

# **Leading and making a difference in Manitoba – the co-op way**

*A strategy for developing and maintaining Manitoba's  
cooperative community*

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## INTRODUCTION

Manitoba has a proud history of cooperative development, starting with the creation of consumer and agricultural cooperatives in the late 19<sup>th</sup> century, to the establishment of credit unions in the 1930's, through to the more recent expansion of cooperative activity in areas such as health, child care and housing. Today, Manitobans can participate in a wide range of financial, consumer, producer, worker and multi-stakeholder cooperatives to meet their social and economic needs.

A proven model, cooperatives have grown in number, type and influence over the years. New and emerging types of cooperatives are being developed to meet an ever-broadening set of social and economic needs, helping Manitoba grow and thrive. Today, there are more than 410 cooperatives, credit unions and *caisses populaires* in Manitoba, comprising more than 800,000 members and almost \$10 billion in assets<sup>1</sup>. Seven of Canada's top fifty non-financial cooperatives are based in Manitoba<sup>2</sup>. The province is also home to unique sets of expertise in pursuing opportunities and in meeting the needs of groups such as Aboriginal, new Canadian and urban communities. Cooperatives make a big difference in Manitoba.

Against this background of growth and development, Manitoba's cooperative community is nevertheless facing some significant challenges. Globalization continues to present challenges to the sustainability of Manitoba's cooperatives, both in terms of their competitiveness and the social and economic impacts of international events in their communities. Within Manitoba, starting a cooperative is still a relatively challenging task because legislation, policies and programs are not always "co-op friendly" and financial resources are not always readily available. Cooperatives are not as visible as they could be as a proven model of economic and social development, and there are still some gaps in the services and supports available to cooperatives, preventing them from reaching their full potential. The supports and structures currently in place need to be examined to see how they could be strengthened and repositioned to play an even more helpful role.

This document presents a Vision and a Strategy for meeting these challenges and taking advantage of opportunities that will continue to help the social and economic development of Manitoba.

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<sup>1</sup> Canadian Co-operative Association (CCA), 2007

<sup>2</sup> Agriculture and Agri-Food Canada, Cooperative Secretariat, 2008

## **VISION**

### ➤ *Vision*

A growing and thriving cooperative community providing a strong leadership role in the social and economic development of Manitoba.

### ➤ *Goal of the Strategy*

This Strategy aims to stimulate, broaden and sustain the development of a socially and economically successful Manitoba cooperative community. A larger, stronger and more influential cooperative community will yield significant benefits:

- Increases in the number and types of cooperatives, in the number of cooperative jobs created and in the total assets of cooperatives will help strengthen the province's economy.
- More integrated approaches to financing and skills development will make the cooperative community more self-sufficient and better able to meet challenges and pursue new opportunities.
- Cooperatives will have a greater positive social and economic impact in their communities.

### ➤ *Strategic Objectives*

The size, strength and impact of Manitoba's cooperative community will increase by:

- creating a more supportive environment for the establishment and on-going operation of cooperatives
- fostering better awareness and understanding of the value and the principles of cooperatives
- providing better infrastructure supports and services for cooperatives

## OBJECTIVES AND ACTIONS

The objectives of the Strategy address three major challenges facing Manitoba's cooperative community:

- the need to start up and continue to evolve in a supportive environment
- the need for all Manitobans to understand the value of cooperatives
- the need for a full range of supports and services for cooperatives

By addressing these fundamental needs, Manitoba's cooperatives will be better able to take advantage of new opportunities for growth and to give back to their members and the communities in which they operate.

### ***Strategic objective: Create a more supportive environment for the establishment and on-going operation of cooperatives***

Cooperatives need to operate in environments that enable them to grow and thrive. Basic elements of such an environment include "co-op friendly" legislation, policies and programs, along with new tools for capitalization and financing.

#### ○ ***Provincial legislation, policies and programs***

The Provincial government has an important role to play in ensuring that cooperatives can evolve in an environment that enables them to grow and thrive. In such an environment, all relevant provincial government departments have an appropriate focus on cooperatives, facilitating the emergence and development of cooperatives in a wide range of areas.

