

**MAPPING  
THE SOCIAL ECONOMY  
OF  
ATLANTIC CANADA**

**Profiles of Community Partners  
in the  
Social Economy and Sustainability Research Network  
2005 – 2010**

Noreen Millar  
Network Coordinator

May 2011



**Social Economy and Sustainability Research Network  
Partenariat sur l'économie sociale et la durabilité**

Bridging, Bonding, and Building / Renforcement des liens et des capacités



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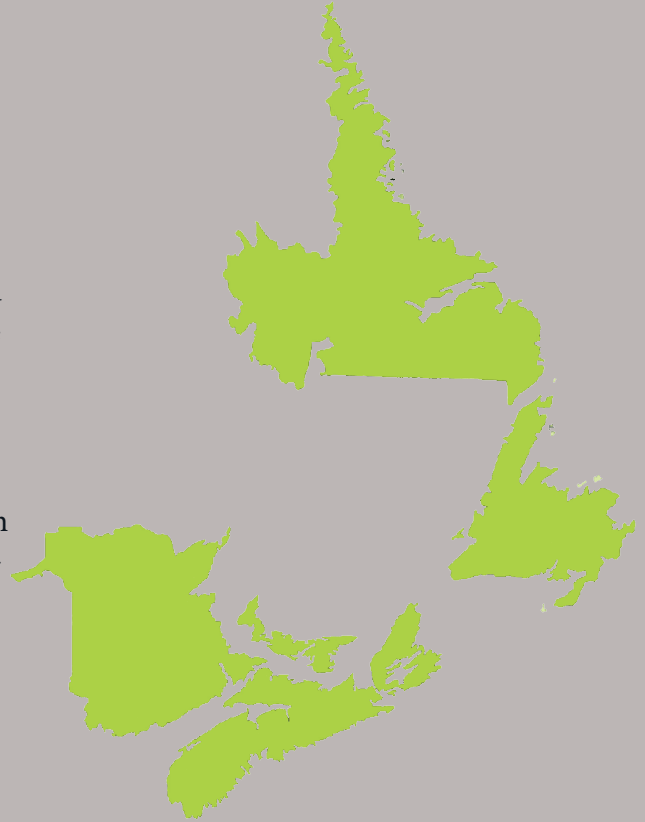
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## DID YOU KNOW?

- There are approximately 13,000 organizations formally registered as either incorporated non-profits or charities in Atlantic Canada (approx. 8% of Canadian total). There are numerous other groups that are more informal and unincorporated.
- Collectively, formally registered nonprofit and voluntary organizations (excluding hospitals, universities and colleges) in Atlantic Canada have annual revenues of \$4 billion with an estimated paid staff of 83,000.
- The main areas of activity of nonprofit and voluntary organizations in Atlantic Canada are: religion (27%), sports and recreation (18%), social services (12%), arts and culture (8%), grantmaking/fundraising/voluntarism promotion (8%), education and research (5%), development and housing (5%), business/professional associations and unions (5%), health (3%), environment (3%), law/advocacy and politics (2%), international (0.2%), hospitals/universities/colleges (0.4%), and other (3%)
- 62% of nonprofit and voluntary organizations in Atlantic Canada work within their own neighbourhood, city, town or rural municipality
- 75% of nonprofit and voluntary organizations in Atlantic Canada have members (individuals and organizations)
- Excluding hospitals, universities and colleges, 53% of revenue in nonprofit and voluntary organizations in Atlantic Canada is from earned income (from sale of **goods and services**)
- Some sub-sectors have a greater reliance on government than others, but only 19% of nonprofit and voluntary organizations in Atlantic Canada are deemed to be dependent on government funding
- The average number of volunteer hours per board member in nonprofit and voluntary organizations in Atlantic Canada is 140 hrs\*



\* source = P. Rowe - The Nonprofit and Voluntary Sector in Atlantic Canada. Regional Highlights of the National Survey on Nonprofit and Voluntary Organizations (Imagine Canada: 2006)  
[http://www.imaginecanada.ca/files/www/en/nsnvo/b\\_atlantic\\_canada\\_sector\\_report.pdf](http://www.imaginecanada.ca/files/www/en/nsnvo/b_atlantic_canada_sector_report.pdf)



Leslie Brown  
Network Director  
University Partner



Seth Asimakos  
Co-Director  
Community Partner



Penelope Rowe  
Co-Director  
Community Partner



Luc Thériault  
Co-Director  
University Partner

## NOTE FROM THE NETWORK MANAGEMENT COMMITTEE

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**THIS BOOK IS A CELEBRATION** of the social economy of Atlantic Canada. Readers will find valuable information not only about the particular organizations profiled here, but also about the nature of the social economy in this region.

This collection profiles the groups and organizations that partnered with university-based researchers and students as part of the Social Economy and Sustainability Research Network to answer questions that are important to the community-based members of the team, generating knowledge that is useful “on the ground”. As part of the Network, they also contributed to other shared goals—increasing the region’s capacity for a dynamic social economy by building partnerships, knowledge, and networks across the region and its peoples; orienting the research to meet the needs of community partners (themselves part of the social economy); and making an impact on policy at the provincial and municipal levels.

While members of the Social Economy Network do not all define “social economy” in exactly the same way, there was agreement that co-operatives (including credit unions), non-profit societies, charities, and mutual societies are all part of the social economy in this region. These organizations have many characteristics in common, including: they are not directly controlled by government, they emphasize meeting people’s needs over privately held wealth generation, they engage a range of stakeholders in their governance and decision-making, and they are likely to rely on volunteer labour as well as, or in addition to, paid labour. Some are social enterprises which generate revenue in the form of profits from participation in the market, others are non-profits that rely heavily on grants and donations. All make both social and economic contributions to their communities, directly and indirectly as a consequence of their operations. All see their social (and often environmental) commitments as at the core of their *raison d’être*.

The term “social economy” offers possibilities as an inclusive term that challenges us to think in different ways about the many facets of the economy—the processes and institutions through which we meet our needs. After all, we humans create our economy, so why not open up new ways of thinking, of valuing the many ways we do this? The organizations profiled here are a compelling testament to the tenacity, skill and inventiveness of Atlantic Canadians as they come together to better themselves, to include marginalized populations in our societies, and to build our communities. The concrete achievements and the challenges are evident from these profiles. Evident, too, is the social economy’s untapped potential. Imagine what could be possible if our region developed an enabling environment for such groups, which could then build an economy privileging values of inclusion, engagement, capacity-building, sustainability, and social justice.

To become self-aware, and to see beyond their own niche or sector, actors in the social economy need to recognize their fellow social economy actors and organizations within their own communities and beyond. To develop appropriate enabling policies, policy-makers and governments need to have a feel for the qualities of the social economy. This book contributes to such an agenda, as it brings the social economy alive through the profiles of a wide variety of organizations. It may lead readers to consider the possibilities that could arise from using the term “social economy” as a framing concept guiding

policy-makers and community activists. We hope it also encourages other actors and community organizations within the social economy to participate in some of the many opportunities embodied in community-university research alliances (CURAs such as the Social Economy and Sustainability Research Network, which was funded from 2005-2010 by the Social Sciences and Humanities Research Council of Canada).

We are very pleased that the social economy partners in this Network accepted the invitation to be included in this book, and we thank them for their contributions. We are grateful to Noreen Millar, Coordinator of the Social Economy and Sustainability Research Network, who designed and produced the book, with assistance from Erin Schopfer. No one is better placed to develop these profiles than Noreen. Her role as Coordinator of the Network brought her into regular contact with the community partners, and with others in the projects in which they took part. She saw the potential for such a book, and brought to the work her own imagination and that of others she engaged in the work, including Malcolm Shookner and his team at Nova Scotia Community Counts.

With this book—its profiles, its maps, its photos and its “did you know?” facts—Noreen, and the organizations profiled here, have produced a valuable resource on the social economy of Atlantic Canada.

*The Management Committee*

## ADVANCE PRAISE

“The profiles in this book put many faces on the social economy in Atlantic Canada. They illustrate the variety of people and organizations that are part of the social economy. They also show the diversity of contributions that are made to the economic, social, cultural and environmental domains of their communities. This book will be a valuable resource for policy makers and community developers alike who want to understand and support the social economy in the four Atlantic Provinces.”

Malcolm Shookner, Manager, NS Community Counts

<http://www.gov.ns.ca/finance/communitycounts/>

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“This profile of community partners in the social economy is an excellent pathway that allows government and other actors to have a deeper understanding of the social economy context of the region.”

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

<http://www.gov.ns.ca/econ/>

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“The book gives us the real life stories of community organizations and social enterprises that are working hard every day to make the life of Atlantic Canadians richer. It also helps us identify partnership opportunities to improve our common efficiency helping people in communities.”

A federal government partner of the Network

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“This book highlights a variety of Atlantic Canadian organizations that are engaged in activities that support some of the most vulnerable people in our society. These social economy organizations exist in the place where citizens, governments and businesses meet to tackle the biggest social, environmental and economic challenges in our communities, country and the world. They have huge impact on our society and economy despite being under resourced and over worked.”

David Upton, President,  
Atlantic Council for Community and Social Enterprise

<http://www.accse.ca/>



*Noreen and her daughter Erin making “stone soup” at the Bear River Farmer’s Market, September 2010.*

## INTRODUCTION

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**THE PROFILES IN THIS PUBLICATION** were prepared in collaboration with the partner organizations. The profiles that appear in gray boxes are based on information gathered from the websites of these organizations, and, in some cases, background documents that the partners shared with us. The other profiles are based on interviews with representatives of the partner organizations—a paid staff person or volunteer with the organization. I would like to thank participating partners for their time in working with us to create this publication. I am also thankful for the technical expertise and other support I received from Erin Schopfer.

In the early days of the Social Economy and Sustainability Research Network, there was much discussion amongst partners about the nature of this project. The project was conceived as “story telling” and it is in that spirit that these narrative profiles are offered—to allow the reader a sense of the organizations, the social and economic issues they address, and the people that make it all possible. Various government partners and associates of the Network were kind enough to offer their perspectives on

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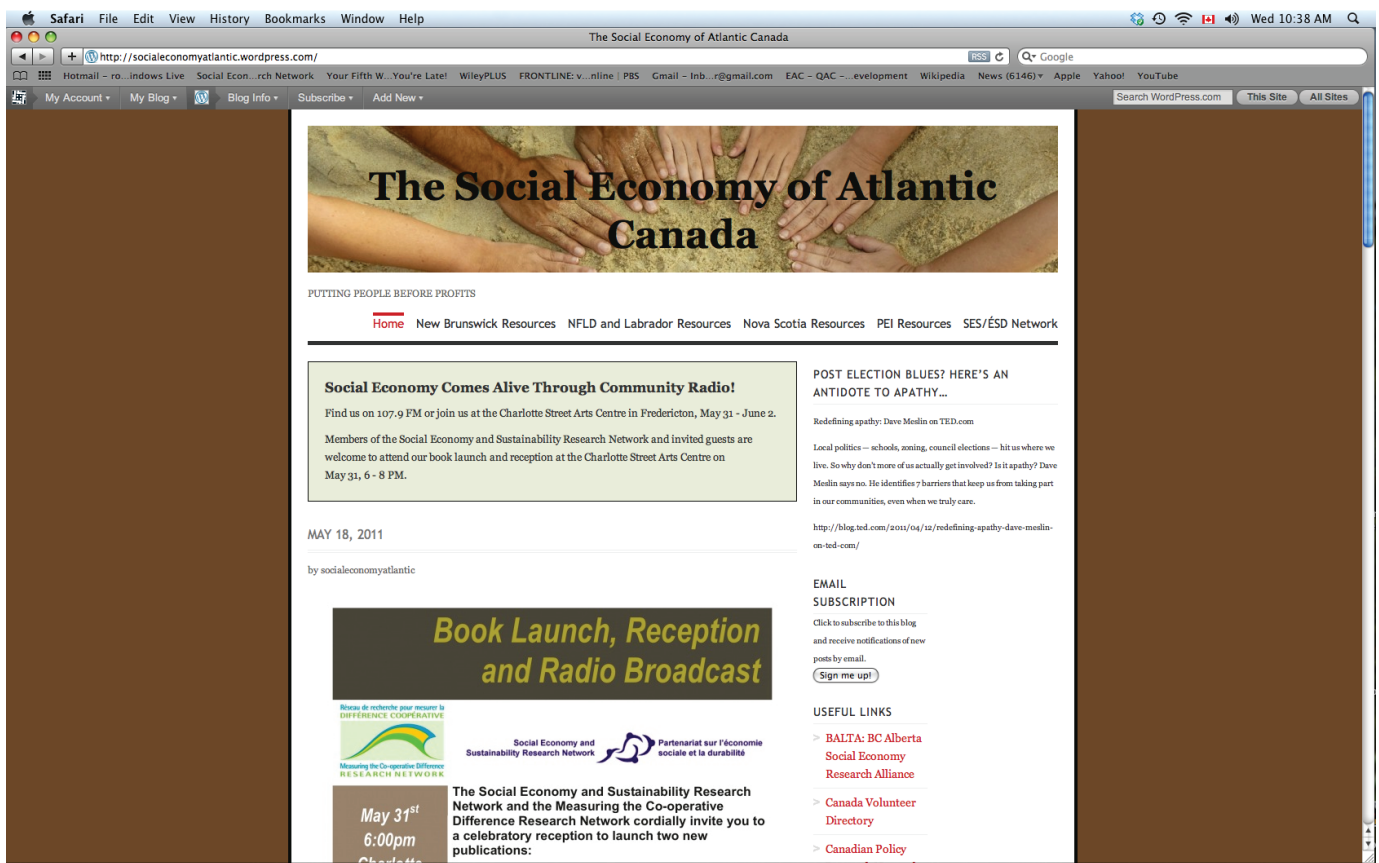
## MORE ADVANCE PRAISE

“The Atlantic Social Economy Research Network was a grand collaboration of academics and the leaders running and working in social economy organizations in the region. This five year collaboration is clearly a piece of the Atlantic Canadian movement to develop a friendlier ecosystem for the social economy. Individuals that come from the many entrepreneurial organizations profiled in this book are now working on furthering that very goal through a number of new initiatives such as: the Atlantic Council of Community and Social Enterprise which will be hosting the 2011 Canadian Social Enterprise Council Conference; New Brunswick’s Advisory Committee on Social Enterprise and Community Investment Funds, which will be providing a policy framework to its government on the same; and a similar committee developing a social enterprise policy framework in Nova Scotia. These profiles will inform our understanding of the social economy and the opportunities and challenges of creating local social and community enterprises that add value to Atlantic Canadian communities.”

Seth Asimakos, General Manager, Saint John Community Loan Fund  
[www.loanfund.ca](http://www.loanfund.ca)

the types of information that would add value to these profiles. A search of other similar publications and collections of “stories” from the social economy sector revealed that there are few collections of in-depth information on groups of organizations. In this publication, the partners were asked to talk about a variety of things, including the history of their organization, its mission, legal structure, governance, membership, sources and extent of funding, and paid staff and volunteers. Individuals were also asked to reflect on the nature of their work within the social economy sector, and to highlight any particular struggles faced by their organizations, as well as areas of accomplishment. The conversations revealed many more paths of inquiry to help us further understand the depth and breadth of the social economy in Atlantic Canada. I encourage the partners of this Network to continue to tell their stories, and I wish them success with their work.

*Noreen Millar*  
*Network Coordinator*



Check out our BLOG:

Start a discussion, link to resources, share ideas, post inspiration...<http://socialeconomyatlantic.wordpress.com>

# CATEGORIZATION OF COMMUNITY PARTNERS IN THE SOCIAL ECONOMY AND SUSTAINABILITY RESEARCH NETWORK

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**CATEGORIZATION OF ORGANIZATIONS** within the social economy is one tool to assist us in seeing the breadth and depth of the sector. Any individual social economy organization can be classified in a variety of ways. The “National Survey of Nonprofit and Voluntary Organizations”, for example, gives us data about non-profit and voluntary organizations in the Atlantic region, categorizing them by the activity areas within which they are engaged, including: religion, sports & recreation, social services, arts & culture, and education & research, for example. Organizations can be categorized not only by their area of activity, but also by other characteristics including, for example: the geographic area within which they operate, the populations they serve, the social or economic issues they address, their sources of funding, their legal status, the goods or services they produce, their relationship to government or private enterprise, or their internal governance.

The following table provides one categorization of 46 of the community organizations that were considered partners of the Network. The categories in the table below are not mutually exclusive, but community partner organizations have been assigned to only one category.

Category	# of Partners (n=46)	Description
<b>Finance</b>	<b>2</b>	This category includes networks and individual organizations that offer financial services and advocate on behalf of social economy organizations for better provision of financial services to this sector.
<b>Education and Research</b>	<b>10</b>	This category includes organizations that have defined their own mission as contributing to education or research in a specific geographic region or area of activity.
<b>Producer/ Consumer Co-ops &amp; Others</b>	<b>10</b>	This category includes groups of consumers/ producers of goods and services.
<b>Federations, Coalitions or Networks</b>	<b>11</b>	This category includes “umbrella” organizations that are networks, federations, coalitions, associations, and committees, representing a host of members that may be groups or individuals, in a specific geographic region or area of activity.
<b>Community Service/Support and Advocacy</b>	<b>13</b>	This category includes organizations that provide community service or support, often in conjunction with government provision of services in a particular geographic region or area of activity.



## SAINT JOHN COMMUNITY LOAN FUND

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- *Non-profit, registered charity*
- *Governed by an elected 10-member volunteer Board of Directors, and various volunteer mentors and committee members*
- *Approximately 200 members – including anyone who has invested in, donated to or believes in the cause; no membership dues*
- *Five full-time staff members, operating in French, English and Spanish*
- *Began building its capital in 1999 and has since made over 177 loans*

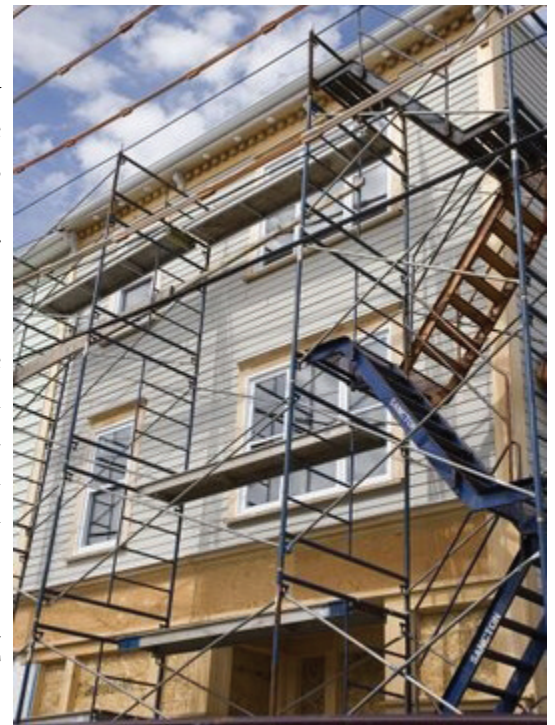
**SAINT JOHN COMMUNITY LOAN FUND**, located in Saint John, New Brunswick, was established in 1999 and incorporated as a non-profit organization in 2000. It became a registered charity in 2003. Its mission is “to improve social conditions for people living in Saint John by promoting economic independence and fostering entrepreneurship in our community.” The Loan Fund helps individuals create income, build assets, and attain greater self-reliance by providing business, employment and shelter loans, financial literacy training, leadership training for women, entrepreneurship training with youth, matched savings, and business plan training with women.

SJCLF has an elected Board of volunteer Directors. Each year at the Annual General Meeting, a slate of officers is presented, and members vote to elect a new Board. The approximately 200 current members include investors, partners, donors, staff, and clients of the organization. There are no membership fees.

A typical staff complement in recent years has been approximately 5 full time positions, along with occasional summer students, but the General Manager expects to see continued growth. At present, there is one GM, 3 trainers, 1 loans officer, often accompanied by a student position. Within the next period of growth, SJCLF hopes to add another administrative assistant and an enterprise support officer.

There has been a gradual increase in the operating budget over time. In 1999, SJCLF had a budget of approximately \$45,000. In 2004, there was a “jump” due to the addition of a second employee. Then again in 2007, and again in 2009, the organization’s operating budget continued to increase. The percentages remain roughly the same over time, with about one half of the budget coming from contracts and grants from government, and the second half from other sources.

The annual budget of the SJCLF is approximately \$300,000. In 2009, about 60 % of its funding came from non-government contracts and grants including delivery of fee-for-service programs such as the A\$SET program (delivered through the provincial government’s Social Development department) or other financial literacy training programs. The average cost for financial literacy training programs is \$195 per person



*Renovating Prince Edward Street.*



*Money Matter\$!*

but, as Seth Asimakos indicates, the Loan Fund is always looking at comparable services to make sure they are pricing their fee-for-services properly.

Over the past year, about 25% of its revenue came from government contracts; 15% from contracts with other non-profits; 20% from government grants; 30% from grants from foundations or corporations; and a small percentage from fundraising. The organization also partners with local artists to sell greeting cards online. Besides the card fundraiser, the housing units above the office space bring in \$1400/month which helps to cover the Prince Edward Street building mortgage.

Investments in SJCLF are recruited to build a pool of available loan capital that helps individuals create income, build as-

sets, and attain greater self-reliance. The organization has never lost an investor's money! It has made close to 177 loans since 1999, for a total value of \$214,000.

Saint John Community Loan Fund's mission is to improve social conditions for people living in Saint John by promoting economic independence and fostering entrepreneurship in the community. The SJCLF converts investments into loans to help individuals start businesses, get back to work or secure housing. In 2010 it made its largest loan to date, \$35,000, to a non-profit housing project. Loans are granted to those who have good ideas and the desire to get ahead but who don't have the income, assets, security, or credit history to get a loan elsewhere. The maximum size of the loan varies from \$7,500 for small business loans, to \$2,500 for back to work loans and \$1,000 for securing housing loans.

