Co-operating to Build a Better Nova Scotia

Coopérons pour une Nouvelle-Écosse meilleure

Co-operative Conference

Nov. 22 - 24, 2012  I  Halifax, Nova Scotia
Mount Saint Vincent University
Conference Steering Committee

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Dear Conference Participants,

On behalf of the Mount community, I am delighted to welcome you to the “Co-operating to Build a Better Nova Scotia” conference at Mount Saint Vincent University. We are proud to be hosting this conference in collaboration with our co-sponsors, and I would like to congratulate the organizers on the months of hard work that went into bringing you all together.

Your conference, timed to coincide with the UN General Assembly-designated International Year of Co-operatives, offers a unique opportunity to showcase the vital role co-operatives play in communities around the globe. It is also a chance for a wide range of practitioners and researchers to join together in ensuring that the strengths and values of the co-operative movement are sustained into the future.

I hope that while you’re here and engaged in your important work, you will be able to take some time to enjoy the Mount’s hospitality and explore our beautiful campus. Again, I’m happy to welcome you to our University and extend my very best wishes for a successful conference.

Sincerely,

Ramona Lumpkin, PhD
President and Vice-Chancellor
Welcoming Remarks

On behalf of the dedicated and hardworking steering committee we are delighted to convene the Co-operating to Build a Better Nova Scotia conference to mark the United Nations International Year of Co-operatives in a meaningful way for Nova Scotia.

All around the world in 2012 co-operatives, their supporters, and their councils have been celebrating the strength and success of the co-op model, but also seizing this historic opportunity to assess our social and economic contributions to our communities, to assess what challenges lie ahead, and to find ways to unite to address these challenges through cooperation.

This conference presents a wonderful opportunity for you to express your views, share ideas with others, and have input into strategies for continuing to “build a better Nova Scotia”, the co-operative way. We are delighted that you have joined us and we look forward to your participation.

Dr. Leslie Brown
Co-Chair, Co-operating to Build a Better Nova Scotia, & Professor, Department of Anthropology and Sociology
Mount Saint Vincent University

Mark Sparrow
Co-Chair, Co-operating to Build a Better Nova Scotia & Business, Development Officer, Nova Scotia Scotia Co-operative Council
Key Note Speakers

Alain Roy  
Manager, Partnerships and Programs  
Rural and Co-operative Secretariat

Mr. Roy graduated from the University of Sherbrooke where he obtained a B.A. in Economics and a M.A. in Co-Operative studies. Alain Roy joined the federal government in 1984 to work on the co-operative files and is now the Manager of Co-operative Partnerships and Programs with the Rural and Co-operatives Secretariat. Through professional and volunteer work, he has accumulated experience in many sectors of co-operative activities: agriculture, credit union, funeral, housing, insurance, food, retail, workers co-operatives, to name a few.

Simon d’Entremont  
Deputy Minister  
Nova Scotia Economic and Rural Development and Tourism

In January 2012, Simon d’Entremont was appointed Deputy Minister for the Nova Scotia Department of Economic and Rural Development and Tourism. Prior to this appointment, Mr. d’Entremont worked for the Federal Government for 17 years. He was the Regional Director General, Atlantic for Health Canada; the Regional Director, Planning Analysis and Coordination, for Industry Canada, Atlantic Region; and the Manager of the Canada-Nova Scotia Infrastructure Program with the Atlantic Canada Opportunities Agency (ACOA). His first position with the federal government was with ACOA as the Account Manager responsible for Southwest Nova Scotia, and located in Yarmouth, Nova Scotia. Mr. d’Entremont began his career as a stockbroker with the investment firm McLeod, Young, Weir (now a subsidiary of ScotiaBank, ScotiaMcLeod Inc.).

