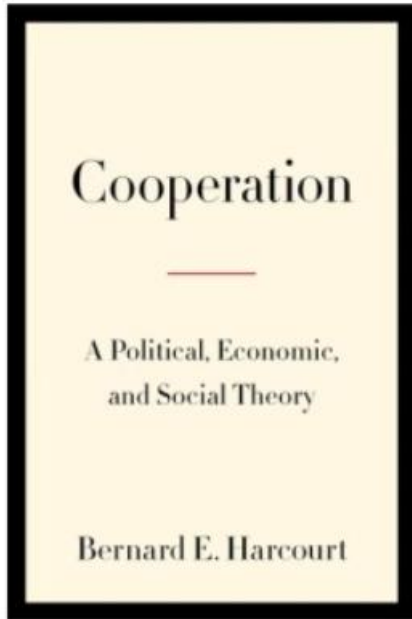
Call for Papers: Journal of Co-operative Studies Special Issues

The *Journal* accepts proposals for special issues. These should be sent to: editor@ukscs.coop and your proposal should include:

- An indicative title for the issue along with reasons for suggesting a special issue and the scope and objectives of the issue. Please indicate its theoretical/practical importance and relevance to UKSCS membership and Journal/wider readership.
- The proposed editorial team – including lead editor and short biographical details of the team with contact details and email addresses
- Where possible, an indication of timescale should be provided
- Indicate how the call for papers will be disseminated and promoted.

Papers submitted to a special issue will follow the same guidelines as for any peer-reviewed article, short article, review or think piece: [Submission guidelines for authors](#)

WORTH READING



In his 2023 Columbia University Press book, *Cooperation*, Bernard E. Harcourt provides a positive vision for addressing our most urgent challenges today. Harcourt shows that by drawing on the core values of cooperation and the power of people working together, a new world of cooperation democracy is within our grasp.

Read the *Journal of Co-operative Studies* Volume 56 Numbers 1,2, 3

Journal of Co-operative Studies, Vol 56 No 3

Special issue: Robert Owen and co-operation

15 Nov 2023/2023

[Journal of Co-operative Studies, Vol 56 No 3](#)
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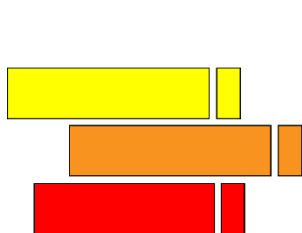
A Collective Work of the United Nations Inter-Agency Task Force on SSE (UNTFSSSE)

Edited by

Ilcheong Yi

*United Nations Research Institute for Social Development (UNRISD),
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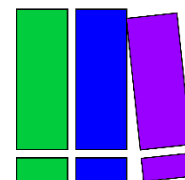
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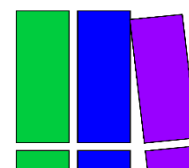
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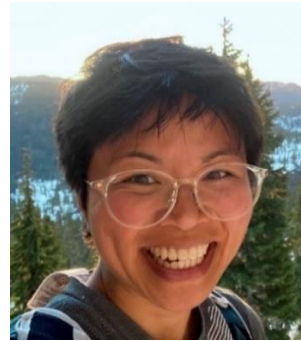
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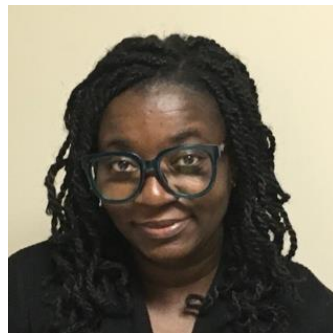
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