The SJCLF also provides the following training programs: **Enterprising Women: Building a Business**—a program dedicated to helping women living on low incomes achieve self-employment; **Money Matter\$**—a course on financial literacy; **Power Up!**—a leadership training program designed exclusively for women; **YES! Youth + Entrepreneurs = Success**—a summer training and business launch program for youth; **A\$\$ets**—helps build the skills and savings needed for a new life direction.

SJCLF has helped individuals end their reliance on Provincial Income Assistance and has helped families become self-reliant. It has circulated millions of dollars in new income throughout Saint John and, according to its own calculations, has saved the provincial government approximately \$500,000 in social assistance payments.

The idea for the loan fund started in 1997. Current General Manager, Seth Asimakos, had helped organize a conference on poverty reduction and decided to use the small amount of money left over to "seed" (or start) a micro-lending organization. A business plan was written in 1999 and by 2000 the Saint John Community Loan Fund had incorporated and was offering employment and business loans. It received charitable status in 2003. By 2004, the Loan Fund had added housing loans and financial literacy training to its list of services. From its beginning SJCLF adopted the model of the Montreal Community Loan Association, the oldest loan fund in Canada, and has greatly benefited from their mentorship. In 2004 the SJ Community Loan Fund adopted the Sustainable Livelihood Model from the Momentum Program (based in Calgary), which focuses on reducing poverty by developing all of a person's assets - not just their financial resources. Following this model, the SJCLF offers five core programs to women and youth that focus on improving financial literacy, leadership and entrepreneurial skills and encouraging personal financial responsibility with matched savings programs. Seth Asimakos believes that the Loan Fund's ability to adapt and add value to their activities is one of the organization's greatest strength. "If you want a loan to be successful, you must train people before-hand so they are as best equipped as possible."

In 2007, the Loan Fund purchased a derelict building at 135 Prince Edward Street in Saint John, and spent the

next two years renovating it top to bottom (follow this story here: <http://www.loanfund.blogspot.com>). When construction finished in 2009, the space had been transformed to include: two affordable housing units upstairs for single working mothers—both with decks and access to a landscaped backyard; as well as a street-level location for the Loan Fund's business office, which has three offices, a large training and meeting room, a family-friendly reception area, and state of the art networking throughout.

Currently, the Loan Fund operates without an administrative assistant and the General Manager believes that this has an impact on outcomes. "Having an administrative assistant would give the staff a lot more time to be creative, to look ahead to the next project" .. such as developing the three vacant lots next door to 135 Prince Edward Street and exploring partnerships with the Learning Exchange, a non-profit literacy education organization in Saint John that promotes life long learning and the importance of literacy.

The Saint John Community Loan Fund is built on investments made by socially responsible individuals and groups living in Saint John, as well as by friends living outside of Saint John. The pool of capital used for loans comes from investors, people or groups who lend the Loan Fund money which is then re-lent to others. The average individual investment is \$1,000. Investments from organizations and municipalities can be significantly larger. Investors are asked to invest for at least two years at a rate of return of their choosing up to 3% or best bond rate. The SJCLF has never lost an investor's money. Back-to-work and secure housing loans carry a 5% to 10% fee and an interest rate of prime plus 3%. All loan decisions are made by a committee. Loans for Secure Housing require that applicants track their spending for a period of two weeks prior to a loan approval.

The Saint John Community Loan Fund is a registered charity and provides a charitable receipt for any donation. Like investments, donations safeguard the loan pool against losses and can be directed to different activities: to general operations, to any of the loan pools or to the loan loss reserve, where a donation leverages at least three times its value in loans.

The following key partners fund programs and office expansion and enable the Loan Fund to be staffed:

- Co-operators Insurance Company CED Fund
- Greater Saint John Community Foundation
- McKean Family Foundation
- Social Development - Government of NB
- Women's Issues Branch - Government of NB
- Enterprise Saint John, the YM-YWCA, the Business Community Anti-Poverty Initiative, and the Urban Core Support Network are also regular supporters.

The Loan Fund has never been refused loans but it has been refused government grants—Seth calls this the "law of averages." While not always possible, the Loan Fund aims to have about \$100,000 in surplus at all times to be able to cover three or four months worth of activities. To this end, the SJCLF is always considering how it can be more enterprising in its own programs so that the organization itself will be more sustainable. Multi-year funding, like that received from the Canadian Women's Foundation, has proven to be very helpful. This grant covers 75 % of the Loan Fund's "Enterprising Women" program for five years and has enabled the Loan Fund to leverage other funds as well.

To diminish risk, the Loan Fund does three things:

- Sets aside a reserve, a pool of money equivalent to 30% of any loans active on the street
- Supports borrowers. Besides giving out loans, the Loan Fund works with its borrowers on a monthly basis, often meeting to develop marketing strategies and fine-tune accounting.
- Offers security. Though the loans are small, the SJCLF tries to secure each loan with real or personal property.

Over the coming five years, the organization will look at expanding its training and lending services to a larger geographic region, perhaps extending from St. Stephen to Sussex. It will do this by partnering with other organizations in these regions. While this expansion is occurring, it will continue to delve into real estate development in its neighbourhood. As such, it is evolving more and more into a development corporation, versus a stand-alone

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"We believe strongly in investing locally. We also believe everyone has a right to earn an adequate income for themselves and their families."

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community loan fund. It is currently developing a business case for a \$1.5 million mixed-use building, combining enterprising non-profit space with rental and home ownership units.

In closing, General Manager Seth Asimakos was asked to reflect upon the challenges of operating as a non-profit in the lending business, and to share his views on why it is important that Saint John Community Loan Fund is structured as a non-profit lender. His understanding and commitment to his clients shines through in his response:

“The challenge with any non-profit is creating enough successes to leverage funding contracts and grants. With the populations we serve, 25% of our training clients are cycling back into crisis, along with 50% of our current borrowers. Our target population tends to be individuals trying to stabilize their lives and reach higher. However, because of their low income and limited networks - any crisis can knock them off course. You cannot profit from making micro-loans to people living in poverty in Canada. We must work many hours with each applicant and eventual borrower as we build people up and continue to support them through the life re-building process. Why are we a non-profit? What else could we be? We cannot make a profit from our clients purchasing our services. A broker does that for them, in most cases, the government or foundations. If we prove we do a good job, we might be able to sell the service for a good price which could then enable us to research and develop and create value-added products and services. The Act has changed and we are making some adjustments now to better fall under the Credit Grantors Act.”

### **Saint John Community Loan Fund**

133 Prince Edward St.,

Saint John, NB

E2L 3S3

(t): 506.652.5626 (f): 506.652.5603

Email: [loanfund@nbnet.nb.ca](mailto:loanfund@nbnet.nb.ca)

[www.loanfund.ca](http://www.loanfund.ca)

## **NOVA SCOTIA ASSOCIATION OF CBDCs**

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*Extracted from the website: <http://www.mynovascotiabusiness.ca/en/nova-scotia-association/index.html>*

**THE NOVA SCOTIA ASSOCIATION OF CBDCs** In Nova Scotia, the 13 CBDCs are members of the Nova Scotia Association of CBDCs, an organization that supports the common needs of the network. CBDCs regularly meet to discuss local business development opportunities, best practices and operational issues.

Through provincial committees, volunteers and staff work together on various initiatives such as professional development, marketing, and partnership relations.

With an office located in Elmsdale, Association staff manages several business support programs for members and partners, including the Youth Internship Program, Small Business Week, and Students in Business. In addition to this provincial work, CBDCs work together through an Atlantic Association of CBDCs and the Community Futures Network of Canada.

The Association also delivers Industry Canada's Small Business Internship Program for Nova Scotia.

139 Park Road, Unit 1

Elmsdale, Nova Scotia

B2S 3K5

(t): 902.883.4798

(f): 902.883.3024



## RURAL & COASTAL COMMUNITIES NETWORK

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- *Non-profit, registered charity*
- *Volunteer board of directors*
- *Two paid staff positions: Executive Director and Executive Assistant (positions vary from full-time to part-time depending upon funding)*
- *Members: between 140 – 160 organizations; 8 – 10 individuals*
- *Members vote and pay membership dues (\$30 for individual membership, \$35 for an organization membership)*
- *Project funding for 2010 is \$104,000*
- *Operational Growth Fund (now defunct) for 2010 is \$70,000 from NS Economic and Rural Development*

*After many years of dedicated service, Ishbel Munro, former Executive Director, has departed from RCCN. Ishbel continues her pursuit of social justice at the Tatamagouche Centre where she is now Program Director. Mark Austin, a wild blueberry farmer, social policy consultant, and former Board Member of CCN from Old Barns, Nova Scotia, has been appointed Executive Director. Earlier this year, CCN became Rural & Coastal Communities Network (RCCN) to better reflect the scope of its work. RCCN is currently renewing its community and policy-maker relationships under the guidance of an engaged Board of Directors drawn from across the Province's place-based and cultural communities. RCCN is developing new collaborative relationships with organizations such as Community Links, Heartwood Centre for Community Youth Development, the Centre for Rural Sustainability (Acadia University), and La Fédération acadienne de la Nouvelle-Écosse (including a joint mission to Quebec to investigate the valuing of social economy). In the coming years, RCCN plans to develop its role as a networking and capacity-building organization with particular focuses on Participatory Communications for Rural Sustainability, local food (including fisheries) economies, and social enterprise as a means of linking the business and non-profit sectors of small communities.*

**RURAL & COASTAL COMMUNITIES NETWORK'S** mission is to provide a forum to encourage dialogue, share information, and create strategies and actions that promote the survival and development of Nova Scotia's coastal and rural communities.

The need for an organization such as RCCN grew out of the Atlantic ground fish crisis in the 1990s. At that time, the Extension Department of St. Francis Xavier University organized a year-long program, "Fishing for a Future," which brought together representatives from community economic development agencies, municipal leaders, church and community organizations, resource harvesters and processors, unions, and universities. Out of this program, the Coastal Communities Network was born. RCCN has promoted community-based management (CBM) since its inception in 1992.

From 1992–1996, RCCN was focused primarily on community concerns pertaining to the fishing industry. However, it quickly became apparent that coastal communities face issues other than just the loss of the fishing

industry. In its seventeen-year history, RCCN has evolved to address various rural priorities, always with the mission of facilitating collaboration between various, and often opposing, groups.

The goal of Rural & Coastal Communities Network is to act as a convenor and capacity builder. It helps communities to realize that they have more in common with each other—hopes, concerns, determination—than they ever realized, and that by sharing ideas all stand to benefit. RCCN facilitates monthly learning circles, skill development workshops, annual learning conferences and performs research to better identify what rural communities need to move forward in becoming sustainable, healthy communities.

RCCN does not generally consider itself an advocacy group since advocacy can only happen when there is complete consensus on an issue, which doesn't happen all that often amongst CCM's members. However, the group did successfully advocate for an extension on the moratorium on lighthouse divestiture (1996) and members have continued to work to encourage the federal Department of Fisheries and Oceans to maintain its responsibility for wharves and other marine infrastructure.

RCCN was formed long before the provincial government developed Regional Development Authorities (RDAs). From the perspective of the former Executive Director, once RDAs were established, it seemed that funding bodies sometimes assumed that RDAs provided services similar to RCCN, and it seemed to become more difficult to secure funding for RCCN projects. However, many of the communities involved in RCCN believe that there is a difference between the community development offered by RCCN and the economic development offered by RDAs. Each RDA works only for its region—it doesn't work with the overall picture of sustainable community development for the entire province.

RCCN's work has been hindered at times by its lack of core funding. While concurrent project funding has sustained the organization, it results in considerable administrative and cash-flow challenges. For example, final payment from a project completed in 2008 was received only in 2010. Resulting banking and accounting fees had to then be covered by fundraising activities.

While one of RCCN's strengths lies in its ability to build the capacity of its members (in one year alone, over 2,000 people were directly affected by RCCN workshops), its own capacity is often more tenuous than those it serves. RCCN has found itself in a situation of resource competition with the very sources of funds for rural development and capacity-building. While grants and research funds do still exist to carry out programming in particular sectors, networking as an activity is rarely supported. Instead, resources for building collaborative capacity and community

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“RCCN's greatest strength is its ability to bring together people with very different views and get them working to find consensus-based solutions.”

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*CCN board of directors, photo taken at the 2008 AGM.*

in rural contexts are allocated for initiatives within government itself.

In 2008–09 an Operational Review of RCCN was performed by a consulting firm. The work of this project involved the following specific activities: literature and documentation review; an organizational scan; a series of key informant interviews; focus group and strategic planning sessions and input from other projects.

The organization is currently restructuring it-

self in accordance with some of the recommendations from this review. One idea suggested the board “micro-manage” less and rely more on committees, and so a variety of committees have been formed: Finance and Fundraising, Membership, Communications, Editorial Board, Nominations, Small Governance and Website.

“Bluenose Buys” and “Close to the Coast” are two examples of social enterprises that RCCN has experimented with as a way to secure funds. A business plan was created at the same time as the operational review but it wasn’t very useful because it failed to build in the cost of starting up a social enterprise. The staff hours needed to initiate and run a social enterprise exceeded the possible profits and took precious resources away from the organization’s ongoing projects. These on-going projects included monthly Learning Circles, bi-yearly Rural Policy Forums and quarterly publication of *CCNews*.

One major frustration has been the inability of the organization to secure ongoing funding for successful “pilot projects.” The “On Common Ground” project was undeniably successful according to its evaluation but there has been no interest through the government funding body to support this project a second time.

RCCN applies for and consistently receives grants from the provincial and federal governments: the Rural Secretariat, the Rural Economic Development Agency, Department of Fisheries and Oceans, Atlantic Canada Opportunities Agency and occasionally Heritage Canada. The organization hasn’t yet partnered with charitable foundations but is now actively pursuing these relationships.

In 2009, the Provincial Economic and Rural Development Department invested in RCCN through its Organizational Growth Fund (now defunct). This assistance enabled RCCN to secure improved office space and to renew its Board engagement. The Province and the Rural and Cooperative Secretariat also partnered with RCCN to stage their Rural Policy Forum called *Shaping Our Future* at the Tatamagouche Centre in November 2010.

According to its Executive Director the greatest strength of RCCN has always been its ability to bring together people with very different views and get them working together to find consensus-based solutions. Ishbel attributes this to the strength of its leaders. Early directors set a standard of gentleness and openness that encouraged trust amongst parties who may otherwise have been distrustful of each other. Ishbel’s own bridging skills continue to maintain what she calls “the welcoming culture of RCCN.”

RCCN’s response to the Marshall Decision passed by the Supreme Court in 1999 is a good example of the benefit of such facilitation skills at the community level. Tensions between Native and non-Native communities boiled over into violent confrontations at Burnt Church, NB. Communities in Nova Scotia did not experience the same kind of conflict, and this may have been due, at least in part, to RCCN’s role in encouraging open dialogue and



*Gala launch of CCN’s Close to the Coast website, held at the Maritime Museum of the Atlantic on April 9, 2008. The event celebrated Nova Scotia’s amazing coastline and highlighted the many opportunities for recreation, tourism and community development.*

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“Early directors set a standard of gentleness and openness that encouraged trust amongst parties who may otherwise have been distrustful of each other.”

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mutual understanding. RCCN leaders believed “that it is the people centrally involved—the fishermen, the communities—who have the responsibility and the wherewithal to reach solutions.”

Out of the conflict over the fisheries decision, the project “On Common Ground” was developed. This project aimed to develop a dialogue amongst Nova Scotia’s four major cultural communities: the Mi’kmaq, the Black, the Acadian and others of European descent. It involved a series of inter-cultural meetings on community-based management of natural resources, where people from the different cultural groups spoke openly of past and present feelings of unequal treatment.

In the Digby–Annapolis area, a series of “Dialogue Dinners” was hosted. Each of the four cultural groups took turns hosting participants from the other three groups. Funding for this project was made available through Canadian Heritage.

The bi-annual “Rural Policy Forum” is another RCCN project in which community, government and academics meet to examine, discuss and strategize around policies that are deeply affecting the health and vitality of rural, coastal communities. The aim of these forums is to emphasize the importance of local, co-operative ventures, in the hopes of reaching the goals and fulfilling the mission of the organization.

### **RURAL & COASTAL COMMUNITIES NETWORK**

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## **BOSQUE MODELO CHILOÉ**

*Extracted from the website: [www.chiloeweb.com/chwb/bmch/eng/info\\_general-antecedentes.html](http://www.chiloeweb.com/chwb/bmch/eng/info_general-antecedentes.html)*

**BOSQUE MODELO CHILOE**, operating on the island of Chiloe, Chile, South America, is an innovative partnership between the local government and NGOs, peasants and indigenous communities, private organizations and Catholic Church. BMCh promotes the responsible use of natural resources and demonstrates how local associations can unite all interested groups in the vision of biodiversity conservation and sustainable management of forests, as well of the improvement of the quality of life for rural families and indigenous communities. The priority of BMCh is to offer alternative ways to live from the natural resources, while increasing the family income.

After three years of operation, BMCh has supported more than 50 projects. Support is given to projects that focus on rural tourism, education, handicraft, non-wooded forest products, product innovation and cultural heritage.

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## NEW BRUNSWICK FEDERATION OF WOODLOT OWNERS

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Extracted from the website: <http://nbwoodlotowners.ca/>

- *The Federation is an umbrella organization for the seven regional Marketing Boards and is guided by a Board of Directors with representatives from each Marketing Board*
- *Woodlots are the small forests owned by 40,000 New Brunswick families. Nearly one of every four New Brunswickers is a member of one of these families*
- *Woodlots provide a significant share of the raw material used by the forest industry in many parts of Canada, and are an important source of economic stability for many rural communities*
- *As a group, NB woodlot owners make an important contribution to the provincial economy. Recently, timber sales to pulp mills and sawmills were worth more than \$83 million (a considerable decrease from the average sales of recent years) and another \$30 million worth of firewood was produced.*

**THE NEW BRUNSWICK FEDERATION OF WOODLOT OWNERS** was founded in 1965 with the purpose of representing woodlot owners on all issues of common concern. The Federation acts as the umbrella organization for the seven regional Marketing Boards and is guided by a Board of Directors with representatives from each Marketing Board.

Over time, the New Brunswick forest industry has evolved and the role woodlots play in the industry has changed as well. In recent years, sales from private woodlots have decreased significantly. Figures from marketing boards indicate that since 2004/2005 to 2006/2007 sales have dropped by nearly 60 million dollars to \$68 million.

Woodlots are the small forests owned by 40,000 New Brunswick families. Nearly one of every four New Brunswickers is a member of one of these families. All social groups are well represented, including farmers, blue collar, white collar and retired New Brunswickers. The majority of us live on or near our woodlot, but many of us also live in a town or city. Taken together, our woodlots are 30% of New Brunswick's forests. To learn more about woodlots and families across Canada, [visit the website] for a publication from the Canadian Model Forest Network Private Woodlot Strategic Initiative.

Our woodlots are used for a variety of purposes, depending on family needs and preferences. Uses include production of timber for income, firewood for our own use or for sale, a long-term investment or insurance policy for unexpected financial needs, and various forms of recreation. Many of us combine a number of these uses.

As a group, we make an important contribution to the provincial economy. Timber sales to pulp mills and sawmills last year were worth more than \$83 million (a considerable decrease from the average sales of recent years) and another \$30 million worth of firewood was produced.

Much of the work on our woodlots is done by people from the local community. We often invite neighbours to use our land for recreation or provide them with firewood. Our woodlots account for much of the clean water in New Brunswick and most of the forest beauty that visitors and New Brunswickers enjoy. Wildlife of many kinds live in our woodlots, including as much as 60% of the province's deer population. These are among the ways woodlots contribute to a healthy environment and strong communities across New Brunswick.

After the Second World War, woodlot owners began to experience some challenges, especially in the sale of forest products. Pulp and paper companies were getting bigger, and with long-term agreements for Crown

timber, some took advantage of being in a position to pay low prices for our wood and to buy it on a haphazard basis. Woodlot owners came to see Crown Land as our biggest competitor. Other challenges included: scaling practices, the need for more extension services, property taxes, and a lack of reforestation. Starting in the 1960's, we began to form local associations and a provincial federation to address these concerns. Provincial farm products marketing legislation was used by the associations to form Marketing Boards. A policy known as "Primary Source of Supply" was also put in place in 1972 requiring companies with access to Crown timber to negotiate with Marketing Boards as their first source of supply.

The development of Marketing Boards progressed throughout the province during the 1970's following the early example of Madawaska. By 1981 all woodlot owners in the province were represented by Boards. Since the associations and Marketing Boards were formed, their roles and responsibilities have evolved but their founding principles have remained unchanged. They act on the authority given to them in plebiscites by woodlot owners when they were originally formed. This mandate is renewed each year as several thousand woodlot owners participate in the local and general meetings held by each Board. Fair prices through elimination of competition from Crown Land, expanded markets for all grades and species of wood, promotion of improved forest management through education and an expanded silviculture assistance program, and representation of woodlot owners through the Federation to governments and other interests at the provincial and national levels continue to be our main priorities.

In general, the Boards and the Federation seek to represent woodlot owners on all matters of common concern.

*Extracted from the website:* [http://nbwoodlotowners.ca//uploads//Website\\_Assets/PWSI\\_FactSheet\\_1\\_en.pdf](http://nbwoodlotowners.ca//uploads//Website_Assets/PWSI_FactSheet_1_en.pdf)

Across rural Canada, 450,000 families are owners of woodlots. Taken together, woodlots are a large proportion of the rural landscape. On average, each family owns about 45 hectares (112 acres). Many families live on or near their woodlot. It is virtually impossible to make a full-time living from 112 acres of forest, so most of their income comes from other pursuits: as farmers, professionals, in industry or the service sector, or as pensioners. The woodlot is an important source of supplementary income for many families, its importance rising or falling from one decade to the next.