He holds a Bachelor of Education from l’Université Ste-Anne and a Bachelor of Business Administration, major in Finance, from Acadia University.
Core Themes

• Living the Co-operative Principles – Preserving and strengthening the co-operative difference

• Nova Scotia Co-operatives and the Global Context - International Year of Co-operatives and beyond

• Policy - Co-operation to foster a healthy and diverse co-operative eco-system contributing to well-being, innovation and development

These themes will be addressed via four parallel streams:

• Conference & Workshops – Plenaries, paper sessions, and interactive workshops

• Visioning – Action framework and specific commitments for the Nova Scotia co-operative sector into the coming decade

• Community Radio - Programming, webcast, & social media conversations

• Co-op Poster Display - Nova Scotia co-operatives and credit unions showcasing community connections; social, economic & environmental impacts; products & services
## Timetable

### THURSDAY, NOVEMBER 22

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<td><strong>1:00PM - 1:30PM</strong></td>
<td>ARRIVAL &amp; ICEBREAKER</td>
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<td><strong>1:30PM - 2:15PM</strong></td>
<td>CO-OPS 101</td>
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<td>Mark Sparrow, Conference Co-Chair &amp; Business Developement Officer, Nova Scotia Co-operative Council</td>
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<td><strong>2:15PM - 3:45PM</strong></td>
<td>PRESENTATIONS BY YOUTH</td>
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<td>Peace Room - Evaristus C410</td>
<td>OWNED AND YOUTH FOCUSED CO-OPS</td>
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<td>Amanda Hachey, Cooperative La Bikery Co-operative</td>
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<td>Krista Bel, Loaded Ladle Co-operative</td>
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<td>Justin Ellerby, Former President, North American Students of Co-operation, &amp; Student, MBA-CED, Cape Breton University</td>
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<td><strong>3:45PM - 4:00PM</strong></td>
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<td><strong>4:00PM - 5:00PM</strong></td>
<td>CO-OP COMMUNITY SOLUTIONS</td>
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<td><strong>5:30PM - 7:00PM</strong></td>
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<td><strong>7:00PM - 8:30PM</strong></td>
<td>OPENING KEYNOTE ADDRESS: CO-OPERATIVES AND THE CANADIAN JOURNEY</td>
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<td>CO-OPOLY IN THE PUB</td>
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| **8:45AM - 10:15AM**  
PAGE 11 | OPENING PLENARY: INTERNATIONAL YEAR OF CO-OPERATIVES IN REVIEW - WHERE WE’VE BEEN AND WHERE WE’RE GOING, A GLOBAL PERSPECTIVE  
Chair: Sonja Novkovic  
Presenters: André Leclerc, Karen Miner, Larry Haiven, Tom Webb, |
| **10:15AM - 10:45AM**  
Multi-Purpose Room/ Rosaria Terrace  | REFRESHMENT BREAK |
| **10:45AM - 12:15PM** |  
**2.1**  
PAGE 12 | COMMUNITY BUSINESS SUCCESSION: A ROLE FOR CO-OPERATIVES  
Chair: Paula Belliveau  
Presenters: Peter Hough, Debbie Raine, William Zimmerman, Bertie LeBlanc |
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**2.2**  
PAGE 13 | EDUCATION FOR CO-OPERATION: CURRICULUM AND THE CO-OPERATIVE MODEL IN NOVA SCOTIA’S EDUCATIONAL INSTITUTIONS AND POST-SECONDARY EDUCATIONAL INSTITUTIONS  
Chair: Karen Miner  
Presenters: Leslie Brown, Kerr Smith, Alison Mathie, Chris McDaniel |
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**2.3**  
PAGE 14 | PUTTING PRINCIPLES INTO PRACTICE IN YOUR CO-OP: A HANDS-ON WORKSHOP  
Presenter: Amandy Hachey |
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<td>Presenters: Leanne Boutilier, Elaine MacDonald, Catharine Herber</td>
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<td>12:30PM - 1:30PM</td>
<td>LUNCH</td>
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<td>1:30PM - 3:00PM</td>
<td>ECONOMIC &amp; SOCIAL IMPACTS OF CO-OPERATIVES IN NOVA SCOTIA</td>
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<td>Chair: Erin Hancock</td>
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<td>Presenters: George Karaphillis, Kevin Petty, Leslie Brown</td>
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<td>Discussant: Luc Thériault</td>
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<td>3.2 3.2 3.2</td>
<td>NOVA SCOTIA CO-OPERATIVES AND THE GLOBAL CONTEXT</td>
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<td>Presenters: Sonja Novkovic, Greg Carmeron, Michael Turner</td>
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<td>3.3 3.3 3.3</td>
<td>LIVING THE PRINCIPLES: PRESERVING AND ENHANCING THE CO-OPERATIVE DIFFERENCE</td>
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<td>Presenters: Caterina Bettin, Daphne Rixon, Roméo Cormier</td>
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| 3:30PM - 5:00PM       | **4.1** CO-OPERATIVE INNOVATION: POLICIES, PRACTICES AND DEBATES ON SOCIAL ENTERPRISE AND COLLECTIVE ENTREPRENEURSHIP  
Chair: Joseph Nyemah  
Presenters: Gavin Fridell, Nanci Lee, Joanne Hussey, Mark TeKamp |
| 5:00PM - 6:00PM       | BREAK                                                                                         |
| 6:00PM - 7:00PM       | **4.2** CO-OPERATIVE ADDRESSING PROXIMITY NEEDS OF NOVA SCOTIANS  
Chair: Catherine Leviten-Reid  
Presenters: Catherine Leviten-Reid, Alicia Lake, Karen Brodeur, Darlene Doucet |
| 7:00PM - 9:00PM       | **4.3** CO-OPERATIVES WORKING WITH OTHERS: CO-OPERATING FOR FOOD SECURITY  
Chair: Irene Knezevic  
Presenters: Linda Best, Robert Jeans, Melissa Stewart |
|                       | **5:00PM - 6:00PM**  
Multi-Purpose Room/  
Rosaria Terrace      | **6:00PM - 7:00PM**  
Multi-Purpose Room/  
Rosaria Terrace      | **7:00PM - 9:00PM**  
Multi-Purpose Room    | **BREAK**                                                                 |
|                       | **MEET AND GREET & SILENT AUCTION**  
BIDDING ENDS                                                                 | **BANQUET AND KEYNOTE ADDRESS**  
LEVERAGING COMMUNITY LEADERSHIP TO SUPPORT ECONOMIC DEVELOPMENT: WHERE YOU CAN HELP AND AREAS FOR COLLABORATION  
Keynote Address: Simon d’Entremont |
# Timetable

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<td>9:00PM - 12:00AM</td>
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<td>OPENING PLENARY: CO-OPERATING TO FOSTER A HEALTHY AND DIVERSE CO-</td>
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<td>OPERATIVE ECO-SYSTEM, CONTRIBUTING TO WELL-BEING, INNOVATION AND</td>
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<td>9:30AM - 12:30PM</td>
<td>VISIONING SESSION: ACTION FRAMEWORK AND SPECIFIC COMMITMENT FOR</td>
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<td>THE NOVA SCOTIA CO-OPERATIVE SECTOR INTO THE COMING DECADE</td>
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<td>Chair: Amanda Hachey</td>
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<td>12:30PM - 1:30PM</td>
<td>CLOSING REMARKS &amp; NEXT STEPS</td>
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OPENING PLENARY: INTERNATIONAL YEAR OF CO-OPERATIVES IN REVIEW – WHERE WE’VE BEEN AND WHERE WE’RE GOING, A GLOBAL PERSPECTIVE

Room: Multi-Purpose Room

Chair: Sonja Novkovic, Professor, Masters of Management Co-operatives and Credit Unions (MMCCU), Saint Mary’s University & Academic co-lead for CURA - Measuring the Co-operative Difference

Presenters:
Andre Leclerc, Professor, Department of Economics, Université de Moncton
Karen Miner, Managing Director, Co-operative Management Education, Sobey School of Business, Saint Mary’s University
Larry Haiven, Professor, Department of Management, Academic Director, Co-operative Management Education Programs, Saint Mary’s University
Tom Webb, Adjunct Professor, Saint Mary’s University, Executive Director of Imagine 2012: The Conference on Co-operative Economics and President Global Co-operation