Overall, the contribution of most woodlots to the finances of the families who own them is modest. When the sum total of the economic importance of woodlot activity in a community, county, or region is considered, the picture is quite different. Woodlots provide a significant share of the raw material used by the forest industry in many parts of Canada, and are an important source of economic stability for many rural communities. Employment on woodlots is often more labour intensive than is the case on large scale industrial operations. Smaller scale equipment is used and horses are even making a comeback in some places. Woodlots are also a source of important environmental benefits, not only for their owners but also for the larger community. They provide much of the wildlife habitat and biodiversity in inhabited rural areas, and may be all that remains of the original forest ecosystem. They are the source of much of the clean water for nearby towns and cities. They contribute to the pleasant roadside scenery across rural Canada. They play a vital ecological role cleaning the air of pollution and providing oxygen, trapping dust and removing chemical pollutants. They also contribute to a sense of security in rural communities for owners and non-owners alike. For instance, woodlots are a nearby and locally owned source of energy if the oil runs out...

This information has been provided by the Private Woodlot Strategic Initiative, a collaboration between the Canadian Model Forest Network and the Canadian Federation of Woodlot Owners.

For more information, please visit [www.woodlotscanada.ca](http://www.woodlotscanada.ca) or [www.modelforest.net](http://www.modelforest.net).

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# CO-OPERATIVE MANAGEMENT EDUCATION CO-OPERATIVE

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- *CMEC is an incorporated solidarity co-op (a co-op with different classes of membership)*
- *It has three classes of members: co-ops and credit unions, educational institutions providing educational services to co-ops, and individual members who are faculty or ex-CEOs who are interested in co-op education*
- *CMEC members have raised about \$1 million since 2001 to fund the Master of Management Co-operatives and Credit Unions at Saint Mary's University*
- *CMEC is made up of 60 members from 7 countries; membership is open*
- *There are no membership fees or dues. The cost of shares varies according to the class of members. Co-ops and credit unions pay \$1000 per share, educational institutions and individual members pay \$100 a share.*

**TWELVE MILLION CANADIANS** are involved in co-operatives, according to the Canadian Co-operative Association, but there has been virtually no education for them, and little business school research about them. The mission of CMEC is to fill the void that exists in business education concerning co-ops and to fill the void that exists regarding business school research. In 2001, CMEC partnered with Saint Mary's University to create the Master of Management of Co-operatives and Credit Unions (MMCCU), a program that provides management education within the context of the unique co-operative business environment created by the purpose, values and principles of co-operation.

"Outside of Saint Mary's University," explains Tom Webb, current Executive Director of CMEC, "you will be hard pressed to find a Canadian business school that offers a single course on co-ops. The courses that do exist on co-operatives are offered through sociology, economics or history departments, never through business departments." Mr. Webb also points out that only one out of three textbooks used in North American business schools in 2003 even mention co-ops as a form of business, and half of these references are negative.

The original CMEC members were all from the Atlantic region, including the Credit Union Central of New Brunswick, the Northumberland Co-op Dairy and Co-op Atlantic, and the Co-operators which is nation wide. It quickly attracted members from around the globe. Since the co-operative's inception in 2001, CMEC members have raised about \$1 million to fund the MMCCU program and the Centre of Excellence in Accounting and Reporting for Co-operatives (CEARC). All of this money has come from donations from co-ops or credit unions. Some donations were large, such as the contribution from the Co-operators, which totals more than \$300,000; while other donations were proportionally substantial like the \$10,000 donated from the Sydney Credit Union. Over 30 % of funds have been donated from UK co-ops and 20 % from US co-ops. CMEC has "never applied for grants or loans from foundations or government, because it simply is not worth the effort. It's been

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"The co-operative and credit union values and principles are not a sea anchor dragging behind the ship and impeding progress, but rather are the mainsail that should provide its power and ensure its business success."

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proven easier to raise funds from co-ops as there are less strings attached and more mutual support.”

Funds are raised through public presentations that explain the MMCCU program. Now that the MMCCU program is up and running successfully, the focus is less on fundraising and more on member recruitment.

CMEC is run by a volunteer board, and includes a Chairperson, a Vice-chairperson, a Treasurer and members of several committees. There are no paid staff positions, and Tom Webb has acted as an unpaid Executive Director since 2001. Part of Mr. Webb’s personal contract as MMCCU program manager is to provide administrative support for CMEC. CMEC is governed by by-laws and is federally incorporated, not provincially incorporated because NS co-operative legislation doesn’t allow for solidarity co-ops.

The greatest thing Tom Webb feels that CMEC offers its members is a sense of accomplishment. “In less than a decade CMEC has established a very successful masters program located in a reputable business school, with content fundamentally different from every other business school in Canada. CMEC members take a lot of pride in this.” CMEC provides a growing group of well-educated graduates who share a common experience and respect for the values of the co-operative idea. These students haven’t been taught accounting, they have been taught co-

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“A board cannot create the co-operative difference alone; it needs the expertise of strong managers, and strong management comes from an educated management.”

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operative accounting and co-operative marketing—every aspect of their education has been dominated by the belief that “people are not just resources but the very reason for the business,” explains Webb. These graduates apply their education to many different kinds of co-ops in a variety of countries and are constantly networking with each other.

CMEC, through St. Mary’s University, offers a masters program that is operationally self-sufficient—the host university doesn’t lose money on this program, but neither does it make money. The MMCCU program has an operating budget of \$350,000–\$400,000. It aims to host twenty-five students a year.

The largest organizational issue that CMEC has faced has been the tremendous challenge of running an international co-op. From 2001 until 2010, CMEC never had a face-to-face board meeting. All meetings, including the AGM, had been held via conference calls. The first face-to-face board meeting was held May 2010.

Mr. Webb’s personal belief is that co-ops are most successful when they can provide an obvious “co-operative difference.” He recalls that, throughout the 1970s and ’80s, many co-ops attempted to refute any differences, striving instead to look as similar as possible to non-co-operative business models. “In a sense,” explains Webb, “the



*The Mondragon Study Group in 2010 visiting AleCoop, a co-op owned by students which makes components for the industrial co-ops that own the University of Mondragon. The students work part time to help pay their way through university.*

economic situation of September 2008 has been one of the greatest allies of the co-operative movement in that it woke credit unions up to the very sharp difference between them and other types of financial institutions.” Mr. Webb believes that through the lens of economic downturn, many more co-ops and credit unions have come to realize that they really do have something to offer; and the general population, in the light of serious world economic problems, is also coming to realize this more and more.

“A board cannot create the co-operative difference alone; it needs the expertise of strong managers, and strong management comes from an educated management.” As enrollment in the MMCCU program has proven, more co-ops are beginning to understand the value of educating their managers in the two hundred year history of co-operative identity, values and principles.

Upon reflection, Mr. Webb’s analysis of the recent inception of CMEC is that it is partly due to the nature of the co-operative movement—initiatives often start slowly and grow slowly. He indicates that co-ops usually have fewer surpluses to give away so they aren’t often in a position to fund a lot in the way of education, especially not at the university level. Another reason is that governments and universities are often funded by corporations who aren’t sympathetic to the co-operative movement. And larger political environments, he believes, influenced by “the Cold War,” have also had an impact on the acceptance of co-operative principles and values.

## **CO-OPERATIVE MANAGEMENT EDUCATION CO-OPERATIVE**

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### **International Co-operative Principles\***

The following seven principles are internationally accepted guidelines by which co-operatives put their values into practice:

1. Voluntary and Open Membership
2. Democratic Member Control
3. Member Economic Participation
4. Autonomy and Independence
5. Education, Training and Information
6. Co-operation among Co-operatives
7. Concern for Community



\* <http://www.ica.coop/coop/principles.html>



## COMMUNITY SECTOR COUNCIL NEWFOUNDLAND AND LABRADOR

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Source: <http://www.envision.ca/templates/aboutcsc.asp?ID=61>

- *Incorporated charitable organization*
- *25 staff, 15 contract staff, 22 students / interns*
- *18-member board of directors, 4 executive directors*
- *\$1,000,000+ budget—grants contributed \$332,422, donations and fund raising contributed \$18,751, contracts and contributions contributed \$637,449 (2010)*

**THE COMMUNITY SECTOR COUNCIL'S** mission is to encourage citizen engagement, to promote the integration of social and economic development and to provide leadership in shaping public policies.

CSC was founded in 1976 by a group of citizens concerned about gaps in social services and the lack of connection between community resources. It quickly became a resource centre for the voluntary, community sector. It designs and delivers programs that respond to current community needs, addressing everything from non-profit housing to adult education, family literacy to co-op student placements, public policy research to technical assistance for voluntary organizations. For more than 30 years, the Community Sector Council Newfoundland and Labrador (CSC) has been a province-wide leader in the voluntary, community-based sector. One of the province's first social entrepreneurs, CSC has been connecting people and organizations to community resources, mentoring new community enterprises and bringing the voluntary sector and government together on important issues of the day.

CSC convenes meetings for information sharing and networking; offers workshops, training and learning opportunities; undertakes sector research and planning; designs and delivers innovative programs; facilitates policy dialogue; supports regional voluntary resource centres; maintains an extensive list of charities and non-profits and provides consulting services and links to regional and national initiatives.

CSC has become the launching pad for a list of vital programs and services that were firsts for Newfoundland and Labrador, from the first Volunteer Centre to Early Childhood Training, student employment programs and adult education. CSC opened the first Family Resource Centre, and operated the Community Housing and Support Services, which pioneered co-operative housing, transitional housing and group and seniors' homes. CSC is proud of its incubator role, as many of its programs have been adopted by other community organizations as CSC moves on to new challenges.

CSC current programs and projects include the following:

- The Student Work and Service Program which in 2009 saw 499 students placed throughout 176 communities.
- The Voluntary Sector Clusters Project that enables collaboration and provides support to a variety of organizations within an area-based context.

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“By better understanding the complex issues affecting volunteering and leadership in Newfoundland and Labrador, CSC hopes to assist community-based groups to strengthen their rural capacity and leadership.”

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- The Atlantic Charities Learning Exchange which aids small and rural charities in Atlantic Canada.
- An interpretation of the province's income support policy to help break down the intricacies of how the system works.
- Volunteer Week which recognizes and express gratitude to thousand of dedicated volunteers and increases public awareness of their efforts.
- Creation and maintenance of Web vortal [www.envision.ca](http://www.envision.ca)
- Volunteer Centre which has developed the first leadership and training programs for volunteers and community organizations.

Over the years CSC has produced landmark research that has changed the face of public policy in Newfoundland and Labrador. One example of such research is the study "Expanding their Universe, Reshaping the Future," a report which looked at the impact of school fees and fundraising on social inclusion. In another example, CSC partnered with the Canadian Rural Partnership to determine if and to what extent a leadership gap in Newfoundland and Labrador actually exists. By better understanding the complex issues affecting volunteering and leadership in Newfoundland and Labrador, the Community Sector Council hopes to assist community-based groups to strengthen their rural capacity and leadership.

One of CSC's most noteworthy projects is [enVision.ca](http://enVision.ca), a virtual resource centre that came about after consultation discussions with voluntary, community-based organizations identified a need for a communications mechanism that would provide a more effective information flow with and within the sector in the province. In 2001 funding was approved by ACOA and the VolNet Program (administered by Industry Canada) and work began on the enVision.ca vortal. EnVision.ca is an impressive one-stop-shop where community groups can learn about new funding opportunities, take part in online courses, advertise volunteer positions, and post community news and events. It also provides tips and tools about everything from thanking volunteers to developing funding proposals, registering as a charity, and using computers and the Internet. One of its greatest strengths is its ability to reduce geographic boundaries, allowing small rural and remote community-based organizations the same resources as organizations in more populated, resource-rich communities. CSC's success with enVision.ca garnered national attention, and led to CSC's hosting [www.voluntarygateway.ca-portailcommunautaire.ca](http://www.voluntarygateway.ca-portailcommunautaire.ca), a bilingual portal for non-profit groups in Canada.

### **Community Sector Council Newfoundland and Labrador**

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### **Did You Know?**

- For over 100 years, the people of Newfoundland and Labrador have been establishing co-operatives to meet their economic and social needs.
- There are over 90 community based co-operatives operating in the province.
- The Newfoundland-Labrador Federation of Co-operatives represents over 40 local co-ops based in communities across the province. These include retail, fishery, farming, childcare, and health care co-ops.
- The Newfoundland Independent Filmmakers Co-op was established in 1975 and today it continues to lead the development of the video and film production industry in the province.\*



\* Source: Newfoundland-Labrador Federation of Co-operatives: <http://www.nlfc.coop/>



Groupe de  
développement durable du  
**PAYS DE COCAGNE**  
Sustainable Development Group

## GROUPE DE DÉVELOPPEMENT DURABLE DU PAYS DE COCAGNE

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- *Non-profit organization*
- *Incorporated in 2003*
- *Governed by 12-member volunteer board of directors*
- *Currently there are two paid part-time staff members*

**GROUPE DE DÉVELOPPEMENT DURABLE DU PAYS DE COCAGNE (GDDPC)** is a non-profit organization that is mostly volunteer based but has paid staff when and if project funding comes through. The organization is currently applying for charitable status. The organization does have a CRA business number.

GDDPC grew out of a Sustainable Development Initiative led by the province of NB in the 1990s. At this time there was a lot of support for sustainable development. Public servants organized meetings three or four times a year that provincial and federal agents as well as the public were invited to attend. When the government program ended concerned citizens continued to meet to discuss issues pertaining to the Cocagne Watershed.

GDDPC officially formed in 2000 with the mission of acting as a catalyst for the sustainable development of the communities of Grande-Digue, Cocagne, Notre-Dame, Iristown and Grand Saint-Antoine in the Cocagne Bay and River Watershed. Through all kinds of programs, PCSDG offers opportunities for Cocagne River Watershed residents to improve the quality of their environment and the quality of their lives.

GDDPC is not an advocacy group. Rather they are an organization that aims to create sustainable watershed-based communities. To this end they develop projects that focus on air and water quality, environmental education and above all citizen empowerment.

GDDPC incorporated in 2003, mostly to cover the issues of personal liability. The organization looked into becoming a co-op but they weren't encouraged so they went the route of incorporation. While they were under the impression that this would prevent individual directors from being held liable they have since learned that this isn't actually true and as they pursue their initiatives this continues to be a concern.

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“It is important that finances be made public information because it proves the legitimacy of the organization...but there is always a worry that if an organization reveals how productive they have managed to be on very small amounts of funding then the funders will discredit their request for more funds.”

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The amount of volunteers involved with GDDPC depends on the needs of specific programs but there have been as many as 200 volunteers engaged in Cocagne Watershed projects. A volunteer board of directors, made up of 12 persons, meets weekly.

Activities such as workshops or presentations are also offered to the public on a monthly basis. Often the monthly talks are led by various community members who are professionals or experts in their field. These have proven very worthwhile as awareness programs.

Jocelyne Gauvin, Coordinator, and SERge LaRochelle, project leader, are currently the two paid part-time staff members. In the past

they have had a student and between 1-5 employees. Nine out of the ten years that GDDPC has operated there has been money for a paid staff position although a frustrating reality is that more than half of the employees's time is spent sourcing money for their own salary.

GDDPC doesn't actively recruit members or collect membership fees; they consider anyone interested in what they do to be a member.

An Annual General Meeting of sorts is held but it is conducted mostly as a way to inform the public of the organization's activities. It has become known as our annual Info-Expo. Elections are not held at this meeting and there is no presentation of financial info.

One GDDPC project that was particularly successful was the Faulty Septic Remediation program that ran for five years. Because of this program, more than 35 million litres of wastewater are now diverted from the environment annually. It also created an economic impact: \$580,000 was injected into our small rural communities. Enthusiasm and participation from individuals was great and it opened the door to discussions on all sorts of environmental issues.

In 2007 the government of New Brunswick implemented a Community School Initiative. Recognizing that one of NB's greatest strengths is the extent to which its communities are close-knit and co-operative, it wanted to build on these strengths by creating a new alliance between the school and its community. Community Schools encourage the community to become more active in the life of the school, to assist kids to learn and to help children develop a sense of belonging and commitment to their community. It uses community resources such as volunteer groups, parents, public services and recreational and cultural opportunities to turn a school into a centre of opportunity for children, youth, families and communities before, during and after school hours.

In 2010, to help celebrate the International Year of Biodiversity, GDDPC partnered with École Blanche-Bourgeois, an officially designated Community School, and created the project Biodiversity Gardens. Within the school yard students, parents and volunteers created places to relax, a refuge for birds and butterflies, as well as flower and vegetable gardens. GDDPC has had a long standing partnership with the school—now part of an international project with Brazil, Quebec, NB.



*Community Aquatic Monitoring Program (CAMP) volunteers perform some shoreline sampling.*

GDDPC has the following committees: a Transition Cocagne Committee—a group working towards the enhancement of community resilience and self-reliance in response to today’s major ecological and energy related challenges; a Steering Committee; a Garden Committee, an Alternative Energy Committee, a Nature Committee and a Business Committee which has been working with the Kent stores and other businesses in the county to talk about sustainable development. PCSDG would like to some day have a fund-raising committee but they don’t have one yet.

GDDPC operates on a project to project basis. It takes a combination of hard work and luck to secure funding and there have been periods without funding but that didn’t stop them, it just meant that they could only offer volunteer-driven programs. To the dedicated staff and volunteer board members this is not just a job. If there is no money the organization doesn’t stop, it just changes. Coordinator Jocelyne Gauvin: “It’s been on my kitchen table for a number of years. It won’t stop. It will just change. We won’t close the shop.” Staff has worked hard at keeping one phone line open at all times, funding or no funding. Currently GDDPC rents office space and shares it with other environmental organizations. They split the phone bill between them, as much as 3 ways, and rely heavily on each other, each group often hiring staff from the other organizations for specific projects, workshops, etc.

GDDPC doesn’t focus on running Social Enterprise but there is a small amount of business generated through Transition Cocagne—for example they were paid for a feasibility study they conducted on community resilience—and through contract services GDDPC offers to other groups and projects. In the near future they would like to form a co-op that would help the community become more sustainable.

One of the organization’s biggest challenges is in creating an organized, efficient volunteer program. There is no shortage of volunteers that want to help but organizing them means that a staff member is then pulled away from his/her own work. The organization would benefit immensely from having more paid staff and creating a paid position of Volunteer Coordinator.

The group’s first funder was the Environmental Trust Fund. Since then GDDPC has received project funding from provincial and federal community funding programs. Locally they have been sponsored by Caisse Populaire’s community sponsorship program. There are no membership fees but donations are gladly accepted. At this point, fundraising is not a big component of their operations but they would like to have the resources to create a fundraising committee. A community breakfast is currently their major fundraiser. Another way they secure funds is by recouping the 50% HST rebate that they are entitled to.

When asked about the financial operations of GDDPC, Coordinator Jocelyne Gauvin commented on the catch-22 that organizations such as hers often face: it is important that finances be made public information because it proves the legitimacy of the organization to governments of both levels but at the same time there is always a worry that if an organization reveals how productive they have managed to be on very small amounts of funding then the funders will discredit their request for more funds. An annual report is produced as a public presentation at our annual Info-Expo. A financial statement is delivered to the Steering Committee and Revenue Canada regularly.

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“To the dedicated staff and volunteer board members this is not just a job. If there is no money the organization doesn’t stop, it just changes.”

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## JUST US! DEVELOPMENT AND EDUCATION SOCIETY

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- *Incorporated non-profit*
- *Led by a volunteer board*

**JUST US! DEVELOPMENT AND EDUCATION SOCIETY** was founded as a non-profit (registered with the Nova Scotia Registry of Joint Stock Companies as a society) incorporated organization in 2006 through the support of Just Us! Coffee Roasters Co-op, located in Grand Pré, Nova Scotia. The purpose of JUDES is to raise public awareness of Fair Trade and responsible purchasing. By providing educational resources and facilitating partnerships, JUDES builds solidarity amongst consumers and small producers across the hemispheres with respect to social, environmental, and economic justice.

JUDES has a community-based board of directors, currently with 8 elected members from across the province, with diverse backgrounds. Membership to the organization is open to individual community members who support the mission. The board of directors set a small annual fee at \$10 to ensure that membership was accessible. The purpose of the fee is primarily to demonstrate an individual's support of the mission, rather than to raise operating revenue. In 2009, JUDES had approximately 20 members and over 30 volunteers.

JUDES's primary focus is on education, which is achieved through presentations, workshops and games for school, community and faith groups. JUDES, in partnership with Just Us! and one of its producer-partners in Mexico, has developed a model for ethical, Fair Trade, and community-based tourism as a way to support the community economic development of coffee farming communities and to create meaningful connections between Canadians and farmers. The Fair Trade Museum in Grand Pré is another successful joint project between JUDES and Just Us! The museum provides access to a variety of educational materials and activities developed by JUDES, including a documentary that explains the Fair Trade and conventional coffee trading processes. The document-

ary, *Coffee Comes Alive*, is available to all high schools through a partnership with the Nova Scotia Department of Education. JUDES hosted an International Youth Internship Program (IYIP) intern in 2008–2009, through the support of the Atlantic Council of International Cooperation (CIDA) and Canadian International Development Agency (CIDA). CIDA provided contribution to the intern stipend and travel costs; ACIC provided coordination and project management support; and JUDES contributed in-kind staff support, supervision, space, training, and the connections with the Ecuadorian Fair Trade herbal tea co-operative (the overseas component of the intern's placement). More information about JUDES, the museum, and its activities can be found at [www.judesfairtrade.ca](http://www.judesfairtrade.ca).

The annual operating budget for JUDES in 2009 was \$65,000.

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“JUDES's greatest strength lies with the energy, passion, and vision of people involved. Volunteers and staff share common values ... and an understanding of the benefit of alternative and Fair Trade and the potential for transforming our consumer impacts and relationships.”

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Just Us!, as the founding partner and key funder, has provided crucial cash and in-kind support. It is important to note that the dedication and contribution from Just Us! reflects its vision as a social economy organization and the commitment of its worker-owners to education around Fair Trade in the region.

Grants from other project-based funders also contribute to the annual budget, and include Carrot Cache, the Atlantic Council for International Cooperation, Canadian International Development Agency, and the Community Foundation of Nova Scotia through a partnership with the Town of Wolfville. JUDES does not manage a social enterprise, but had intended that the community-based tourism project might contribute to operating revenue as it evolves. In addition, JUDES uses a variety of fundraising techniques, including hosting events, accepting donations and honoraria, and selling t-shirts, but grants form the largest source of income.

JUDES developed a strategic plan in 2009 focusing on several project areas including: membership & volunteer development, classroom resource development, a video-project idea, and engaging faith communities. Currently, JUDES has not received sufficient funding to support a full-time staff person (coordinator) position. As a result, work on these goals continues through the efforts of volunteers, until sufficient funding can be secured to allow further plans to be realized.

Through its development, JUDES has experienced a number of challenges in meeting its annual funding goals. Such challenges have included:

- Funding for international development falls predominantly under federal jurisdiction. In particular, funding for engagement and education of Canadians around international development issues has decreased.
- Many funders require three years of audited financial statements before an organization is eligible for a grant; this makes it difficult for new and emerging organizations to seek funding.
- Most funders emphasize project-related grants and not operating revenue, leaving organizations with insufficient administrative support.
- Emerging organizations must avoid competing for limited funds with other organizations within the sector, even if the overall organizational aims are different.
- Groups are often asked to provide program evaluations and implement communications plans as part of their work, but this is rarely funded.
- A last challenge speaks to the heart of an issue faced by many social economy organizations. There is a general lack of understanding about the social economy and the diverse ways in which for-profit, non-profit, governmental, and community organizations can work together to support the goals of the social economy. For example, in the case of JUDES, the involvement of a for-profit co-operative (Just Us! Coffee Roasters Co-operative) with a non-profit organization has led to a misunderstanding and disregard of the mutuality of the two organizations in achieving social economy goals.

Despite funding challenges, JUDES's greatest strength lies with the energy, passion, and vision of people involved. The volunteers and staff share common values and a commitment to social and environmental justice. They also share an understanding of the benefit of alternative and Fair Trade and the potential for transforming our consumer impacts and relationships. Commitment to these issues has resulted in many successful projects that meet the organization's mandate. In the coming years, JUDES will continue to work on projects that support a socially just and sustainable future.

### **Just Us! Development and Education Society**

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## LEAP CO-OPERATIVE (LAUNCHING ENTREPRENEURIAL ADVANTAGE FOR PARENTS)

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- *Not-for-profit, incorporated co-operative*
- *Volunteer board*
- *Membership fees*
- *No longer in operation—needed further support to develop a business model*

**LEAP MEMBERS**, over a period of time in 2005-06, took action to try to help themselves. The group consisted of several rural mothers of young children striving for economic self-sufficiency and development of community. Their mission was to create capacity for women’s co-operative employment with child care on-site. In 2005, the local family resource centre acted as the sponsor for federal Co-operative Development Initiative funding received by LEAP.

LEAP registered as a not-for-profit, incorporated co-op. The group did not have the resources to apply for registered charity status, although that would have given them the opportunity to receive donations. There was a volunteer board, and the group’s members paid nominal membership fees. The group received support from the Co-op Council in their development of by-laws.

At its height, about 20 women (and 36 children) were members of the co-op. Most members were of low income or in receipt of social assistance, and many were single parents. Though there was great initial interest, especially among the members, the co-op never really got off its feet.

Upon reflection, Wendy Pobjoy, the former Coordinator, says, “We were trying to do the impossible, really. We wanted to create an environment and situation where parents of young children (primarily mothers) could pool their skill sets and create entrepreneurial endeavors that would enable them to have child care on-site.” LEAP wanted to create a way for women to work together in an environment that didn’t mean having to separate themselves from their children. While there were, and still are, many examples of successful women’s co-operatives, few incorporate on-site child-care and LEAP soon realized that this was the most difficult element of their mission.

One way LEAP tried to incorporate child-care into their business model was by creating a system of internal bartering. Members took turns minding the children and in return collected credits that could then be traded for other services. The ultimate long-term goal of including on-site child care was improved development of infants and increased well-being of families. LEAP wanted to break the cycle of poverty many low-income families face in which working fulltime at a minimum wage job doesn’t often cover the costs of child-care.

“In hindsight” explains Wendy, “we were very naive. We thought that there would be community assistance and support for initiatives that were aimed at helping women to make a living while simultaneously caring for their

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“The group quickly encountered the obstacle of “competition” that is familiar to so many artisans and crafters. How does one sell a unique, hand-made item for a fair price when big box stores are selling cheap replicas of a similar product that have been made overseas?”

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children. But we quickly found out that no one is interested in funding child-care.”

LEAP explored many different models. Their original business plan was to create and market appliquéd wall hangings, but the group quickly encountered the obstacle of “competition” that is familiar to so many artisans and crafters. How does one sell a unique, hand-made item for a fair price when big box stores are selling cheap replicas of a similar product that have been made overseas?

“We were idealistic and very naive, not only about our child-care aspirations but about business and commerce in general and about the risks that entrepreneurs face,” explains Wendy. Most LEAP members were of lower income or in receipt of social assistance, so none of them had any capital to invest in the project. Fundraising seemed impossible for the unemployed mothers of young children. Banks and credit unions were approached, but without security, no loans were forthcoming.

Funding sources included: [Service Canada](#), [United Way](#) and the [PEI Community Foundation](#) along with the original CDI grant, which covered the Coordinator’s salary and office space. [ACOA](#), at that time, did not offer support for the model of community development projects put forth by LEAP.

Towards the end of LEAP’s existence, Wendy Pobjoy was given financial support through Sub-node 2 of the Social Economy and Sustainability Research Network to pursue a Community Development Grant offered by Microsoft. The focus of the Microsoft application was to create a technology-focused community centre that would focus on introducing technology to rural communities. This last proposal was not successful, and Wendy’s involvement, and the LEAP co-op itself, ceased at this point. Wendy was the original champion for this group, and without her continued time, commitment and access to further funding, the group disbanded.

In hindsight, Wendy feels that the political environment of the day held very little regard for social capital. Wendy believes that in order for LEAP to have gained sufficient credibility to further its business model, it would have needed to present its mission through more of a business lens rather than as a community development initiative.

Although LEAP only lasted for a short while, the former Coordinator stresses that the attempt at creating such an organization was successful to the extent that it helped build capacity for some women in the community and because it helped to open new ways of thinking for some of the other participants.

(No contact information as organization is no longer in operation.)

## DID YOU KNOW?

- Total Number of PE Islanders employed by the Credit Union System: + 210
- Total annual payroll of PEI Credit Unions: \$11.57 Million
- Total Loan portfolio: \$538.3 million
- Plus mortgage portfolio: \$72 million (through Credit Union partnerships )
- Plus Investment Portfolio: \$65 Million (through Credit Union partnerships)
- Total financing to small businesses and our primary industries: \$202 million
- Total student loans outstanding: \$25.3 million to 4800 island students\*

Source: Credit Union Central of Prince Edward Island  
<http://www.peicreditunions.com/facts.php>\*





## PRINCE EDWARD ISLAND ASSOCIATION FOR NEWCOMERS TO CANADA

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- *Non-profit*
- *Volunteer board of directors*
- *28 full-time paid staff, 1 Executive Director*
- *\$1.8 million operating budget for 2010 – 2011*

**THE PEI ASSOCIATION FOR NEWCOMERS TO CANADA (PEIANC)** incorporated as a non-profit organization in 1993. It has an office space located in downtown Charlottetown, Prince Edward Island. It occupies a unique place in the social economy because of its relationship to government through immigrant service provision, and illustrates the vital role of volunteers. PEIANC delivers programs to individuals, families and groups of immigrants to PEI. The programs are delivered in collaboration with other community groups and service providers. PEIANC delivers programs that are funded by [Citizenship and Immigration Canada \(CIC\)](#) and the provincial government in PEI. The Association's mandate is to support both the newcomers and the local PEI communities that they call home. Short-term goals include provision of settlement services and public education, which feed into the longer-term goals of social inclusion and community integration.

PEIANC “provides information, training and resources to social institutions, service-providers, government departments and the mainstream community so they can strengthen their capacity and ability to welcome and address the needs of immigrants; and so they can respond quickly, effectively, appropriately, and in a culturally sensitive manner; sponsors research and analysis into the current situation in Prince Edward Island for immigrants; delivers the ISAP, RAP, ISL, HOST and CLBA programs funded by [Citizenship and Immigration Canada \(CIC\)](#) and PEI Provincial Government; delivers an Employment Assistance Service (EAS) to newcomers funded by Skills PEI, assisting them to secure employment and become independent in their job search.” (source: <http://www.peianc.com/>)

In its office space, which houses the Association staff and is a site for delivery of some of its various programs and services, many activities take place—beginning with the intake process for newcomers/clients, unless someone is physically unable to get to the office (in which case an outreach worker visits the newcomer). A language assessment is conducted, and clients are then referred from the Association's office to one of two language schools in the area. Newcomers are also assessed for what other things they might need—perhaps relating to their citizenship/documentation, need for medical appointments or immunizations (clinics are set up with Public Health), etc. The Association staff and volunteers collaborate to offer both classroom-based and in-home assistance with Canadian life skills—learning how to operate a Canadian kitchen; how to spot and deal with a variety of “scams”; how to fish on PEI; how to dress for winter, etc.

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“The PEI Association for Newcomers occupies a unique place in the social economy because of its relationship to government through immigrant service provision.”

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Volunteers are instrumental in assisting newcomers through the settlement process and in assisting the Association with delivery of its programs and services. In its 2009–2010 Annual Report, the Association notes the

following: “From September 1st 2009 to August 31st 2010, a total of 99 volunteers were active in the Host Program. The breakdown is as follows: 29 Friendship Volunteers; 63 EAL Volunteers; and 7 Holiday Host Volunteers ... 77 volunteers are currently providing program support: 22 for Host Program; and 55 for EAL Tutor.” (p.11)

The Association’s website also offers an online listing of items held in its resource library, including reports, magazines, periodicals, brochures, booklets, books and videos—all maintained at the PEIANC office. Recently, the Association approached the provincial government to access federal funding support for development and translation of an innovative online guide for newcomers to PEI ([http://www.peianc.com/content/lang/en/page/guide\\_home\\_welcometopei](http://www.peianc.com/content/lang/en/page/guide_home_welcometopei)).



The online guide replaces the former printed version (which was always out of date as soon as it was printed), and currently provides information and resources in 16 areas—for example: money and finances, housing, Canadian Citizenship, shopping and health. PEIANC also recently participated in a pilot project to integrate and retain internationally educated health professionals.

The Association has a volunteer board of directors comprised of between 3–11 members, chosen through election at the Annual General Meeting. Board members serve for a two year term. New board members are recruited from the community as required.

*DiverseCity, the annual multicultural street festival organized by the PEI ANC, has become one of the most popular events in Charlottetown.*

First generation Canadians serve as volunteers and on the Board of Directors, and are employed as staff members of the organization. The Association has a paid Executive Director position, along with 28 other full-time paid staff, including some term positions. As government policy has favoured increased immigration in recent years, the funding for these positions has so far been readily forthcoming. As need for services has dramatically increased over recent years, so too has the demand for staff positions within the PEIANC office. The number of staff has increased from around 6 or 7 people to its current complement. This “accordion-like” expansion and contraction of the staff body requires great flexibility within the operations of the organization.

Craig Mackie has been working as the Executive Director for PEIANC for the past few years. His background is in radio programming with the Canadian Broadcasting Corporation in northern Canada. A “huge believer in diversity”, Craig worked with aboriginal and native groups, as manager in the Yellowknife CBC station, which broadcast daily in 5 languages as well as English.

In the 2009 calendar year, the Association registered 1,218 newcomers, an increase over the 2008 registration of 1,084 newcomers. The Executive Director indicates that there were 1,841 new arrivals in 2010. In the 2009–2010 Annual report, he notes that “[t]he great majority of these people have come through the Provincial Nominee Program, with just under a hundred people being refugees.” (p.1)

Over the past few years, the Association has been involved with a variety of translation projects, including the *PEI Driver’s Handbook* into Mandarin and Arabic, and translation into five languages of the *Orientation to the PEI School System*. Another interesting project came about this past winter, whereby the Association provides local schools with translated signs to post indicating school closures at times of stormy weather. The local radio station has subsequently requested that the Association provide for broadcast notification of school closure announcements in several of the languages common to local newcomer families. This is a good example of a social economy organization brokering a need and its solution within the community amongst the various players.

In other parts of Atlantic Canada, immigrant settlement services and programs are often delivered through similar provincial umbrella organizations (such as the Association of New Canadians in NL, or the Atlantic Regional Association of Immigrant Serving Agencies), but in some provinces, other smaller community groups such as the YM/YWCA continue to provide these services.

The 2010–11 operating budget is approximately \$1.8 million—the bulk of which is used to support the staff po-

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“In the case of newcomers who may have developed a lack of trust in dealing with governments ... services for immigrants are best delivered through the vehicle of an organization that is at arm’s length from the government.”

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sitions instrumental in program delivery (settlement and youth workers, for example). A very small percentage of funding is used to cover the administrative staff positions, and the remainder of the budget covers costs related to running the multicultural festival on the Island and summer programs for youth, for example.

As noted above, many of the staff members were originally immigrants to PEI. This is partly due to language requirements of staff positions, but is also helpful because staff members therefore have the potential to better understand the issues facing newcomers. They truly provide a service that is not otherwise available. In the case of newcomers who may have developed a lack of trust in dealing with governments in other parts of the world, services for immigrants are

best delivered through the vehicle of an organization that is at “arm’s length” from the government. In addition, the work of volunteers to support the organization is more clearly accessible in a non-profit setting. This social economy organization is a relatively large employer in Charlottetown with the support of a large body of increasingly skilled volunteers, assisting with the integration of immigrants in the social and economic fabric of Prince Edward Island.

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## SEASPRAY ATLANTIC ORGANIC FARMS CO-OPERATIVE

**SEASPRAY ATLANTIC ORGANIC FARMS CO-OPERATIVE** began in Prince Edward Island in 1990, as an organic marketing co-operative registered as Abegweit Organic Cooperative using the trade name of Seaspray Farms. In 2002, Seaspray invited other maritime producers to join and became Seaspray Atlantic and was registered as a cooperative in Nova Scotia. Using a “one desk” marketing model with volunteer producer coordination and unified planning, the co-op was able to approach the wholesale market with some success. However, with an increasing global supply, at scales difficult to compete with, existing clients were leaving regional production behind. It was agreed that the regional cooperative registered in Nova Scotia would be dissolved.

The Prince Edward Island producers retained the trade name Seaspray Atlantic and in 2009 a local governing board made up of producers and other individuals who add value to the business governance and future visioning came into being. The governing board is responsible to establish the operational policies for the business and set the direction for the business. The board felt that the only reasonable way to verify the market was with engagement in direct sales process by offering a broad organic product mix to customers on a weekly basis.

Seaspray Atlantic believes there is a large market for local organic products still unaccessed by the organic consumer that has a potential of supporting a number of organic producers.

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## POLICYLINK NB

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*Unfortunately, PolicyLink NB was not operational at time of publication. There is still an informal network of contacts but core funding support ended several years ago. There are no staff positions at this time.*

- *Initially funded by HRSDC as a “project”*
- *Not registered as a non-profit organization*
- *Membership-based volunteer board and an executive structure*

**POLICYLINK NB** existed as a multi-sectoral partnership of federal and provincial government departments, Francophone and Anglophone members of the voluntary sector, business groups and academia. It provided opportunities for individuals from government and the voluntary sector to better understand each other’s challenges and strengths.

Initial funding of \$347,000 was provided by Voluntary Sector Initiative (VSI), via Human Resources and Skills Development Canada. An Animator and an Administrative Assistant were hired in July 2001, with salaries funded for 2 years. Funding was also available for operating costs in both official languages, specific activities and transportation. Lead members came from federal Human Resources and Skills Development Canada and the New Brunswick Department of Family and Community Services. The John Howard Society of New Brunswick was the host agency and part of the PolicyLink network, but PolicyLink operated separately with its own structure overseeing its own operation. One of the key committees was the Coordinating Committee, which functioned like an Executive Committee of a Board.

A significant commitment from all sectors was key to the successes brought forth by PolicyLink NB. Prior to the hiring of staff there were 10 meetings, afterwards about 14 meetings with an average of 15 members representing all sectors, 3 retreats and 50 meetings of sub-committees over the few short years of its operation.

PolicyLink NB grew out of the concern that there were few opportunities for government and the voluntary sector to work together, particularly in the policy process. Its mission is was to foster a more responsive public policy process through inclusion and collaboration among partners.

Key to PolicyLink was its multi-sectoral nature. Through its diverse membership, it aimed to represent the entire province, culturally, linguistically and geographically. Membership includes representatives from the federal government (Human Resources Development Canada, Health Canada, Rural Secretariat, Agriculture Canada, Justice); the provincial government (Family & Community Services, NB Library Foundation, Public Safety, Culture and Sports Secretariat); the voluntary sector (Agence résidentielle Restigouche, Muriel McQueen Fergusson Foundation, Saint John Human Development Council, Burnt Church First Nations, Saint John Business Community Anti-Poverty Initiative; John Howard Society of New Brunswick; John

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“Connecting people, areas of concern and different cultural and geographic settings is the single biggest outcome of Policy-Link.”

— Rick Hutchins, Animator,  
PolicyLink NB

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Howard Society of Moncton, Centre de Bénévolat de la Péninsule Acadienne, Moncton Volunteer Centre Bénévolat, NB Coalition for Literacy, Community Development Practitioners); and academia (University of New Brunswick).

The goal of PolicyLink NB was to re-think the governance model between community and government. To this end it focused on the following:

- **Capacity building / enabling:** To enable the growth, dialogue and cohesion of networks and groups interested in improving the quality of life of New Brunswickers. To strengthen relationships between government and non-government parties and contribute to the understanding of how they can work together.
- **Inclusion/Engagement:** To provide a voice and venue for a variety of sectors, communities of interests, marginalized groups and citizens to build an inclusive policy community.
- **Research, exploration and understanding of issues:** To discuss, research, explore and understand issues impacting on the voluntary sector in New Brunswick such as sector sustainability, accountability, governance etc.
- **Better public policy process:** To assist in the formulation of cohesive public policy by enhancing the understanding of public policy and improving the policy capacity of all partners.

Through workshops, research and enhanced collaboration, PolicyLink has helped groups better understand the policy process and the way governments make decisions. It brought the voluntary sector together, initiating the process of connecting the sector and breaking the barriers of isolation. It linked a national initiative to NB that provided for ways to increase the number of volunteers in the province, partnered with others to better understand poverty and the barriers in communities and developed a provincial network to link academic researchers with government and members of the voluntary sector. Most importantly, PolicyLink provided opportunities for individuals from government and the voluntary sector to better understand each other's challenges and strengths. The development of a bilingual website and resource centre has been very helpful in aiding this understanding.

One of PolicyLink's greatest challenges was in developing infrastructure for this new multi-sectoral partnership while also focusing on fulfilling its mandate. Travel was a challenge as it is expensive and time-consuming for all involved. The current challenge is to re-enact PolicyLink from a non-operational/non-funded project-focused organization to a sustainable entity that could continue to build on the capacity of multi-sectoral partnerships in New Brunswick.

PolicyLink's greatest strength was the dedication of members from all sectors and its energetic and committed staff.

PolicyLink's own understanding of its role in research changed over time. It initially viewed research as a way of capturing the experiences of others, as was evident in its work interviewing groups about their experiences with the policy process. Over time, research took on a more prominent role with building the capacity for strengthening partnerships among academics, government and practitioners. This was a natural extension of PolicyLink's multi-sectoral engagement model but applied directly to the fields of research and knowledge building.

Source: "Telling the Story of PolicyLink NB"

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"It takes a great deal of time and energy to do things collaboratively and this is often underestimated. The more you do it, the easier collaboration becomes."

— Former member, government

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"Many academics don't realize the experience and information that is available through the voluntary sector."

— Former member, university

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## SUNROOT ECO-SOLIDARITY ASSOCIATION

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Extracted from the website: <http://www.sunroot.org/ecoframe.htm>

**SUNROOT ECO-SOLIDARITY ASSOCIATION** is a dynamic community-based non-profit organization which aims to facilitate awareness in environmental stewardship, social justice, and community development. This is achieved through: advocacy and education experiences; creating solidarity partnerships; and developing a working model of sustainable agriculture and community living (through its various projects, including: Community Shared Agriculture, Community Voice & Healthy Food Healthy Families, and Creation of a Local Food Guide for the East Hants area of Nova Scotia).

The organization's objectives are:

- To facilitate educational awareness in environmental stewardship, social justice and community development (current activities: for this objective include: Community Voice Program; Community Workshops; Alternative Energy Projects; Development of a Local Food Guide; Anti-Poverty Advocacy; Practical, Concrete Meeting of Food Needs of Low-Income Community; Community Activities and Events; and Community Resource Centre);
- To create solidarity partnerships on the local, national, and international level (current activities for this objective include: Creation of a Food Security Network; Work with Local, Regional and National Partners; Host Tours, Volunteers and Apprenticeships; and Advocacy and Solidarity with other Farmers);
- Develop a working model of sustainable agriculture, community living, and solidarity (current activities: Tree planting; Increasing Biodiversity; Diverse, Organic Gardens; Creation of Nature Trail; and Development of Alternative Technology)."

c/o SunRoot Farm  
3101 Hwy 236  
RR#1 Kennetcook, NS  
B0N 1P0  
902-632-2497  
Email: [steve@sunroot.org](mailto:steve@sunroot.org)

## IMAGINE CANADA

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Extracted from the website: <http://www.imaginecanada.ca>

**IMAGINE CANADA** is a national registered charity with offices in Toronto, Calgary and Ottawa. Our cause is Canada's charities and non-profits. It is our mission to support and strengthen charities and nonprofits so they can, in turn, support the Canadians and communities they serve.

We work on a variety of issues and challenges that face the sector, often in partnership, including funding, human resources, volunteerism, governance, sector accountability and better understanding of the sector through research. It is our role to be a strong voice to issues and challenges and bring them to the forefront of Canada's key decision makers and influencers. Imagine Canada is also a forum and meeting place where the sector can come together to mobilize, share knowledge and best practices as well as plant the seeds of innovation. And, we work to create a supporting environment to help charities and non-profits with tools and resources to enable them to achieve their missions for stronger communities.