The year 2012 has been filled with major and minor events in Canada and around the world. This session will update participants on some of the key events of the year including the Moncton Conference on Managing the Co-operative Difference in February, the Venice Conference on Co-operatives and the Economy in March, the Montréal International Co-operative Research and Education Conference in June, the Imagine 2012 Conference on Co-operative Economics and The International Co-operative Summit held in Quebec City, The Co-operatives United Conference in Manchester, among other. These events will shape the Blueprint for the Co-operative Decade that will emerge from 2012. This is a snap shot of some of the major contributions to the Blueprint process.
2.1 COMMUNITY BUSINESS SUCCESSION: A ROLE FOR CO-OPERATIVES

Room: Multi-Purpose Room

Chair: Paula Belliveau, Regional Manager, Rural and Cooperatives Secretariat

Presenters:
Peter Hough, Financial Officer, Canadian Worker Co-op Federation
Debbie Raine, Manager, Careforce Home Health Care Worker Co-operative
William Zimmerman, Former Volunteer Manager/Current Board Member, Acadia Cinema Cooperative Limited
Bertie LeBlanc, Membre du Conseil d’administration de la Coopérative de Cheticamp

Research shows that many “baby-boomer” business owners will be looking for succession options for their enterprises as they retire over the next 10 years. This is an exciting opportunity for co-operative conversions of existing conventional enterprises. The session will provide an overview of the opportunity, outline the typical succession steps and identify the key requirement of the various stakeholders. Three examples of successful succession/conversions will be presented. The presenters are actively involved with these co-operative conversions. They will focus upon:

1. What was the impulse or source of the idea to form the co-op?
2. What were some of the key challenges faced and how were they overcome?
3. How was the co-op financed, include members’ investments and external financing?
4. What are the co-op’s key successes or accomplishments since starting?

Join this session to see how your business could be converted and how succession can be used to expand the co-operative sector.
2.2 EDUCATION FOR CO-OPERATION: CURRICULUM AND THE CO-OPERATIVE MODEL IN NOVA SCOTIA’S SECONDARY AND POST-SECONDARY EDUCATIONAL INSTITUTIONS

Room: Rosaria Boardroom - 309

Chair: Karen Miner, Managing Director, Co-operative Management Education, Sobey School of Business, Saint Mary’s University

Presenters:
Leslie Brown, Professor, Department of Sociology and Anthropology, Mount Saint Vincent University, & Atlantic Cluster co-lead for the CURA - Measuring the Co-operative Difference

Kerr Smith, Education Manager, Ontario Co-operative Association

Alison Mathie, Manager, Research and Publications, Coady International Institute, St. Francis Xavier University

Chris McDaniel, Student, Bachelor of Arts and Education, Université Sainte-Anne

This 90-minute session will focus on education for co-operation. The impetus for this focus came from the sector and from students who report that it is difficult to find secondary and post-secondary courses and programmes that teach about co-operation, co-operatives, and collective entrepreneurship. After hearing presentations providing an overview of the (limited) education opportunities available, session participants will have the opportunity to identify challenges and opportunities for building on the base that exists. In addition, the session will hear about initiatives being pursued by the co-operative sector in Ontario and by other groups in Nova Scotia and elsewhere. Ideas and recommendations from this workshop will be brought forward to inform further discussions at the Saturday visioning session.
2.3 PUTTING PRINCIPLES INTO PRACTICE IN YOUR CO-OP: A HANDS-ON WORKSHOP

Room: Rosaria 404

Presenter: Amanda Hachey, Co-operative Development Advisor, Co-operative Enterprise Council of New Brunswick

Let’s dive into why co-operatives have the potential to be more socially, environmentally, and economically sustainable by putting those foundational principles into practice. This session will include great examples from across the country of co-operatives leading their industries when it comes to sustainability, followed by an interactive discussion about how your co-op or co-ops in your community can plan strategically by integrating sustainability at all levels. Various decision making and measurement tools will be presented.
2.4 ENGAGING YOUTH IN CREDIT UNIONS: BEST PRACTICES

Room: Rosaria 105

Chair: Paul Paruch, Vice President Business Solutions, Atlantic Central & League Savings and Mortgage