Launched in 2005, Imagine Canada is the result of a union of two of Canada's leading charitable umbrella organizations following one of the most extensive consultative processes undertaken to date in the non-profit sector. It is governed by a 15 member board of directors and 24 member advisory council. It employs 33 staff members.

2 Carlton Street, Suite 600  
Toronto, Ontario  
M5B 1J3  
(t): 416.597.2293 (t): 1-800-263-1178  
(f): 416.597.2294  
Email: [info@imaginecanada.ca](mailto:info@imaginecanada.ca)

## FEED NOVA SCOTIA

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Extracted from the website: <http://www.feednovascotia.ca/>

**FEED NOVA SCOTIA** is a charitable organization that helps feed hungry people by collecting and distributing food to more than 150 member agency food banks and meal programs, while at the same time striving to eliminate chronic hunger and poverty through research, awareness and support programs.

Feed Nova Scotia is governed by a voluntary board of directors. The role of the board is to set overall policy and direction. The executive director is accountable to the board and oversees the daily operations of the organization.

FNS obtains food and financial resources through a variety of means, including: food drives, financial and food donations, fundraising events, will, and the "Hunters Helping the Hungry" program, where local hunters donate wild game.

213 Bedford Highway  
Halifax, Nova Scotia  
B3M 2J9  
(t): 902.457.1900  
(f): 902.457.4500

## CO-OP ATLANTIC

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Extracted from the website: <http://www.coopatlantic.ca>

**CO-OP ATLANTIC** is the second largest regional co-operative wholesaler in Canada and the largest co-operative in Atlantic Canada.

Based in Moncton, NB, Co-op Atlantic is owned by more than 100 co-operatively owned businesses across the Atlantic Provinces and the Magdalen Islands. Co-op Atlantic provides food, agricultural, energy and social housing/real estate services to organizations and businesses in more than 150 communities in the region.

Co-op Atlantic's governance structure consists of 8 distinct zones, with each zone electing a director to the Board. These zones cover Newfoundland and Labrador; Prince Edward Island; Cape Breton; Mainland Nova Scotia; Southeastern New Brunswick and Northern Nova Scotia (English-speaking zone); Southwestern New Brunswick; Southeastern New Brunswick (French-speaking zone); Northern New Brunswick and the Magdalen Islands.

Co-op Atlantic employs approximately 830 people in the four Atlantic Provinces and another 130 employees in its corporate Co-op Food Market stores.

Our membership includes 99 retail co-ops (grocery, general merchandise and country stores), as well as three buying clubs and 15 agricultural societies for whom we offer grocery, general merchandise, produce, meat and agricultural products and equipment; 33 other associated co-operatives are also members of Co-op Atlantic.

P.O. Box 750  
123 Halifax Street  
Moncton, NB  
E1C 8N5  
(t): 506.858.6000



## POST CARBON GREATER MONCTON GRAND MONCTON POST CARBONE

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Extracted from the website: <http://postcarbonmoncton.blogspot.com/>

Like it or not, the combined forces of climate change and oil depletion mean we will all have to live with a lot less fossil fuel-based energy in the future. This has widespread implications for our way of life. Our group wants to help Greater Monctonians prepare for what could be a tricky transition. We are about: Food sovereignty, Active and public transportation, Energy efficiency, Education & Awareness.

Qu'on le veuille ou non, l'effet combiné des changements climatiques et de l'épuisement du pétrole signifie que l'on devra à l'avenir composer avec beaucoup moins d'énergies fossiles. Cela suppose des changements considérables à notre mode de vie. Le but de notre groupe est d'aider les citoyens du Grand Moncton à se préparer à une transition qui pourrait s'avérer périlleuse. Nous sommes centrés sur : la souveraineté alimentaire, le transport actif et collectif, l'efficacité énergétique, l'éducation et la sensibilisation.

Email: [michel@consortia.ca](mailto:michel@consortia.ca)  
(t): 506.389.8221



## HALIFAX INDEPENDENT SCHOOL

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Extracted from the website: <http://www.halifaxindependentschool.ns.ca/index.php>

- *registered charitable society*
- *elected parents and staff members make up the Board of Directors*
- *board meetings are held monthly; three general meetings each year*
- *very active student council that is involved in organizing fundraising and extracurricular activities*
- *established in 1972, incorporated as a co-operative in 1992*
- *primary source of funding is student tuition*
- *each family is required to pay a bond; bonds are refundable after child(ren) has attended HIS for three years or they can be donated to the school for a tax receipt*
- *16 staff members*
- *HIS is a member of Peaceful Schools International*

**HALIFAX INDEPENDENT SCHOOL** is a diverse community of enthusiastic educators, students and their families striving for academic excellence. Children learn in a co-operative and respectful environment through theme-based studies from Pre-school through Grade 9.

3331 Connaught Avenue  
Halifax, Nova Scotia  
Canada B3L 3B4  
(t): 902.423.9777 (f): 902.423.9555  
[admin@halifaxindependentschool.ns.ca](mailto:admin@halifaxindependentschool.ns.ca)



## TROUT RIVER ENVIRONMENTAL COMMITTEE

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- *Non-profit*
- *Led by a 5-member volunteer board*
- *60 members, membership dues are \$10/year*
- *Paid staff when funding allows*
- *Average operating budget, \$40,000*

**TROUT RIVER ENVIRONMENTAL COMMITTEE** is a community-based watershed protection group which has been in existence since 1993. The group incorporated as a non-profit in 1999. TREC's work focuses on one of the most beautiful geographic areas of Prince Edward Island, South-East New London Bay near Cavendish.

The original group of volunteers formed due to shared interests in protection and management of the watershed. After the first few years of operation, members decided to incorporate as a non-profit because it is, according to the current Executive Director, "simply easier to submit proposals, raise money, conduct yourselves as a business and get things done, if you're registered as a non-profit, than if you are just a group."

Rob Sharkie has been working as Executive Director of TREC for the last several years. From his perspective, the work of TREC is best done through a community-based organization because the group is then clearly organized around, and driven by, a community-based need. The non-profit organizational structure allows the group to use a relatively small budget to employ several people and to plan and accomplish a wide variety of project work. "If we can get \$40,000 in a year, we can get a lot of people working and get a lot of things done—whereas in government, that doesn't even cover one person's wage," says Rob.

TREC has completed, or is working on, a wide variety of major initiatives within the watersheds. The group has completed a two year Marginal Land Reclamation project, which saw over 4,000 native trees and shrubs planted in a total of 40 acres in the watersheds—so that the land in that area will be forest one day. Another major project is a salt marsh creation project, which was an attempt to address the water quality issues in the Trout River by trapping sediment, increasing water flow, and increasing water mixing to help prevent anoxic conditions. Rob notes that the group "is especially proud of its Restoration Forestry project which saw the establishment of a restoration site that is accessible to the public where we use our project activities (restoration plantings, re-establishment of rare and uncommon native species) to teach about the value of forest restoration and the role of forests in protecting water quality, all in the backdrop of a former provincial park and unique landform—the Devil's Punchbowl, a natural spring."

In addition to the important contributions toward watershed management that the organization's projects and individuals provide, the group attempts to "locally source" materials and labour required for its projects. This fits in well with its guiding principles:

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"TREC is of course very interested in collecting information that will help us better manage our water resources, so it's a natural fit to partner with DFO to deliver the Community Aquatic Monitoring Program (CAMP)."

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- Managing watershed resources through compromise and respect
- Providing an understanding of issues through communication and education
- Promoting a healthy sustainable environment
- Rewarding good stewardship initiatives

As with many social economy organizations, a significant proportion of staff and volunteer time and energy is required to ensure TREC continues to access the various types of financial support that are available to the organization. At times, the Executive Director has needed to seek paid employment elsewhere while TREC waits for financing for projects—but he continues his work with TREC as a volunteer in the meantime! TREC finds that many funding programs support specific projects or minimum wage positions and do not offer “core” funding for the day-to-day operations of the organization. As with many social economy organizations, TREC could benefit from other funding to support the organization behind the scenes of project implementation. As noted by Rob, “it’s difficult to say it’s all about the money because there is so much more to it than that, but if the lights aren’t on, nobody’s paying attention.”

However, TREC remains grateful for the support it receives and the group believes it has a good working relationship with various federal and provincial funding bodies in PEI. “Any employees we have are paid through government funding programs, such as the PEI Employment Development Agency or the federal Canada Summer Jobs initiative. In addition, we have also drawn upon the Eco-Action Community Fund through Environment Canada and the Watershed Management Fund which is administered by the Water Management Division of the PEI Department of the Environment.”

As the Executive Director notes, the preparation of detailed grant proposals and reports to funding agencies requires significant commitment from knowledgeable, dedicated staff and volunteers. Some types of funding can be “fairly difficult to come by” because of the time commitment required and because project topics at the organization level do not always match funding categories. TREC has an office space located in Stanley Bridge, which Rob feels is a great benefit to their work. The group uses it for record keeping and as a staff meeting place, as well as for map storage and other work of the organization. The inevitable lack of sustainable core funding means that, even though the office space is very cheap to rent, it’s still quite expensive and the group is unsure if they will be able to maintain it.

TREC is required to draw upon its own fundraising efforts, using donations from memberships and sponsors, to “top up” the funding for government-sponsored minimum wage salaries in order to secure the expertise and continued involvement of trained and experienced project workers. Some degree of flexibility within certain funding envelopes is helpful in that it allows the organization to cover most of its expense categories. However, a “wish list” might include core funding to ensure that a staff position could be maintained for most of the year. This would ensure that all the reporting and fundraising, planning for projects, and supervision of staff, could be maintained year to year. This would ensure better accountability of the organization, ability to complete more projects, and less time in training (or, getting new people “up to speed”). In addition, it would ensure that returning staff would know how much time each year they would be able to be employed. As an Executive Director who has had to seek other employment in times of low funding for the organization, Rob feels that “a little stability would go a long way toward relieving much of the stress in managing a group such as this.” By his estimation, \$65-\$70,000 would fund the entire organization for one year—including a coordinator, a field supervisor, and student crews of 3–4, as well as covering mileage, materials and supplies.

From Rob’s point of view, the group does need “a little bit of stability—in the form of limited multi-year funding. If we don’t have that, what we see are a few dedicated individuals who are giving a lot to an organization and they just get burnt out. There are some very good people doing the watershed work that benefits us all, but they are dropping out due to lack of funding, when they should be carrying on the work.”

In addition to fluctuating finances, TREC’s experience highlights another feature of life for social economy organizations as employers in their communities. Deadlines for funding proposals are often several months in advance of the program implementation, and it is often difficult or impossible for a small organization to hire

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“If we can get \$40,000 in a year, we can get a lot of people working and get a lot of things done—whereas in government, that doesn’t even cover one person’s wage.”

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*TREC has established a very successful Restoration Forestry project. Through restoration plantings and the re-establishment of rare and uncommon native species they teach the public about the value of forest restoration and the role of forests in protecting water quality.*

and pay staff while waiting for receipt of funding after it has been approved. “Funding agencies do try to get the money out to us as quickly as possible, but there is often a lag time between being approved for funding and when we can actually start work on a project. We simply do not have the funds to hire and pay employees, and then have to wait to be reimbursed,” says Rob.

The approximate 60 members of TREC tend to be community members drawn from within the local watershed area. Membership dues are \$10/year. Corporate sponsors number about 40 local businesses that contribute \$100 each, which allows them to support the work of the organization and to receive advertisement for their business through the organization. The volunteer Board is comprised of 5 members—chosen from the geographic community, not necessarily from the membership. Currently the group feels it has a “nice diversity” within the Board, with members representing the local farming, fishing, and tourism industries—all groups attempting to make a living on the watershed.

TREC is a member of a newly-formed alliance amongst watershed groups within the province. This is the first year of operation for the alliance, which has a 9 member board. Three representatives are chosen from amongst watershed groups in each of the province’s three regions—east, west and central. The goal of the alliance is to promote sharing of technologies and resources amongst the various groups, and to facilitate a “united voice” as far as policy and funding issues that affect individual groups. The alliance calls forth a number of examples whereby they could make an impact at the regional or provincial level. For example, if each of the watershed groups could hire 5–10 people every year, this would support local economies while contributing to local environmental sustainability. The alliance is also interested in supporting initiatives to incorporate watershed-based education into the public schools system. That way, says Rob, “maybe more kids would take up careers in watershed work, and stay here if they could make their living at home.”

Within Prince Edward Island, social economy organizations can have a closer relationship with local government than they might in another province. “We are a small enough province that we can just call up government representatives on a regular basis and ask to meet with them.” Along with a few other local watershed groups in the province, TREC initiated adoption of watershed planning, and is now encouraged that the provincial government appears to be following in the footsteps of community-based groups in the development of a provincial water-

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“It’s difficult to say it’s all about the money because there is so much more to it than that, but if the lights aren’t on, nobody’s paying attention.”

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shed management plan. Volunteers with local knowledge and interest provide the “local leadership” called for in community-based management plans, and groups like TREC continue to play an important role in comprehensive watershed protection within the province.

### **Trout River Environmental Committee**

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Hunter River, PE

C0A 1N0

(t): 902.886.3390

Email: [troutriver@gmail.com](mailto:troutriver@gmail.com)

<http://troutriverec.org/>

#### **DID YOU KNOW?**

- Education levels within the non-profit and voluntary workforce in NS are very high, with over 75% having at least one university degree
- Women account for over 87% of this workforce, which is about 10% higher than the national average and 37% more than the participation rate for women in Nova Scotia's labour force
- 70% of organizations in this sector in NS report fewer than 10 paid staff\*



\* State of the Health of the Non-Profit /Voluntary Sector in Nova Scotia: Discussion Paper. Federation of Community Organizations and Phoenix Youth Programs, 2010



## SOUTHERN GULF OF SAINT LAWRENCE COALITION ON SUSTAINABILITY

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- Non-profit incorporated in 2002; registered charity since 2006
- Members are local watershed groups, other non-government organizations, individuals and representatives of First Nations, federal, provincial and municipal governments, academic, and industry associations or businesses
- No membership fee
- Volunteer board of directors/Management Committee and Steering Committee
- Paid Executive Director position; occasional project staff

**THE SOUTHERN GULF OF ST. LAWRENCE COALITION ON SUSTAINABILITY (COALITION-SGSL)** is “a not-for-profit coalition of partners whose common purpose is to promote the long-term viability of the Southern Gulf of St. Lawrence region.” The organization has a unique scope—combining local, regional, provincial and federal interests. Coalition-SGSL is interested in protecting the Southern Gulf region which crosses provincial boundaries, yet its work on the ground is focused in small communities. Funding for projects that cross provincial borders is often best found at the federal level, so the Coalition-SGSL has also engaged partners in various federal government departments.

Among its supporters, the Coalition-SGSL lists four federal government bodies—[Status of Women](#), [Fisheries and Oceans](#), [Environment](#), and [Service Canada](#). The Université de Moncton, Campus de Shippagan provides an office space on campus. Other members in the organization include individuals and organizations with an interest in the issues, drawn from the provinces of Nova Scotia, Prince Edward Island, New Brunswick and Québec, and including: Community Organizations, NGO’s and Individuals; Federal/Provincial/Municipal Government representatives; First Nations communities; businesses and industries, and academic institutions.

Membership in the organization has grown through the 12 years of its existence. Coalition-SGSL is currently in the process of updating its member list, but estimate, based on past records, a current, active membership of around 300. Most projects usually involve a community component, and due to this, the number of volunteers active in projects varies every year. There are roughly 80 volunteers participating through the watershed group, engaged in activities such as CAMP and Coastal Erosion. Volunteers in all groups, including the Steering Committee, are estimated to be approximately 50 individuals.

The Coalition-SGSL provides education and awareness programs at the community level. Information sharing is accomplished through ensuring that voices of members are heard at government and other tables. In turn, the Coalition-SGSL has several members who represent various government departments. The organization is managed by a volunteer Board of Directors known as the Management Committee. This body is informed by strategic plans put in place by the Steering Committee, comprised of a maximum of 28 members of the organization, representing each sector of the membership. The Management Committee facilitates the management of the organization, while the Steering Committee ensures the direction remains in-line with the strategies, values and vision of the organization. The members are involved in a variety of volunteer groups focused on specific issues affecting the sustainability of the Southern Gulf of St. Lawrence or the organization. The members elect, at an Annual General

Meeting, a Steering Committee from amongst the membership. Following the AGM, the Steering Committee elects, from its numbers, the Officers who comprise the Management Committee. At present, the organization is able to fund a full time Executive Director and a part-time Administrative Assistant position, but at times has also secured funding for project staff or summer students. There have been times when the Coalition-SGSL has no funding to support any paid positions.

When asked if there a “typical” operating budget in any given year, the current Executive Director, Chantal Gagnon, says, “Budget questions are always hard. How much money do we need to do nothing but administer paperwork and a few meetings? Generally that would require the equivalence of a part-time annual salary—around \$22,000/year. If we need to actually accomplish our mission and do projects then we need at least \$150,000/year. Generally, we run every year in the red with occasionally a good year where we can finish in the black every four years or so.”

As the Executive Director indicates, funds are used to accomplish the group’s mandate, as follows: “The Coalition will provide services to: ‘Facilitate communications, networking and information sharing; Organize and/or facilitate meetings, workshops, forums or working groups; Monitor the progress of implemented strategies, policies and regulations; Assist communities to build their capacity for achieving their sustainability goals; Facilitate access to expertise in the social, economic and environmental/scientific disciplines; Promote awareness and education on sustainability as a way of life.’ The amounts we receive vary every year. I should add that we do receive some funding from donors (members usually) and every second year or so manage to get some private funds from foundations or industry. This usually represents around 1.5% of our total revenue, but some years it can be up to 18% of our total revenue. Environment Canada usually represents around 30% of our total revenue, and Fisheries and Oceans roughly 20 to 30%. These vary every year depending on what projects we are involved in. When we do receive Status of Women funding, this usually represents around 20% of an annual budget.”

While currently federally incorporated as a non-profit organization in the province of New Brunswick, and a registered charity, the development of the Coalition-SGSL has followed a trajectory not unlike many other social economy organizations. From its website:

“Our Story: The Southern Gulf of St. Lawrence Coalition on Sustainability (Coalition -SGSL) was formally



*Like other environmental organizations, Coalition-SGSL encourages volunteers to participate in their Coastal Awareness Monitoring Program (CAMP). The Coalition-SGSL asserts that “If citizens become educated about their local estuaries they are more apt to adopt sustainable practices in order to conserve them.”*

Photo courtesy TREC.

constituted in November 1999, with the mission to promote the long-term viability of the Southern Gulf of St. Lawrence ecosystem. The founding meeting was the culmination of several years’ effort of broad consultation, issue identification, and partnership building among a diverse cross-section of stakeholders throughout the Southern Gulf of St. Lawrence Region. This meeting was held in Summerside, Prince Edward Island on November 19-20, 1999. The participants of this meeting formed a list (an agenda) of pertinent long-term issues occurring within watersheds and coastal ecosystems of the Southern Gulf; these issues act as guidelines for our Steering Committee -mainly responsible for ensuring that Coalition decisions are in line with our philosophy. Of the approximately 350 issues identified by our members, 16 emerged as being most relevant, with the following identified as the three top priorities - Need to harmonize Government Policies; Threats to natural habitat; and, Awareness and knowledge about our region. Since then, we have

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“Generally that would require the equivalence of a part-time annual salary—around \$22,000/year. If we need to actually accomplish our mission and do projects then we need at least \$150,000/year. Generally, we run every year in the red with occasionally a good year where we can finish in the black every four years or so.”

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expanded and modified our priority list, as the needs of the Region are dynamic requiring us to change with them.”

Over the last few years, Coalition-SGSL has been involved in several projects, including: financial literacy for women; Community Aquatic Monitoring Program (CAMP); Social Economic Cultural Overview Assessment; and Coastal Erosion Monitoring and Education.

The Financial Literacy program’s main objective was “to provide tools and information related to financial education of women in coastal communities in the Southern Gulf of St. Lawrence. Rural women had the chance to...enhance their capabilities of managing their finances...in Moncton (NB), New Glasgow (NS), Charlottetown (PEI) and Cap-aux-Meules (QC). This project has enabled the Coalition-SGSL to deepen relationships with groups focused on the welfare of women in the region, and increase the participant’s individual capacity to contribute to the sustainability of their communities.”

In addition to increasing financial participation and sustainability, the Coalition-SGSL supports programming that increases community mobilization for environmental sustainability. The CAMP project trains summer student coordinators and community volunteers to sample local estuaries. Community volunteers include students, seniors, community group board members, and others. The Coalition-SGSL asserts that “by engaging these volunteers in the CAMP monitoring activities, citizens become educated about their local estuaries and are more apt to adopt sustainable practices in order to conserve them.”

Ongoing opportunities to participate in research enhance the sustainability of the region and continue the engagement of community, academic and government partners. The Social Economic Cultural Overview Assessment (SECOA), an initiative of the Gulf Fisheries Center, with the collaboration of the Coalition-SGSL, this project “focused on developing the methodology that would permit a visual representation of [social and economic] values geographically on maps. These maps could then be used by decision makers to determine areas of importance to the local populations. Once the methodology is refined, it should be of use to various groups to facilitate the inclusion of values in economic, social and environmental decisions in the region.” In addition to having been a partner in the Social Economy Network, the Coalition-SGSL is also a partner in another Community-University Research Alliance—the Coastal Communities Challenges CURA.

As with many organizations operating with government support, the Coalition-SGSL has, at times, created its own projects in response to needs within the region or in relation to particular talents of staff or volunteers. Often a member agency will provide funding for a particular project as well. The Management Committee and Executive Director’s decisions about project direction are guided by the Steering Committee’s strategic plans.

According to the current Executive Director, the Coalition-SGSL is a “bridging” organization. Due to its status as a social economy organization, it is able to cross borders to do work that can often be hindered because it crosses several government jurisdictions. Its work addresses the specific region of the Southern Gulf of Saint Lawrence which includes multiple jurisdictions, cultures and sub-sectors of social and economic life. The Coalition-SGSL illustrates the important role of social economy organizations not only in environmental sustainability but in citizen engagement. Through education and awareness campaigns, it informs and involves citizens in environmental protection. When the goals and mission of the Coalition-SGSL match with government agendas, it provides a vehicle through which to funnel government support and organize the efforts of volunteers. The organization’s work targets larger social problems like out-migration of population due to fisheries crises. It links community partners, academic researchers and government policy-makers. It addresses business interests relating to use of the watershed area. The Coalition-SGSL bridges cultural interests—involving French, English and First Nations communities. Its focus may be solely on the Southern Gulf, but the organization illustrates many general features of social economy organizations in Atlantic Canada.