Presenters:
Leanne Boutilier, Marketing Manager, Sydney Credit Union

Elaine MacDonald, Youth Coordinator, Bergengren Credit Union

Catharine Herber, Marketing Manager, Valley Credit Union

With the current shift in demographics in Nova Scotia including an aging population and youth outmigration from rural areas, credit unions are faced with the challenge of engaging youth to be active members within the organization, and active participants in their community, while also increasing the number of young member owners to bring new energy and leadership into the organization. This panel will feature some of the leading credit unions engaging youth in Nova Scotia who wish to share what they are doing and what they have learned to help other credit unions and cooperatives with their youth engagement strategies.
3.1 ECONOMIC & SOCIAL IMPACTS OF CO-OPERATIVES IN NOVA SCOTIA

Room: *Multi-Purpose Room*

**Chair:** Erin Hancock, Program Coordinator Research & Education, Canadian Co-operative Association

**Presenters:**
- **George Karaphillis,** Professor & Director, MBA/CED, Cape Breton University
- **Kevin Petty,** Student, MBA, Saint Mary's University
- **Leslie Brown,** Professor, Department of Sociology and Anthropology, Mount Saint Vincent University, & Atlantic Cluster co-lead for the CURA - Measuring the Co-operative Difference

**Discussant:** Luc Thériault, Professor, University of New Brunswick

This session presents the preliminary results of two projects, one looking at the economic impact of co-operatives in Nova Scotia, and one looking at their social impacts.
3.2 NOVA SCOTIA CO-OPERATIVES AND THE GLOBAL CONTEXT

Room: Rosaria Boardroom - 309

Chair: Joseph Nyemah, Regional Planning and Development, NS Department of Economic and Rural Development and Tourism

Presenters:
Sonja Novkovic, Professor, Masters of Management Cooperatives and Credit Unions (MMCCU), Saint Mary’s University & Academic co-lead for CURA - Measuring the Co-operative Difference

Greg Cameron, Professor of Political Science and Rural Studies, Faculty of Agriculture, Dalhousie University

Michael Turner, Financial Planner, Valley Credit Union Ltd.

The advent of the internet, combined with the influence of globalization and capitalism propel large scale, transnational corporations as the drivers of economic growth around the world. However, history reminds us that cooperatives have always been there. They have always been in the rural and coastal communities of Nova Scotia, helping fishing and farming families to mobilize, work together and create vibrant local economies. In Southeast Asia, cooperatives have been helping rural and landless families to enterprise successfully. Cooperatives are empowering communities in Latin America and helping communities to generate incomes and improve access to health across several African countries. They were only absent to report bankruptcy and seek capitalization in 2008 when the global economy was on the brink of a collapse. Cooperatives have grown locally and globally. There are, however, questions about their ability to concurrently pursue economic growth and remain committed to the aspirations of grassroots families. This workshop draws on innovative research that sheds light on the successes, challenges and failures of cooperatives in Nova Scotia, Canada and the global context.
3.3 LIVING THE PRINCIPLES: PRESERVING AND ENHANCING THE CO-OPERATIVE DIFFERENCE

Room: Rosaria 404

Organizer: Elizabeth Hicks, Professor, Department of Business and Tourism, Mount Saint Vincent University

Presenters:
Caterina Bettin, Instructor, Dalhousie University, Assistant Researcher, Saint Mary’s University

Daphne Rixon, Professor, Department of Accounting, Saint Mary’s University

Roméo Cormier, Manager of Public Affairs, Co-op Atlantic

Co-operatives, guided by their co-operative principles, are different from investor-owned businesses. However co-operatives often struggle to live these principles and therefore preserve and enhance the co-operative difference. This session presents strategies to grow a co-operative business without compromising the “co-op difference”; how the co-operative principles have influenced the choice of key performance indicators (KPIs) reported by credit unions; and how a particular scorecard may help co-operatives to live the principles.

Caterina Bettin, Growing without losing identity: lessons from the practice, discusses examples of how co-operatives can balance growth with their identity by following the “strawberry patch strategy” and how Just Us! Coffee Roaster has tailored this strategy to its own mission and needs.

Daphne Rixon, An examination of key performance indicators reported by credit unions in North America, identifies the KPIs reported by credit unions and the various influences on selection of KPIs including the seven principles of cooperatives, strategic planning, industry benchmarks, regulations and users.

Roméo Cormier, Practices for living the co-operative principles – Consumer Co-operative Planning and Sustainability Scorecard, discusses how a co-operative can live the co-operative principles by adopting practices identified in the Scorecard and using the Scorecard’s indicators to assess its performance in this regard.
4.1 CO-OPERATIVE INNOVATION: POLICIES, PRACTICES AND DEBATES ON SOCIAL ENTERPRISE AND COLLECTIVE ENTREPRENEURSHIP

Room: *Multi-Purpose Room*

**Chair:** Joseph Nyemah, Regional Planning and Development, NS Department of Economic and Rural Development and Tourism

**Presenters:**
- *Gavin Fridell,* Canada Research Chair in IDS & Professor, Saint Mary’s University
- *Nanci Lee,* Microfinance Consultant, and Associate, Coady International Institute
- *Joanne Hussey,* President, Common Knowledge Research and Consulting
- *Mark Tekamp,* Sustainable Procurement Coordinator, NS Department of Economic and Rural Development, and Tourism

The late 1970s marks the arrival of new forms of communal enterprises. Some of these enterprises adapt the cooperative model, but explore new sectors, such as transportation, insurance and education that cooperatives have avoided. Some are more socially oriented; using market based tools to address the ills of society. Traditional not-for-profit organizations also entered the arena by engaging in profit-making activities to strengthen their financial autonomy and become more committed to advocating their values without threats of losing financing from big corporations and governments. Others have situated themselves at the intersection of individual financial development and social justice. The trajectories are many and varied, but innovation, social justice and collectivity are common characteristics. Traditional cooperatives gradually find themselves surrounded by these new collective enterprises. Governments and the private sector have also begun to develop partnerships with these enterprises with the aim of achieving shared objectives. These innovative processes have not being without controversies, however. They have not only created an identity crisis, they also attracted questions of accountability, economic mediocrity and ethics. This workshop entertains enthralling case studies, debates, policy implications from academia, government and the cooperative sector.
4.2 CO-OPERATIVE ADDRESSING PROXIMITY NEEDS OF NOVA SCOTIANS

Room: Rosaria Boardroom - 309

Chair: Catherine Leviten-Reid, Professor, MBA-CED, Cape Breton University

Presenters:
Catherine Leviten-Reid, Professor, MBA-CED, Cape Breton University

Alicia Lake, Research Assistant, MBA-CED, Cape Breton University

Karen Brodeur, Programe Manager, Co-op Housing Federation of Canada

Darlene Doucet, Executive Director, Le Conseil Coopératif Acadien de la Nouvelle-Écosse

This session explores housing co-operatives in the province. Karen Brodeur from the Co-op Housing Federation of Canada will discuss opportunities and challenges of non-profit housing co-ops with the looming end of operating agreements. Darlene Doucet, Executive Director of the Le Conseil Coopératif Acadien de la Nouvelle-Écosse, will introduce an equity model of co-op housing for seniors located in Chéticamp, and discuss how the housing was financed and how the organization is governed. Catherine Leviten-Reid and Alicia Lake, both of Cape Breton University, will explore the co-operative difference in the housing sector through a comparison of co-op and non-profit housing for seniors.
4.3 CO-OPERATIVES WORKING WITH OTHERS: CO-OPERATING FOR FOOD SECURITY

Room: Rosaria 404

Chair: Irena Knezevic, Postdoctoral Researcher, FoodARC (Food Action Research Centre), Mount Saint Vincent University

Presenters:
Linda Best, Farm Works Investment Co-operative Ltd.

Robert Jeans, The Grainary Food Co-op

Melissa Stewart, JustUs! Coffee Roasters Co-op

Cooperation in food and agriculture has a long history in Canada. As food receives increasing public attention citizens are looking for ways to build a more equitable and more resilient food system. This session will aim to better understand the role that co-ops play in food and agriculture in Nova Scotia. It will also discuss the potential that co-ops offer for improving food security and building a food system that is economically, socially and environmentally sustainable.