One of the main successes of the organization, from the perspective of the current Executive Director, is that the Coalition-SGSL has become a “third party, honest, broker. We have come into our role of being a ‘bridge’ between local community and government programs and academic research. In the Southern Gulf of St. Lawrence region,

we are constantly improving our efforts to ensure that collaboration and inclusion is occurring. Our work in the CAMP shows the role we can play in facilitating sharing of knowledge across social and territorial borders and participating in research that is rewarding for communities, academics and governments.”

On the other hand, says Chantal, like many social economy organizations, “we have two main problems. Our first has been in attracting and retaining the business or industry sector as members of our organization. Their viewpoints and experiences have therefore been missing in the creation of our strategies and projects. We hope to change this in coming years. Our other main problem is knowledge management. Like all not-for-profits with a volunteer base, we lose operational knowledge every time we lose people. Lucky for us, many of our founding members are still engaged members, but the organization’s yearly activities require management knowledge that currently is not being retained in the organization or passed-on amongst volunteers and staff. We are also working to solve this problem by working on developing our knowledge management structure.”

### **The Southern Gulf of St. Lawrence Coalition on Sustainability**

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#### **DID YOU KNOW?**

- 72% of New Brunswickers believe that charities have too little funding to fund their objectives
- there are 2,731 registered charities and over 4,000 incorporated non-profit organizations in NB that employ 39,859 people
- 55% of non-profits in NB are outside of large, urban areas
- New Brunswick residents volunteer, on average, 52.10 million hours of work annually
- New Brunswickers rank second nationally in terms of number of hours per volunteer, at 17% above national average\*



\* New Brunswick Community Non-Profit Organizations Secretariat:

[http://www2.gnb.ca/content/gnb/en/](http://www2.gnb.ca/content/gnb/en/departments/community_non-profit/volunteer/content/fact_and_stats.html)

[departments/community\\_non-profit/volunteer/content/fact\\_and\\_stats.html](http://www2.gnb.ca/content/gnb/en/departments/community_non-profit/volunteer/content/fact_and_stats.html)

# CANADIAN COMMUNITY INVESTMENT NETWORK CO-OPERATIVE

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- *National, not-for-profit cooperative*
- *2010 Annual operating budget – approx. \$20,000*
- *Supports 17 members, 5 allies*
- *Currently no paid staff; 5 volunteer Board Directors*

**CANADIAN COMMUNITY INVESTMENT NETWORK CO-OPERATIVE (CCINC)** is an advocate for community investment and for policy and regulation changes. Its mission is to strengthen the capacity of members to expand access to capital and support services for social economy enterprises and economically and socially excluded individuals and communities across Canada. CCINC members target the following underserved communities: Entrepreneurs; Women, Recent Immigrants, Refugees and Minorities; Environmental groups; Underserved Neighbourhoods and Communities; Individuals who need housing.

CCINC incorporated in 2004 as a way to avoid having too many small partners spread across the country. Also, the provincial network of social investment organizations inside Quebec was, and still is, very strong and CCINC wanted to extend this success nationally. In the past, CCINC has benefited from the support of VanCity and Coast Capital credit unions. Its current operating budget is comprised of contributions from membership dues, and sponsorship from the credit unions Alterna and Assiniboine.

CCINC has a volunteer Board with five Directors, is guided by by-laws, and hosts an AGM every year. CCINC attempts to hold its AGM around the time of another related conference so as to capture as many people in person as possible. If this is not practical, then the AGM is held via a conference call. An Annual Financial Report is produced and a few years ago a business plan was produced out of which came the five strategic goals: 1. to promote the alternative community investment sector; 2. to support the sustainability and growth of member organizations and the sector; 3. to increase the amount of accessible and affordable capital for use by member organizations; 4. to improve the capacity of practitioners through improved practice and information sharing; and 5. to work with all levels of government to improve the regulatory environment for community investment in Canada.

A paid part-time Executive Director position, from 2005-2010, was very instrumental in moving CCINC from concept to implementation. There are no paid staff positions at this time. CCINC supports 17 members and 5 allies (individuals or organizations that support the mission but do not pay membership fees.) Membership fees are based on a sliding scale, depending on an organization's budget, and range from \$50 - \$750.

CCINC members vary greatly in their size and scope. For example, the Saint John Community Loan Fund, with its relatively small annual budget and 6 paid staff, offers start-up micro-loans of \$7500; whereas Eco Trust Canada, which has an operating budget of 5 million and 40 staff, offers “mega-loans” of upwards of \$500,000.

CCINC does not have a permanent office location. Geography has posed challenges for CCINC: managing a national network is very expensive and it is difficult to keep members connected and to establish a presence as a fledgling network when members are spread across the country.

However, the main challenge facing CCINC has had to do with securing funding. It is difficult for most social economy organizations to secure core funding. A capacity-building organization like CCINC is even one more step removed from the parameters of most funding agencies. Also, CCINC members feel that there is a lack of grants offered to the community investment sector. Occasionally there is some money available for research, but typically, very little funding is available for concrete social investment projects, and has proven even more difficult to secure since the recent change in federal government. CCINC's greatest ally and support has been the credit union sector.

One of the greatest opportunities CCINC has noted in the last few years is the national trend of support for "social investing". The challenge, of course, is that while there may be a growing interest in investing locally there is often little infrastructure in place to facilitate this interest. You need a vehicle, a fund, in which to invest into. It needs to be managed, and then you need to have someone take applications for financing and provide due diligence to get it out the door. Then there is follow-up and oversight. So what we need is some organizational form, with one staff minimum. Alternatively, such a fund could be added on to another organization. The most successful ones today are doing multiple types of financing, plus offering training.

CCINC has supported and provided information to many organizations interested in starting community loan funds, and consider this to be one of their greatest successes. The Saint John Community Loan Foundation is one such success story (see profile of SJCLF on page 10). CCINC members believe that many of their community-level projects have proven that investing in one's own community is an effective poverty reduction tool. A future goal of CCINC is to provide statistical analysis of the related results and trends seen by its member organizations.

In 2008, CCINC published a report, "Community Investment in Canada", with support from the federal government. Since that time, CCINC members have seen no evidence of policy changes relating to the report. However, the report provides a starting point for social investment recommendations, and CCINC members hope that they will eventually benefit from some of the policy recommendations in this report.

(no contact information as organization is currently undergoing restructuring)



*Friends of the Saint John Community Loan Fund. Photos courtesy SJCLF.*

## CHINESE CANADIAN ASSOCIATION OF PEI

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- *Not-for-profit volunteer organization, in process of registering as a charity*
- *Board of Directors made up of 10 volunteers, 6 executive members, 4 committee members; the executive meets 6 times a year*
- *There is no formal AGM but elections of executive happen annually at the Chinese New Years celebration*
- *CCAPEI has no by-laws*
- *No membership fees. All activities open to all; events such as Saturday Chinese School, cultural shows, Chinese New Years Parties are organized by many volunteers*
- *No operating budget*
- *No paid staff*
- *CCA-PEI considers itself an advocacy group*

**THE CHINESE CANADIAN ASSOCIATION OF PEI (CCA-PEI)** formed in 1984 with the mission of serving the Chinese community by providing information to newcomers and preserving Chinese culture, language and heritage, as well as acting as a liaison amongst the Chinese Canadian community, the government and other communities groups, to ensure integration into the larger PEI community.

The group believes that there are an estimated 800–1000 Chinese Canadians living on PEI. Volunteers with the group believe that this community is very unique, and different from other immigrant communities in that the majority of Chinese immigrants to PEI immigrant with some degree of wealth.

The CCA-PEI hosts a Saturday Chinese School every week. It started out in the basement of a church and is now located in a community centre, which has been donated to them rent free. All teachers and assistants are volunteers; many of them are parents. It is up to the family to buy textbooks. Some funding is received federally from the Department of Canadian Heritage and provincially from PEI Heritage.

The largest event every year is the Chinese New Years Party. In the last few years they have had close to 1000 participants. Tickets are sold but this barely covers costs so the association must find sponsors every year. Funding is usually secured from Department of Canadian Heritage, local banks and private donations.

The CCA-PEI also participates in the PEI Multi-cultural Council spring cultural show. The 2010 event included traditional Chinese singing, dancing and a tea ceremony; a few hundred attended and the evening was considered a great success.

The main organizational issue that CCA-PEI faces, according to a longtime volunteer, is that everyone in the association is a volunteer. He feels that while there are lots of good ideas there are never enough resources or time to implement them. Greater support from the government, provincially and federally, would help. Specifically, CCA-PEI would like its own cultural liaison officer within government that they could talk to in regards to funding, immigration policy and applications, event planning, and other issues of importance to them.

Another issue that CCA-PEI faces is the high out-migration of PEI's Chinese population from PEI to Vancouver and Toronto. Some individuals believe that PEI's education system is the reason for this exodus. Many Chinese



*Celebrating Chinese New Year.* Photo courtesy Laura Lee Howard.

available temporary jobs, where to buy furniture and Chinese groceries, and other issues that help to support integration of Chinese immigrants in PEI life.

### **Chinese Canadian Association of PEI**

Email: [ccapei.committee@gmail.com](mailto:ccapei.committee@gmail.com)

[www.ccapei.org](http://www.ccapei.org)

Canadian parents worry that their children are not receiving the same level of education as children in BC or Ontario.

CCA-PEI does not usually engage in fundraising although they did fundraise for the earthquake victims of the Sechung province. Funds were collected through change collection depots at grocery stores and through phone-call campaigns asking for donations.

The organization runs two websites that service both Chinese Canadians living on PEI and Chinese people still living in China who are looking to immigrate to Canada. The websites keep the community updated on events and offer practical help such as where to get a Canadian driver's license, how to find

available temporary jobs, where to buy furniture and Chinese groceries, and other issues that help to support integration of Chinese immigrants in PEI life.

## **COOPER INSTITUTE**

*Extracted from the website:* <http://www.cooperinstitute.ca>

**THE COOPER INSTITUTE** is a development education centre in the province of PEI, Canada, which performs popular education and research. The institute was established in 1984 and is a registered charity. The main program areas of the organization are focused on livable income for all, food sovereignty and cultural inclusion and diversity. Within these programs, the Institute conducts research and popular education projects on provincial, national, and international levels.

Over the past twenty-three years, the work of the Institute has been with grassroots organizations which are organized for positive and progressive social, economic, political, and cultural change. Sectors, organizations, and groups which we currently serve include: farmers; fishers; aboriginal people; women; workers; Acadians; church groups; organizations of persons with disabilities; multicultural groups; seniors' federation; groups dedicated to youth at risk; community organizations; and schools. Most of the Institute's work is on PEI, but there are also requests to conduct workshops and conferences in the other Atlantic provinces.

The Cooper Institute is governed by a collective board in which all members have equal input into policies, procedures, programs, and projects. The work of the Institute is carried out by staff and volunteer members of the collective. The Cooper Institute currently has fourteen members, with wide experience in community involvement. There are approximately twelve volunteers who work on an on-going basis (some weekly, others daily).

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# CANADIAN WORKER CO-OPERATIVE FEDERATION

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- *National, bilingual grassroots membership organization of, and for, worker co-operatives, multi-stakeholder co-ops and worker-shareholder co-ops, as well as organizations that support the growth and development of worker co-operatives*
- *Incorporated federally in 1992 within Canada Co-operative Act*
- *4 classes of members, each with a commitment to pay dues according to a specific formula for each type of class*
- *Governed by a Board of Directors; two full-time staff (an Executive Director and Communications and Member Services Manager), two part-time staff (a Financial Officer/Fund Manager and a Bookkeeper/Administration Assistant); five regional volunteer directors and two directors at large. All volunteer positions are elected by members from the membership.*
- *Strategic plans and annual budgets are created every year*

**THE MISSION OF THE CANADIAN WORKER CO-OPERATIVE FEDERATION (CWCF)** is to strengthen its worker co-op members, support the development of new worker co-ops and strengthen the Federation and its governance.

The vision of CWCF is to be a growing, cohesive network of democratically controlled worker co-ops that provide a high quality of work-life and support the development of healthy and sustainable local economies, based on co-operative principles.

The initial meeting to assess the interest in creating a national worker co-op federation took place in February 1990. At this gathering, thirty people from worker co-ops across the country set up a task force to undergo a feasibility study of creating a national federation and to begin working on the Federation's structure (by-laws, mission statement, etc.) Based upon the work of the task force, the founding meeting of CWCF took place at the Coady Institute (St. Francis Xavier University in Antigonish, Nova Scotia) in 1991.

The size of the Federation hasn't changed all that much in eighteen years but its membership is steadily growing, as are the services it provides to its members. There are around seventy direct worker co-op members and ninety indirect members (represented by regional worker co-ops in Quebec) for a total of 160–170 members. Membership dues are as follows: Worker Co-op Members pay 0.0015% of wages paid, Regional Federation Members pay a flat rate of \$250 a year, Worker Co-op Developers Members maintain their membership through the dues which they pay to the Co-opZone Developers' Network Co-operative; Associate Members pay a flat rate of \$500 a year and RRSP Associates pay a flat rate of \$100 per year. Voting at general meetings is performed by a maximum of fifty worker co-op delegates that are allocated equally between the five regions of the country and a maximum of 5 delegates each for the associate and developer members.

CWCF advocates on behalf of worker co-ops with government and within the co-op sector itself. One of its greatest success stories has been the creation of a registered retirement savings plan (RRSP). In the early 1990s, CWCF lobbied hard with the federal government to create a Self-Directed RRSP Program (SD-RRSP). This program enables worker co-operatives to capitalize their enterprises with shares held within a SD-RRSP. The CWCF SD-RRSP program is completely administered by the CWCF under an agency agreement with Concentra Trust

and under the regulations of the Canadian Revenue Agency.

CWCF also lobbied for the creation of a national investment fund. The Federation wasn't successful with this campaign, but in 2000 they did receive \$1,500,000 in funding from the Government of Canada for a pilot project, the purpose of which was to offer loans to create new, and to expand existing, worker-owned co-operatives in all regions of Canada. What began as a pilot project has continued as a revolving loan fund called the Tenacity Works Fund.

For many years the Federation survived on a minimal budget (\$25,000) and many volunteer hours. The budget is now in the realm of \$235,000 per annum. About \$95,000 comes from RRSP and investment fund interest, and about \$25,000 from member dues. In 2009, donations contributed about \$12,500. The Canadian Social Economy Hub of the CSERP contributed \$8,000 for the writing of a few research papers and a small amount (\$5,000) came in the form of a membership loyalty payment from The Co-operators. In 2009, CWCF received a SSHRC grant for participating in co-operative research. A conference fee is charged to members who attend the Annual General Meeting but it is kept as modest as possible, about \$120-\$150 per member. Financial support (about \$64,000 in 2009) also comes from the Canadian Co-operative Association and Conseil Canadien de la Cooperation, two national organizations that co-manage co-operative advisory services. Lastly, CWCF is under contract to manage Co-op Zone ([www.coopzone.coop](http://www.coopzone.coop)), an on-line resource for developing co-ops, which brings in about \$10,000 in revenue.

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“For many years the Federation survived on a minimal budget (\$25,000) and many volunteer hours. The budget is now in the realm of \$235,000 per annum.”

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Peter Hough, who has been the Financial Officer for many years, feels that, like many national organizations, one of CWCF's challenges is geographical. He says, “It is difficult to keep strong links and effective communication amongst members when they are spread out all over the country.” Another challenge that CWCF faces is that its members represent multiple industries; so it is difficult to create programs that are always beneficial to everyone.

CWCF's greatest strength is its long-term, consistent leadership. There has been the same Executive Director and Financial Officer for the last fifteen years and both have willingly contributed hundreds of volunteer hours to the organization. Financial Officer Peter Hough thinks the strength of the Federation can be attributed to the Board of Directors: “We have always had an excellent Board. Many of our members have participated within other national co-operative federations and have contributed to the broader sector of co-operatives over and above just the worker co-op sector.”

CWCF membership offers the following benefits:

- Conferences and workshops that provide great opportunities for networking. Topics of the past: capitalization, conflict resolution, crisis management, strategic planning, the RRSP program, and gender issues
- Tele-learning Sessions and Web-based training that cover topics as diverse as marketing, taxation and co-op legislations
- Information on Worker Co-op Issues such as how to find capital for a worker co-ops, EI eligibility, taxation and sweat equity
- Online resources: [www.canadianworker.coop](http://www.canadianworker.coop) and [www.coopzone.coop](http://www.coopzone.coop)
- Access to start-up and development grants and capital
- Access to professionals who provide technical assistance to worker co-ops
- Group purchasing programs
- Provision of information on the co-operative pension plan and RRSP plan
- Group insurance plans
- Lobbying efforts on behalf of worker co-ops
- Model co-op legislation

Peter Hough feels that more financial resources would improve the capacity of CWCF to fulfill its mandate and implement suggestions outlined in yearly strategic plans. “If we had an additional \$100,000 - \$200,000 every year we could provide a lot more to our members, like on-line training packages for worker co-ops.” Extra resources would also enable the Federation to increase communication and do a lot more promotion to raise the public's

awareness of the worker co-op sector. For example, one suggestion of a strategic plan has been to promote worker co-ops as an excellent option for succession planning but the Federation has never had the resources to deliver a campaign outlining these benefits to chambers of commerce.

Hough considers the CWCF's greatest accomplishment to be the fact that the Federation has long had credibility with other organizations as a good one to partner with and has been involved with many task forces devoted to developing national networks focused on co-op development. The Coop Zone, to which the CWCF offers management services, is an excellent example of a national project. "We are a respected voice, nationally, even if a small one," says Hough.

### **Canadian Worker Co-operation Federation**

c/o 4026 Prospect Rd.

Kentville, NS

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902-678-0473

[www.canadianworker.coop](http://www.canadianworker.coop)

## **FOGO ISLAND CO-OPERATIVE SOCIETY LTD.**

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*Extracted from the website: <http://www.fogoislandco-op.com>*

**FOGO ISLAND CO-OPERATIVE SOCIETY LTD.** is a major force in Newfoundland Seafood Industry, harvesting various species of seafood (crab, shrimp, turbot, caplin, cod, sea cucumber, herring and mackerel) in Newfoundland waters and is an international force in markets globally.

A fleet of 30 long liners, and many small inshore vessels supply quality raw material daily to three modern processing plants. The Co-op has its own laboratory, welding shop and a marine services center complete with a fishing supplies outlet. With markets in the United States, Japan, China, Taiwan, Sweden, Denmark, the United Kingdom and Germany the Co-op has spread its wings. They have developed a rock-solid reputation for honesty, integrity, pride in performance, and world-class quality. Anchored in the North Atlantic, off Newfoundland's rugged North East coast, the Fogo Island Co-op is committed providing a living to its membership made up of fishers, plant workers and management employees.

Our board is comprised of eleven directors. Eight are fishers and three are plant workers.

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## PAQ'TNKEK FISH AND WILDLIFE SOCIETY

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**THE PAQ'TNKEK FISH AND WILDLIFE SOCIETY (PFWS)** was established in 2000 as the Mi'kmaq Fish and Wildlife Commission was wound down after learning that its core funding would no longer be available. PFWS is located in the counsel offices of the Paq'tnkek First Nation, a Mi'kmaq community located approximately 25 kilometers from Antigonish, Nova Scotia.

PFWS is tasked to further develop Mi'kmaq knowledge of natural resource-centered research and to enhance Mi'kmaq research capacity. A priority area for the Society is to enhance Mi'kmaq natural resource management capacity. In particular the Society is working to increase the role of the Mi'kmaq people in management of the region's fishery. This is necessary to improve management of the food fishery for the peoples' benefit as well as for the generations to come. It is also important to improve capabilities to participate effectively in the commercial fishery, and to create employment and income necessary for community development. In order to meet this mandate, the Society undertakes activities and projects in the following areas:

- promotion and co-ordination of Mi'kmaq access to the natural resources;
- promotion and development of employment opportunities in natural resource industries;
- promotion and co-ordination of resource management planning;
- promotion and implementation of public education activities in regard to natural resource management and the principles of Netukilimk;
- undertaking research activities on the health, status and potentials for natural resources;
- assisting in the preparation of resource management guidelines and regulations;
- undertaking activities that will ensure and protect Mi'kmaq rights with respect to natural resource harvesting, development and management;
- design, development and implementation of projects in regard to resource development;
- securing financial support for the Society's operations.

As part of its ongoing strategies to build sustainable research capacity within the wider community, PFWS has been encouraging the involvement of the Paq'tnkek Youth Society, which is an active youth council interested in economic development and social justice issues. The Youth Society was involved in the Social Economy Network project as well, hosting the craft cooperative workshop. Dr. L. Jane McMillan, the Canada Research Chair in Indigenous Peoples and Sustainable Communities at Saint Francis Xavier University, comments that, "Involvement of the youth council as a team partner is integral to moving forward together to build brighter futures in cooperative enterprise."

For more information on research activities involving the PFWS, please visit:

<http://sites.stfx.ca/anthropology/crc-jane-mcmillan/>

# THE QUALITY OF ISLAND LIFE CO-OPERATIVE

Extracted from the website: <http://qoil.ca/>

**THE QUALITY OF ISLAND LIFE (QOIL) CO-OPERATIVE** has been set up to develop and promote Quality of Life (QoIL) Indicators that will provide a more complete and accurate picture of the state of Prince Edward Island: its people, plants, and animals and the land itself.

The Quality of Island Life Cooperative is a registered Prince Edward Island Cooperative. It is owned by its shareholders (shares are \$50 each). The organization is governed internally by by-laws. An Annual General Meeting is held yearly, and a volunteer Board of Directors manages the day-to-day affairs of the Cooperative. The co-op is not currently in operation, but the Board of Directors positions usually include: Chair, Vice-President, Secretary, Treasurer and other general director positions.

The project to develop QoIL indicators came out of a convergence of conversations and ideas which have been floated on Prince Edward Island during the past decade. What really matters to Islanders? What are the important indicators of the quality of Island life? Judging from public discourse, economic indicators such as gross domestic product (GDP), job creation, and tourism and agriculture statistics are the ones that matter—they are certainly the indicators upon which decision making and reporting on progress are based. But there is an underlying concern that we have not captured those less tangible qualities of Island life that really matter to those of us that live here.

The project will draw on the experience of related jurisdictions in quality of life studies. We intend to inject a unique Prince Edward Island contribution to the rapidly expanding field of measuring and analyzing change in economic, environmental, and socio-cultural spheres. As a distinct island jurisdiction in a complex bioregion governed through the Canadian Federation we offer some advantages and challenges. National statistics do not always capture the picture of life on Prince Edward Island, often because of sample size and issues related to statistical significance. QoIL will complement national statistics and sometimes challenge the implicit assumptions they convey.

The organization has two components to its mission:

- Public engagement on what constitutes well-being and quality of life.
- Rigorous quantitative and qualitative research on social, economic, cultural, and environmental indicators.

Community Accounts are innovative, user-friendly information systems providing reliable statistics on social, economic and environmental matters. Community Accounts Data are organized into a system of accounts that allows users to find relationships between the data sets. For example, is local water quality correlated with health, or how are education levels connected to economic indicators? These relationships illustrate levels of well-being more powerfully than isolated data sets. When data is formulated in a more meaningful way, information emerges and knowledge is created. This knowledge can be used along with personal experiences



PEI Community Accounts. <http://www.communityaccounts.ca/PEI/>

and beliefs to build a better understanding of a community or region. This allows for informed decision-making in the public and private sector and at all levels, from small municipalities to urban centres.

The possibility of developing a community accounts project for PEI was raised at the 2005 Annual meeting of the PEI Quality of Island Life Co-op. Since then, interest has increased and there are now two communities wanting to participate in a PEI version of community accounts. One is a cluster of communities in Prince County, including Bideford, Tyne Valley, Lennox Island and Lot 11. An informal group of community leaders has already acknowledged the value of community accounts for planning purposes in this area. The other is a watershed area in Queens County, managed by the Trout River Environmental Committee (TREC). TREC has been very active in watershed management as a fundamental activity to improve environmental, social and economic outcomes in the geographical area.

c/o PEI EcoNet  
126 Richmond Street,  
Charlottetown, PEI  
CIA 1H9

## COMMUNITY EDUCATION NETWORK OF SOUTHWESTERN NEWFOUNDLAND

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*Extracted from the website: <http://cen.awardspace.com/index.html>*

**COMMUNITY EDUCATION NETWORK OF SOUTHWESTERN NEWFOUNDLAND (CEN)** is a community based organization whose goal is to involve people of all ages in community learning in order to bring about community change. CEN is an umbrella organization with three associate organizations: the Community Youth Network (CYN), Communities In Schools (CIS) and the Community Action Committee. The network is made up of ten partners from various sectors of society.

The mission of CEN is to create a learning culture through a lifelong learning process which promotes personal enrichment and healthy, sustainable communities. CEN focusses on the following six areas of outreach: Prevention and Early Intervention; Youth Initiatives; Community Literacy; Career Development and Employment; Community Leadership; and Participatory Communications.

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## NEW BRUNSWICK PROFESSIONAL SHELLFISH GROWERS ASSOCIATION

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Extracted from: <http://www.acpnb.com/home.cfm>

**THE NEW BRUNSWICK PROFESSIONAL SHELLFISH GROWERS ASSOCIATION (NBPSGA)** was founded in 1997 by oyster and mussel growers who were anxious to promote the shellfish industry and to belong to an organization that could speak on their behalf. The Association's headquarters are located in Shippagan, in northeastern New Brunswick.

The aim of the NBPSGA is to promote the shellfish industry and to represent the interests of professional shellfish growers in New Brunswick. It is the voice of the industry when dealing with government partners. The Association encourages exchanges between the various stakeholders in the industry in order to establish productive partnerships.

The NBPSGA aims to act as a clearing house of information for producer-members, government stakeholders, and the general public. It encourages the dissemination of the results of research and the transfer of knowledge among the membership. It is also interested in promoting the development of an industry in close relationship with the environment.

The NBPSGA wants to promote products that conform to the required regulatory controls and also to encourage producer-members to take advantage of the various existing programs in order to facilitate the sustainable development of this industry in New Brunswick.

The Association has 35 members, of which 22 are shellfish growers who are spread out in three zones: Northern Zone, Central Zone and the Southern Zone. All shellfish growers in the Association raise American oysters (*Crassostrea virginica*). The other members include businesses, institutes and/or students. By becoming a member of the Association, you have access to the list of all the members of the Association via Intranet.

Members do not necessarily have to have their head office registered in New Brunswick in order to join the Association; however their aquaculture leases must be registered in New Brunswick. Members have as a mandate to share the vision and mission of the Association, to adhere to the goals of the Association, and to comply with the stipulations of the By Laws of the Association.

The shellfish culture has known a rapid expansion since introduction of suspended techniques in late 1990s (Floating bags; OysterGro®, Dark Sea® Trays). We find around 55-60 business that culture the American oyster in New Brunswick; We count 534 active sites (area: 3,020 hectares); We count 523 sites licensed for the culture of American oyster (area: 2664 hectares); We count 324 sites for bottom culture only (area: 1,253 hectares); We count 210 sites allowed for suspension or off bottom culture (area: 1,767 hectares); Live stock is estimated at ±120 million units of different year class; Farm gate price is from 0.28 \$ to 0.38 \$ per unit; Sale is evaluated of 11 million units, including cocktail oysters (63 mm) and commercial oysters (76 mm and more).

Respect for the environment—protecting ecosystems: The objective of the members of the New Brunswick Professional Shellfish Growers Association is to provide a high quality product. A healthy environment is critical to achieve this goal. More than ever, shellfish growers are becoming conscious of their responsibility to protect

the resource that allows them to make a living. Safeguarding water quality is essential for the future of the industry. The NBPSGA therefore encourages and promotes the adoption of techniques and practices that are respectful of the environment.

Water quality management is not simply a question of responsible farming practices. The NBPSGA encourages its members to work with municipal, provincial and federal agencies in order to find ways to prevent pollution at its source. The Association also seeks to promote the integrated management of coastal areas, an approach that takes into consideration the range of activities that may impact aquatic ecosystems. This planning process allows stakeholders to develop measures for conservation, sustainable utilization of resources, and the economic development of coastal areas.

Community stewardship—for the good of our communities: The shellfish growing industry represents a promising sector for the economy of coastal and rural areas by offering new job and training opportunities. The shellfish industry development will also favor the preservation of our historic heritage of fishing and/or shellfish culture and the typical features of the coastal communities that have been shaped by the marine environment.

Shellfish growers grew up in our communities and are proud to contribute to their region's economic development. They provide employment for local workers while offering good working conditions. Shellfish growers have invested considerable effort to build this emerging industry and are innovators in the socio-economic development of our coastal communities.

Economic development—ensuring profitability: The NBPSGA is convinced that the long-term prosperity of New Brunswick's coastal communities can only be achieved through the sustainable and responsible management of marine resources. The shellfish growing industry is destined to play an important role in this promising economic future.

Shellfish growers are professional producers of oysters and mussels who work to market—both locally and internationally—a renowned, top-quality product. They are specialized entrepreneurs who are committed to developing sustainable and competitive businesses.

From spat collection to product marketing, much effort is dedicated to the improvement of farming techniques and the management of shellfish operations in order to ensure profitability and the best quality products.

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## COOPÉRATIVE DES TRAVAILLEURS FORESTIERS MCKENDRICK

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La coopérative de travailleurs forestiers de McKendrick est située au nord-est du Nouveau-Brunswick. Fondée en 1991, elle effectue divers contrats d'aménagement forestier, tels que des travaux sylvicoles et de la récolte, et ce, principalement sur les terres publiques. Son nombre d'employés est variable selon les saisons, mais peut en compter jusqu'à 70. Cette coopérative d'expérience emploie des forestiers professionnels ainsi que des techniciens.

1988 chemin McKendrick

Val-D'Amour, N.-B. E3N 5K6

(t): 506.759.9642 (tc): 506.759.8610



## LA SOCIÉTÉ COOPÉRATIVE DE LAMÈQUE LIMITÉ

Extracted from the website: <http://www.cooplameque.com/>

- *Type d'entreprise: Coopérative de service à la consommation*
- *Siège social: Lamèque (Nouveau-Brunswick)*
- *Nombre de sociétaires: Elle compte 4892 sociétaires.*
- *Nombre d'employé-e-s: Elle emploie 28 personnes à temps plein et 53 à temps partiel pour un total de 81 employés. La masse salariale est de 1 609 150 \$.*
- *Nombre d'années en affaires: Elle fut fondée en 1940. Cela fait donc 70 ans qu'elle profite à ses membres ainsi qu'au milieu environnant.*
- *Principaux services: Service complet en matière d'alimentation : épicerie, pâtisserie, charcuterie, fruits et légumes, viande et poisson. On y retrouve également une quincaillerie, des appareils ménagers, des meubles, le service de développement de photos, un poste d'essence et une pharmacie. Le plan de financement Accord D (Visa Desjardins) est aussi disponible.*
- *Faits à souligner: Coop Atlantique a reconnu l'excellence du service à la clientèle et du rendement général de la Société Coopérative de Lamèque, en lui décernant un prix d'excellence pour les années 1984, 1988 à 1991 et 1993 à 2000. De 2001 à 2007, la coopérative s'est vu décerner le prix du leadership.*
- *Chiffre d'affaires: En 2009, son chiffre d'affaires est de 15 342 953 \$ et elle possède un actif de 4 548 237 \$. Elle verse une ristourne directe de 166 874 \$ provenant des coupons-rabais du poste d'essence et de la réduction de 4 \$ sur certaines prescriptions selon le programme offert à la Pharmacie Medicine Shoppe.*
- *Bassin de la population desservie: L'île Lamèque compte 5781 habitants, l'île Miscou 649 et la région de desservie : Shippagan en compte 4822. La Société Coopérative de Lamèque dessert donc une population de 11 252 habitants.*
- *Utilisation d'un plan de formation pour les employé(e)s: La Société Coopérative de Lamèque Limitée utilise le plan formation pour les employé(e)s fourni par Coop Atlantique. Elle a également un programme de formation des coopératives de détail de Coop Atlantique.*

Le club d'achat qui devait donner naissance à "La Société Coopérative de Lamèque Limitée" est fondé le 15 mai 1938. Il s'installe alors dans les locaux du magasin de M. Léger O. Chiasson à Lamèque.

**21 février 1940:** C'est le 21 février 1940 que la charte d'incorporation de la Société Coopérative est accordée. Elle est remise aux sociétaires par l'abbé Livain Chiasson le 14 avril de la même année. Au nom de 120 sociétaires, on soulève la première pelletée de terre le 16 mai, et le 28 juillet, on procède à l'inauguration du Magasin Coopératif de Lamèque. Pendant cette période, 35 nouveaux sociétaires se joignent à la coopérative. C'est Mgr Chiasson, évêque de Bathurst, qui ouvre officiellement le magasin de deux étages mesurant 26 X 40 pieds. Les coûts de la construction s'élèvent à 4000\$. Le nouveau Magasin Coopératif vient s'ajouter à la caisse populaire

et à l'Association des Pêcheurs de l'Île. C'est ainsi que Lamèque devient à l'époque la paroisse la plus dotée d'organisations coopératives au Nouveau-Brunswick.

**29 janvier 1946:** Pendant la nuit du 29 janvier 1946, le Magasin Coopératif de Lamèque est ravagé par l'incendie. Le sinistre se solde par une perte de 12 000 \$, bien que les assurances en couvrent une partie. Avec grand courage, et devant l'anéantissement de cinq années de travail, les gens de Lamèque entreprennent la reconstruction de leur magasin le 16 mai 1946, soit trois mois et demi seulement après le brasier.

**Juin 1961:** Au début juin 1961, le Magasin Coopératif est à nouveau détruit par les flammes suite à l'explosion de la fournaise. La reconstruction du magasin se fait alors à partir du 15 octobre de la même année.

**1975:** En 1973, La Société Coopérative dépasse le un million de dollars de ventes pour atteindre 1 139 715 \$. L'augmentation des ventes incite les sociétaires à donner leur accord pour des travaux d'agrandissement d'une valeur de 600 000 \$ en 1975. Des travaux sont effectués dans les rayons d'épicerie, de viandes, de quincaillerie et de vêtements. Un rayon de meubles voit aussi le jour.

**En 1985,** un autre projet d'agrandissement d'une valeur de 300 000 \$ ajoute une boulangerie au magasin. Aussi, une série de rénovations sont effectuées, y compris la pose de gicleurs et la réfection de plusieurs rayons. À noter que pour l'exercice de 1985, le chiffre d'affaires de la Société Coopérative est de 6 600 000 \$ et que 44 individus y travaillent, dont 29 à temps plein.

**1990:** Quelque quatre années plus tard, en 1989, suite aux progrès remarquables réalisés par La Société Coopérative, les sociétaires adoptent à l'unanimité un autre projet d'agrandissement proposé par le conseil d'administration. Ainsi, on ajoute 10 600 pieds carrés au rayon d'épicerie. Les coûts de cette expansion sont évalués à 1,8 million de dollars et les travaux sont achevés en février 1990.

**1995:** En 1992, La Société Coopérative se dote d'un nouveau poste d'essence. Cette installation très moderne et respectueuse de l'environnement permet également d'améliorer la circulation des véhicules et d'aménager un plus grand terrain de stationnement pour les rayons de marchandises générales, de vêtements et de quincaillerie. À la fin de cette même année, le directeur général, M. Gérard Noël, se retire après 40 ans de service à la coopérative. Il est alors remplacé par M. Paul A. Lanteigne.

**En novembre 1998,** avec son affiliation à la Coopérative fédérée de Québec, qui est devenue le fournisseur principal pour le rayon de la quincaillerie, votre coopérative est en mesure d'offrir de très bons prix et un meilleur service aux sociétaires.

**Au début de l'an 2000,** des améliorations sont apportées à la division alimentaire de la Société Coopérative. Elle célèbre également ses 60 ans d'existence le 21 février de la même année et elle est prête pour le nouveau millénaire et la nouvelle génération de sociétaires.

**2005:** À l'automne 2003, un agrandissement de 1200 pieds carrés est apporté au magasin afin d'ajouter une Pharmacie Medicine Shoppe.

**2007:** En octobre 2007, on effectue des rénovations majeures dans la division alimentaire du magasin afin de continuer à offrir un service de qualité et une plus grande variété de produits aux sociétaires et client(e)s. Des changements sont aussi faits à l'extérieur du magasin. Les coûts de ces rénovations sont évalués approximativement à 1 million de dollars et les travaux sont achevés en décembre 2007. Une réussite grâce à la solidarité et l'appui des sociétaires.

Les sociétaires ont raison d'être fiers de l'esprit de coopération qui les a toujours animés et qui leur a permis de bâtir, sur de solides fondements socio-économiques, un meilleur avenir pour les générations futures.

### **La Société Coopérative de Lamèque Limité**

68, rue Principale

C. P. 2066

Lamèque NB E8T 1M6



Social Economy and Sustainability Research Network  
 Partenariat sur l'économie sociale et la durabilité  
<http://www.msvu.ca/socialconomyatlantic/>

## Research Partners

### New Brunswick (56 Partners)

2005 - 2010

#### Legend

NB Partners  
 by Type of Partnership

- AP - Academic Partner (12)
- CP - Community Partner (23)
- GP - Government Partner (5)
- S - Student (16)

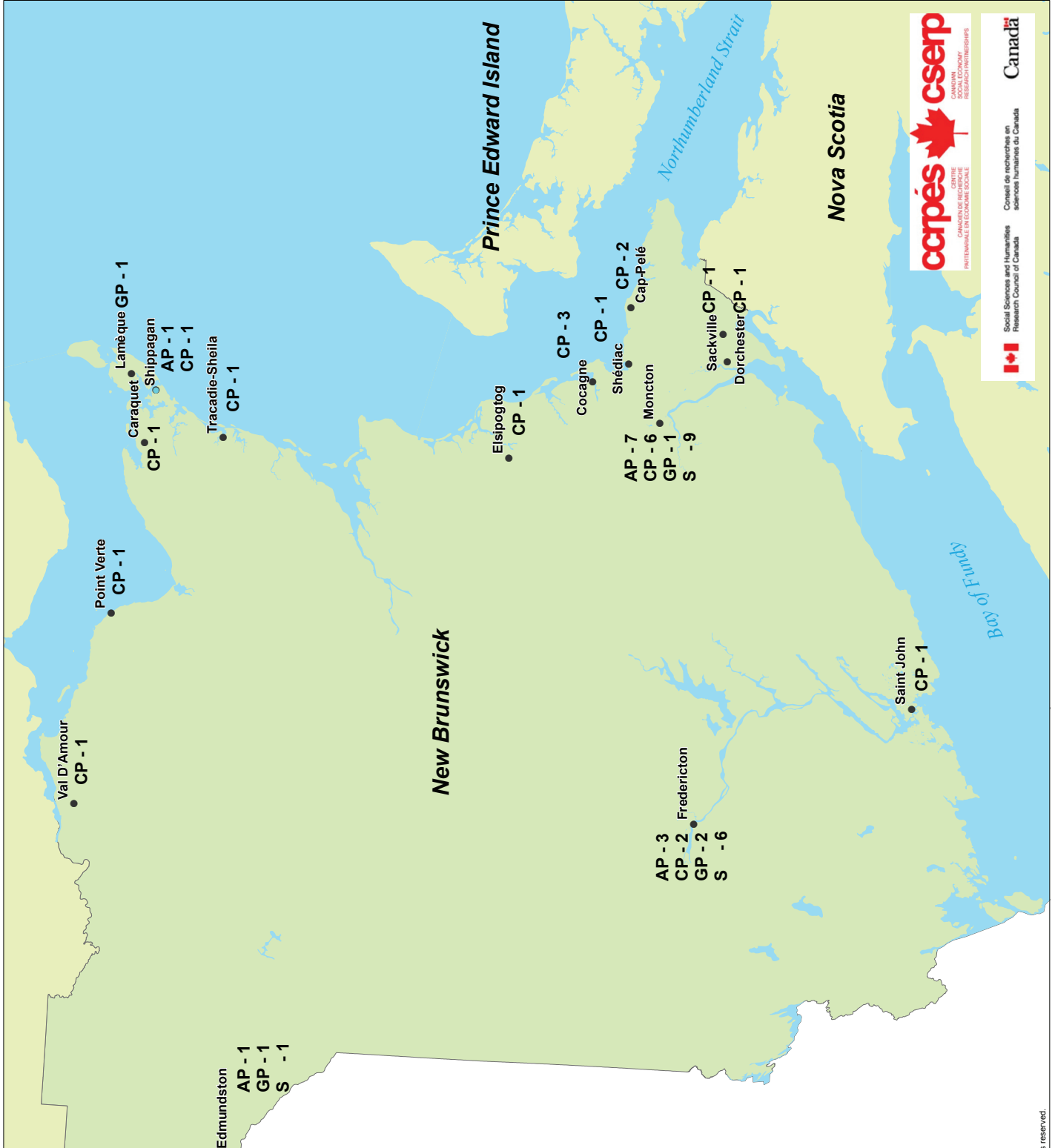
**Atlantic Canada Partners**  
 Newfoundland & Labrador (26)  
 Nova Scotia (86)  
 Prince Edward Island (61)



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[www.gov.ns.ca/communitycounts](http://www.gov.ns.ca/communitycounts)

May 2011

Source:  
 Social Economy Partners  
 - Social Economy and Sustainability Research Network  
 Waterprovincial boundaries - DMIT1 CanMap v2007.4





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Conseil de recherches en sciences humaines du Canada

Canada



Social Economy and Sustainability Research Network  
Partnerships in Atlantic Canada  
<http://www.msuw.ca/socialconomyatlantic/>

## Research Partners Newfoundland & Labrador (26 Partners) 2005 - 2010

### Legend

#### NL Partners by Type of Partnership

- AP - Academic Partner (4)
- CP - Community Partner (8)
- GP - Government Partner (0)
- S - Student (14)

#### Atlantic Canada Partners

- New Brunswick (56)
- Nova Scotia (86)
- Prince Edward Island (61)



May 2011

Source: Social Economy Partners Sustainability Research Network  
Water/provincial boundaries - DMIT CanMap v2007.4

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Social Economy and Sustainability Research Network  
 Partenariat sur l'économie sociale et la durabilité  
<http://www.msvu.ca/socialconomyatlantic/>

## Research Partners

### Prince Edward Island (61 Partners)

2005 - 2010

#### Legend

PEI Partners  
 by Type of Partnership

AP - Academic Partner (11)

CP - Community Partner (23)

GP - Government Partner (4)

S - Student (23)

#### Atlantic Canada Partners

New Brunswick (56)

Newfoundland & Labrador (26)

Nova Scotia (86)



Hundreds of communities. Thousands of facts. One website.  
[www.govns.ca/communitycounts](http://www.govns.ca/communitycounts)

May 2011

Sources:  
 Social Economy Partners  
 Social Economy and Sustainability Research Network  
 Water/provincial boundaries - DMTI CanMap v2007.4



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 sciences humaines du Canada



Canada

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# SOCIAL ECONOMY AND SUSTAINABILITY RESEARCH NETWORK

## PARTENARIAT SUR L'ÉCONOMIE SOCIALE ET LA DURABILITÉ

**Bridging, Bonding and Building / Renforcement des liens et des capacités**

### **SES/ÉSD Network Research Goals**

- Contributing to the theory and practice of social economy in the Atlantic region
- Internal bridging, bonding, mentoring and capacity building
- Encouraging use of the “social economy” as a framing concept in the region
- Linking Atlantic partners with other parts of Canada and the world

### **SES/ÉSD Network Research Themes and Questions**

*Conceptualizing and describing the social economy in Atlantic Canada:*

- What does the social economy look like? What needs does it address?
- How can we best capture this sector conceptually?
- What, if anything, makes it distinctive or innovative? How interconnected are its facets, and to what effect?
- What are the characteristics of social economy organizations?
- What are the implications for government policy?

*Policy inventory and analysis:*

- How are different understandings of “social economy” reflected in government policy?
- What needs are not being met, and what changes are needed in regulatory environment?
- What indicators can we develop to aid in policy development?

*Community mobilization around issues of common concern (natural resources, food security, inclusion and empowerment):*

- Do social economy organizations contribute to social inclusion, the democratization of the economy, and empowerment?
- What inputs are needed to overcome obstacles and build capacity?
- What can we learn from research on mobilization around food security, empowerment and inclusion, community management of natural resources and energy?

*Measuring and Financing the Social Economy:*

- What can social accounting, co-operative accounting, social auditing, & other techniques contribute towards a better understanding of the work and contributions of social economy organizations?
- Where do social economy organizations obtain the financing that they need?
- What do social economy organizations contribute toward financing the social economy?

*Modeling and researching innovative, traditional, and IT-based communication and dissemination processes:*

- How can social economy actors best communicate?
- What can our Network team members contribute by developing and modeling processes and techniques?
- What can be gained from exploring technology as an equalizer vs. technology as a barrier?

# SOCIAL ECONOMY AND SUSTAINABILITY RESEARCH NETWORK

## PARTENARIAT SUR L'ÉCONOMIE SOCIALE ET LA DURABILITÉ

**Bridging, Bonding and Building / Renforcement des liens et des capacités**

### Network Director

- Dr. Leslie Brown, Professor, Sociology/Anthropology, Mount Saint Vincent University

### Network Co-Directors

- Mr. Seth Asimakos, Manager, Saint John Community Loan Fund
- Ms. Penelope Rowe, Chief Executive Officer, Community Services Council Newfoundland and Labrador
- Dr. Luc Thériault, Professor, Sociology, University of New Brunswick

### Sub-Node Coordinators

#### *SN1: Mapping and Policy Analysis*

- Dr. Luc Thériault, Professor, Sociology, University of New Brunswick, Fredericton, NB

#### *SN2: Mobilization: Inclusion and Empowerment in the Social Economy*

- Dr. Irené Novaczek, Director, Institute of Island Studies, University of Prince Edward Island, Charlottetown, PEI

#### *SN3: Mobilization: Food Security and Community Economic Development*

- Dr. Patricia Williams, Assistant Professor, Applied Human Nutrition, Mount Saint Vincent University, Halifax, NS

#### *SN4: Mobilization: Natural Resources and Livelihood*

- Dr. Omer Chouinard, Professeur, Sociologie, Université de Moncton, Moncton, NB

#### *SN5: Financing and Measuring the Social Economy*

- Dr. Sonja Novkovic, Associate Professor, Economics; and Dr. Judith Haiven, Associate Professor, Management, Saint Mary's University, Halifax, NS

#### *SN6: Communication Practices and Tools*

- Ms. Penelope Rowe, Chief Executive Officer, Community Services Council Newfoundland and Labrador, St. John's, NFLD
- Dr. Ivan Emke, Associate Professor, Social/Cultural Studies, Sir Wilfred Grenfell College, Memorial University of Newfoundland, Corner Brook, NFLD

### Network Coordinator

- Noreen Millar, M.A.

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To access research outputs, visit the digital repository: SE Space at <http://dc.msvu.ca:8080/fr/handle/10587/9>

# COMMUNITY PARTNER ORGANIZATIONS

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- *Association des conchyliculteurs professionnels du Nouveau-Brunswick*
- *Bosque Modelo Chiloé*
- *Canadian Community Economic Development Network*
- *Canadian Community Investment Network Co-op*
- *Canadian Worker Cooperative Federation*
- *Chinese Canadian Association of PEI*
- *Coalition pour la Viabilité du Sud du Golfe du St-Laurent*
- *Community Education Network of Southwestern Newfoundland*
- *Community Sector Council Newfoundland and Labrador*
- *Co-op Atlantic*
- *Coop de Développement Régional Acadie*
- *Cooperative Management Education Co-op*
- *Cooper Institute*
- *Deep Roots Music Cooperative*
- *FEED NOVA SCOTIA*
- *Fogo Island Co-op*
- *Groupe de développement durable du pays de Cocagne*
- *Groupe du bassin versant de la région de Cap-Pelé*
- *Growing Circle Co-op*
- *Halifax Independent School*
- *Hillsborough Promoters*
- *Imagine Canada*
- *JustUs! Development and Education Society*
- *Kids Action Program*
- *L'Association des propriétaires de lots boisés du NB*
- *La coopérative agricole de la Récolte de Chez-Nous*
- *La Coopérative Travailleurs Forestiers Mckendrick Ltée*
- *LEAP Co-op (Launching Entrepreneurial Advantage for Parents)*
- *Learning Disabilities Association of Prince Edward Island*
- *Mobilizing Youth for the Delivery of Advisory Services*
- *New Brunswick Cranberry Growers Agency*
- *Nova Scotia Association of Community Business Development Corporations*
- *Paq'tnkek Fish and Wildlife Society*
- *PEI Association for Newcomers to Canada*
- *PolicyLink NB*
- *Post Carbon Greater Moncton*
- *Quality of Island Life Co-operative*
- *Rural & Coastal Communities Network*
- *SAGE Inc.*
- *Saint John Community Loan Fund*
- *Seaspray Atlantic*
- *Société Coopérative de Lamèque Limitée*
- *Sunroot Farm Eco-Solidarity Association*
- *Trout River Environmental Committee Ltd.*
- *Women for Environmental Sustainability*
- *Women's Network PEI, Inc.*

# RESOURCES FOR COMMUNITY ORGANIZATIONS

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## Atlantic Region

- **Atlantic Association of Community Business Development Corporations** - is a network of autonomous, not-for-profit organizations that work with all levels of government and the private sector to meet the needs of small business: <http://www.cbdc.ca/>
- **Atlantic Canada Opportunities Agency** - works with business and communities to make Atlantic Canada's economy more innovative, productive and competitive: <http://www.acoa-apeca.gc.ca/English/Pages/Home.aspx>
- **Atlantic Community Economic Development Institute** - is a co-operative based in NS that carries out research, capacity building and asset mapping activities with the purpose of building sustainable communities. ACEDI is particularly oriented to support lower-income groups among the First Nations, African Canadians and marginalized rural communities in the Atlantic Region and overseas: <http://www.acedi.ca/>
- **Atlantic Charities Learning Exchange** - a project of Community Sector Council Newfoundland and Labrador (CSC), ACLE offers training in everything from fundraising effectiveness to proper CRA compliance: <http://www.atlanticcharities.ca/>
- **Atlantic Council for Community and Social Enterprise** - advocates on behalf of organizations in Atlantic Canada that operate like a business, produce goods and services for the market, but manage operations and direct surpluses in pursuit of social, environmental and cultural goals: <http://accse.ca/about/>
- **Co-op Atlantic** - the largest co-operative in Atlantic Canada providing food, agricultural, energy and social housing / real estate services to organizations and businesses in more than 150 communities: [www.coopatlantic.ca](http://www.coopatlantic.ca)
- **Guide to Law for Non-Profit Organizations in Atlantic Canada** - a guide that will help non-profits increase their knowledge of the laws in Atlantic Canada. It will help you choose the right organizational structure for your group; avoid fines; and avoid liability charges: <http://www.cliapei.ca/sitefiles/File/publications/nonprofit%20info.pdf>
- **Social Economy (SE) Space** - a site developed in collaboration with the Social Economy and Sustainability Research Network, and hosted at Mount Saint Vincent University, it focuses on the works, publications and research by persons involved in researching and writing about matters pertaining to the Social Economy. Currently, the main focus is on work authored by or relevant to Atlantic Canadians, though the intention is that it will gradually expand to cover more Canadian and international works: <http://dc.msvu.ca:8080/fr/handle/10587/9>

## New Brunswick

- **Business New Brunswick** - government site for tips and resources to help you navigate legal requirements and make your business start-up in New Brunswick easy: <http://www.gnb.ca/0398/investment/AboutNB/BusinessStartup/index-e.asp>
- **Community Non-profit Organizations Database Registration** - a database that communicates regular updates from the Community Non-profit Organizations (CNPO) Secretariat, messages from the Minister responsible for CNPO and information on programs and services for the non-profit and voluntary sector: [www.gnb.ca/0012/CNPO-OCSB/registration/index-e.asp](http://www.gnb.ca/0012/CNPO-OCSB/registration/index-e.asp)
- **Co-operative Enterprise Council of New Brunswick** - offers a wide variety of services to help facilitate the continued success, growth, and competitiveness of co-operatives and credit unions in New Brunswick: <http://www.cecnb.ca/>
- **Credit Union Central of New Brunswick** - credit union and ATM details, information about services, funds and locations of members: <http://www.creditunion.nb.ca/>
- **Falls Brook Centre**—the Community Resiliency Toolkit is an organized list of resources for com-

munity members, organizations and businesses:

[www.fallsbrookcentre.ca/fbc/wp-content/uploads/2010/09/Link-Listing3.pdf](http://www.fallsbrookcentre.ca/fbc/wp-content/uploads/2010/09/Link-Listing3.pdf)

- **Government of NB Dept. of Justice and Consumer Affairs** - online forms and contact information for incorporating a co-operative in NB:  
<http://www.coopscanada.coop/en/orphan/Incorporating-a-Co-operative-in-New-Brunswick>
- **New Brunswick Community Non-Profit Organizations Secretariat** - a government-run website dedicated to non-profits, charities, and volunteers:  
[www2.gnb.ca/content/gnb/en/departments/community\\_non-profit.html](http://www2.gnb.ca/content/gnb/en/departments/community_non-profit.html)
- **Saint John Community Loan Fund** - by “investing in people, investing in community” the SJCLF helps individuals create income, build assets, and attain greater self-reliance: [www.loanfund.ca](http://www.loanfund.ca)
- **Saint John Volunteer Centre** - dedicated to promoting and encouraging volunteerism by developing, managing and supporting volunteer resources:  
<http://www.volunteercentresj.com/volunteer.aspx>
- **Service New Brunswick** - searchable government database providing information on registrations at the Corporate Registry of Service New Brunswick. These registrations deal with profit and not-for-profit companies, partnerships and business names: <http://www.snb.ca/e/6000/6600e.asp>

## Newfoundland and Labrador

- **Advancing Non-Profit and Voluntary Investments in Learning** - ANVIL looks to connect incorporated voluntary or non-profits, registered charities, municipalities, and/or industry associations with Memorial University co-operative education students:  
<http://www.hrle.gov.nl.ca/hrle/students/anvil.html>
- **Community Sector Council of Newfoundland and Labrador** - an in-depth compilation of resources dedicated to building a voice for the voluntary sector: <http://www.envision.ca/>
- **Credit Union Central of Newfoundland and Labrador** - advice on a range of issues from registration, governance, staffing, payroll and fundraising: <https://www.nlcu.com/Home/>
- **NFLD and Labrador Dept. of Business** - government site providing information on taxes, laws and incentives for doing business in NFLD and Labrador: <http://www.nlbusiness.ca/incentives.html>
- **NFLD and Labrador Federation of Co-operatives** - the unifying voice for co-op enterprises in Newfoundland and Labrador that aims to promote the co-op business alternative and to support the continued growth and development of the co-op sector in the province: [www.nlfc.coop](http://www.nlfc.coop)
- **NFLD and Labrador Voluntary and Non-Profit Secretariat** - a policy office that strives to enhance and support the contribution of the voluntary, non-profit sector to the well being of all our communities: [www.gov.nl.ca/vnps/index.html](http://www.gov.nl.ca/vnps/index.html)
- **NFLD Community Accounts** - sharing data, providing information and developing knowledge to explore the well-being for the people of NFLD and Labrador: [www.communityaccounts.ca/](http://www.communityaccounts.ca/)
- **NFLD Registry of Co-ops** - government department responsible for the regulation and general supervision of cooperatives in NFLD and Labrador: <http://www.gs.gov.nl.ca/registries/cooperatives.html>
- **Voluntary Gateway** - connecting people and resources for community vitality: <http://voluntarygateway.ca>

## Nova Scotia

- **Acadia Centre for Social and Business Enterprise** - works with people, groups, educational institutions and communities to help them fulfill their entrepreneurial potential. Business plans, market research, financial analysis, growth strategies, strategic planning, goal setting, specialized career development programs, and professional certification are just a few of the areas for which we provide training, guidance and expert advice:

<http://www.acsbe.com>

- **Access NS, Access to Business** - government site providing you with everything you need to know to start, operate or end a business in NS: <http://www.gov.ns.ca/snsmr/access/business/a2b.asp>
- **BCA Investment Co-operative Ltd.** - the BCA Group is made up of volunteers, the majority of whom are successful business persons, who have created a pool of investment capital for businesses located on Cape Breton Island in response to the capital drain into major metropolitan centers. The general objective is community development and improvement through the use of innovative business tools: <http://www.bcagroup.ca/>
- **Community Economic Development Investment Funds** - CEDIFS enable local capital to be open to investment while at the same time offering tax benefits to the investors. NS is currently the only province with operating CEDIFs but PEI passed legislation in 2010 and is in the process of formalizing regulation. For information on Nova Scotia CEDIFs check out: <http://www.gov.ns.ca/econ/cedif>
- **Credit Union Central of Nova Scotia** - credit union and ATM details, information about products and services, membership benefits, loan and savings calculators and more: <http://www.ns-credit-unions.com/>
- **Federation of Community Organizations** - FOCO aims to connect and strengthen the voluntary sector in the Halifax Regional Municipality: [www.foco.ca](http://www.foco.ca)
- **Health Promotion Clearinghouse** - an online resource to find out more about what's happening in health promotion in Nova Scotia. We work with organizations and communities toward enabling people to take control over their health and over the conditions that affect it: <http://www.hpclearinghouse.ca/>
- **InNOVACorp** - Innovacorp helps high potential early stage companies commercialize their technologies and succeed in the global marketplace: <http://innovacorp.ca/>
- **Legal Information Society of Nova Scotia, DecisionTree**—advice for non-profit and voluntary organizations interested in obtaining charitable status that will help organizations understand the responsibilities and requirements of administering a registered charity: [www.charitydecisiontree.legalinfo.org/](http://www.charitydecisiontree.legalinfo.org/)
- **Nova Scotia Community Counts** - NSCC presents socio-economic and other data that illustrate the unique nature of each community and allows comparisons of community resources among regional, provincial, and national levels to present a more complete picture of Nova Scotian communities: [www.gov.ns.ca/finance/communitycounts](http://www.gov.ns.ca/finance/communitycounts)
- **Nova Scotia Co-operative Council** - an umbrella organization that represents more than 297 co-operative businesses and credit unions in the province: [www.nsko-opcouncil.ca/coops\\_member\\_profile.php](http://www.nsko-opcouncil.ca/coops_member_profile.php)
- **Nova Scotia Joint Stocks Registry Co-operatives Branch** - government advice on startup assistance, incorporation, registration, advisory services, inspections and winding-up a co-operative: <http://www.gov.ns.ca/snsmr/access/business/registry-joint-stock-companies/co-operatives.asp>
- **Rural & Coastal Communities Network** - is a volunteer association of organizations whose mission is to provide a forum to encourage dialogue, share information, and create strategies and actions that promote the survival and development of Nova Scotia's coastal and rural communities: <http://www.coastalcommunities.ns.ca/>
- **The Hub** - the Hub is your space downtown. Use it anytime as your office, a place to host important meetings, take out your laptop, get online and get stuff done: <http://thehubhalifax.ca/>
- **Volunteerism and the Voluntary Sector in NS** - government resources for the voluntary sector: <http://www.gov.ns.ca/lwd/volunteerism/voluntary-sector.asp>

## Prince Edward Island

- **Co-op Development Support in PEI** - everything you need to know to create a co-op in PEI:

<http://www.coop.gc.ca/COOP/display-afficher.do?id=1233866415855&lang=eng>

- **Corporate/Business Names Registry in PEI** - searchable government site for information on incorporated companies, non-profit associations, business names, limited partnerships, licensed extra-provincial companies, co-operatives and licensed insurance companies registered on Prince Edward Island: <http://www.gov.pe.ca/corporations/index.php>
- **Credit Union Central of PEI** - credit union and ATM details, information about products and services, membership benefits, loan and savings calculators and more: <http://www.peicreditunions.com/>
- **Do Business in PEI** - services to help you in starting, expanding, relocating your business, or investing in Prince Edward Island: <http://www.gov.pe.ca/index.php3?number=81114>
- **PEI Co-operative Council** - is committed to providing support to its members, promoting the co-operative model, and improving the economic and social fabric of Prince Edward Island: <http://peicc.coop/index.html>

## National

- **Canada's Rural Partnership** - aims to improve the tools, resources and services received by rural communities in support of rural competitiveness, innovation and efforts to add value to local amenities: <http://www.rural.gc.ca/RURAL/>
- **Canadian Centre for Community Renewal** - pre-eminent source of expertise and resources for community economic development: <http://www.cedworks.com/index.html>
- **Canadian Community Economic Development Network** - a national member-led organization committed to strengthening Canadian communities by creating better economic opportunities and enhancing environmental and social conditions: [www.ccednet-rcdec.ca](http://www.ccednet-rcdec.ca)
- **Canadian Co-operative Association** - provides leadership to promote, develop and unite co-operatives and credit unions for the benefit of people in Canada and around the world: <http://www.coopscanada.coop/>
- **Canadian Council on Social Development** - a non-governmental, not-for-profit organization, that develops and promotes progressive social policies inspired by social justice, equality and the empowerment of individuals and communities. We do this through research, consultation, public education and advocacy. Our main product is information: <http://www.ccsd.ca/home.htm>
- **Canadian Information Database** - is a free internet-based resource developed to provide communities, researchers, and governments with access to consistent and reliable socio-economic and demographic data and information for all communities across Canada: [www.cid-bdc.ca](http://www.cid-bdc.ca)
- **Charity Village** - Canada's Supersite for Non-Profits: [www.charityvillage.com](http://www.charityvillage.com)
- **Community-Campus Partnerships for Health** - fosters partnerships between communities and educational institutions that build on each other's strengths and develop their roles as change agents for improving health professions education, civic responsibility and the overall health of communities: <http://www.ccph.info/>
- **Computers for Schools** - refurbishes computers and related equipment donated by governments and businesses and then donates them across Canada to libraries, schools and registered not-for-profits: [www.ic.gc.ca/eic/site/cfs-ope.nsf/eng/Home](http://www.ic.gc.ca/eic/site/cfs-ope.nsf/eng/Home)
- **Co-operative Development Foundation of Canada** - raises funds in support of co-operative and credit union development programming to reduce global poverty delivered in partnership with the CCA, helping children, women and men in the developing world build pathways out of poverty: <http://www.cdfcanada.coop/>
- **Co-operative Housing Federation of Canada** - a nation-wide umbrella organization for co-op housing and Canada's link with co-op housing around the world. CHF exists to unite, represent and serve the co-op housing community across Canada: <http://www.chfcanada.coop/eng/pages2007/home.asp>
- **Co-operative Secretariat of Canada** - advises the government on policies affecting co-operatives,

co-ordinates the implementation of such policies, and encourages use of the co-operative model for the social and economic development of Canada's communities. Of specific interest is the Co-operative Development Initiative: [www.coop.gc.ca](http://www.coop.gc.ca)

- **Co-op Zone** - a network of people and organizations which help others to start and develop co-operatives: <http://www.coopzone.coop/en/home>
- **Donor Perfect** - non-profit donor management software: <http://donorperfect.com>
- **Google for Non-Profits** - tools to help promote your cause, raise money and operate more efficiently: [www.google.ca/non-profits/](http://www.google.ca/non-profits/)
- **Human Resource Council for the Non-profit Sector** - takes action on non-profit labour force issues; sparks awareness and action on labour force issues; brings together people, information and ideas in the spirit of collaborative action; and builds knowledge and understanding of the nonprofit labour force: <http://hrcouncil.ca/about/overview.cfm>
- **Imagine Canada** - supports and strengthens charities and nonprofits so they can, in turn, support the Canadians and communities they serve. Be sure to check out their non-profit library: <http://www.imaginecanada.ca/>
- **MSVU SE Libguide** - this guide is a collaborative effort of the MSVU Library and the Social Economy and Sustainability Research Network and will grow and adapt as the project progresses: <http://libguides.msvu.ca/content.php?pid=1830>
- **My Charity Connects** - a free, open-source office software suite for word processing, spreadsheets, presentations, graphics, databases and more: <http://mycharityconnects.org>
- **NGO Tech Support** - an online resource centre dedicated to connecting charities to the technologies they need in order to succeed: <http://techsoupcanada.ca>
- **Open Office**—free software: <http://openoffice.org>
- **Service Canada, Canada Summer Jobs Program** - a Government of Canada initiative that provides funding to help employers create summer job opportunities for students. It is designed to focus on local priorities while helping both students and their communities: <http://www.servicecanada.gc.ca>
- **Skype** - Free Calls, Video Calls and Instant Messaging: [www.skype.com](http://www.skype.com) and [www.yugma.com](http://www.yugma.com)
- **SocialFinance.ca** - envisions a world in which the innovations and resources of finance are harnessed to produce positive social, environmental, and commercial advancements. We work to catalyze and sustain a robust social finance marketplace in Canada: <http://socialfinance.ca/>
- **United Way of Canada / Centraide Canada** - committed to strengthening communities and improving the quality of life for all Canadians. Check out their Neighbourhood Change Program at 211.ca: <http://www.unitedway.ca/>
- **Volunteer Canada** - dedicated to the advancement of volunteerism in order to strengthen society and improve quality of life in Canada: <http://volunteer.ca/>
- **You Tube Non-Profit Channel** - a great way to engage supporters and get your organization's message out to the world: [www.youtube.com/nonprofits](http://www.youtube.com/nonprofits)