A supportive environment also means having legislation, policies and programs in place that facilitate the establishment of new and emerging types of cooperatives (e.g. multi-stakeholder cooperatives, non-credit union financial cooperatives) and enhance the on-going operations of established cooperatives. Such an environment can be realized by working with the cooperative community to research and recommend enabling legislation, "co-op friendly" policies and programs, and capacity-building initiatives.

It is also important that the government of Manitoba continues to work closely with other levels of government (municipal, provincial and the federal) to bring forward concerns and interests of the Manitoba cooperative community. For its part, the cooperative community must work more closely together to advocate for its own needs, and a mechanism should be established for this type of collaboration.

#### *Enabling activities:*

- develop effective relationships within and across governments and encourage other departments to take an active role in cooperative development

- research enabling legislation that would encourage the incorporation of new and emerging models of cooperatives
  - research, develop and introduce provincial policies aimed at providing more equitable treatment of cooperatives
  - develop and implement a provincial capacity-building program for new cooperatives
  - establish a cooperative advocacy mechanism
- ***Options to enhance capitalization and financing***

Like other enterprises, cooperatives need to access capital and financing to grow and thrive. Unlike them however, they have more difficulty in attaining sufficient levels of capitalisation, largely due to their unique nature. To address this issue, there needs to be an examination of a variety of innovative and practical tools that could be made available to cooperatives, to enable them to attract the type and level of investment required for their sustained growth.

For example, the participation of outside sources of cooperative financing is generally seen as a powerful mechanism to address issues around capitalization of cooperatives. An attractive proposition, it nevertheless raises issues related to the autonomy of cooperatives and the expectation of yield held by outside investors. An exploration of this capitalization tool should include an analysis of the legal and tax implications, and of the potential impact of introducing such a change.

A supportive environment means an equitable tax treatment for cooperatives. There are currently few attractive tax incentives to invest in cooperatives. Cooperative development tax credits, different RRSP rules for investing in cooperatives, and equitable capital gains income tax treatment are all examples of the types of incentives that also need to be considered as ways to enhance access to capitalization and financing.

*Enabling activities:*

- explore new options for investing in cooperatives
    - explore new tax incentives favourable to investing in cooperatives
  - ***New and existing financial supports***
- A more comprehensive set of financial supports will enhance the ability of cooperatives to address issues of growth and capitalization. Beyond the existing sources of funding, a number of new cooperative financial vehicles could be considered within the context of a more equitable tax environment, enabling them to truly adhere to the principle of “Co-ops helping co-ops”.

Examples of such investments include:

- a “cooperative venture capital fund” to provide start-ups with “patient capital”,

- a “cooperative development fund” to support the emergence of new cooperatives, and
- a “cooperative-funded equity fund” to provide more capital for established cooperatives.

Within this evolving context, it is also worth looking at how the Cooperative Loans and Loans Guarantee Board can be positioned as one of the key basic financial tools accessible to new cooperatives, as part of a more supportive financial environment.

*Enabling activities:*

- explore a range of new financial vehicles that would enhance cooperatives’ ability to attract investment (a venture capital fund, a development fund and an equity fund)
- review and strengthen the mandate of the Cooperative Loans and Loans Guarantee Board

***Strategic objective: Fostering better awareness and understanding of the value and principles of cooperatives***

A more supportive environment for cooperative growth and development also means greater public awareness and understanding of cooperatives, more youth engagement in cooperatives, leadership development, a higher profile for cooperatives in post-secondary education, and a more knowledgeable cooperative community.

○ ***General awareness and understanding***

Manitobans need to better understand cooperatives: not only what they are, but how they work and how they contribute to the social and economic well-being of their communities. Public servants, economic developers and professionals providing advice to cooperatives need to be more familiar with cooperatives and deal more effectively with their requests. Members of cooperatives also need to understand the economic and social value of their organization, and learning about innovative cooperative solutions can help marginalized groups address social and economic challenges.

This means taking stock of the public’s understanding of cooperatives and “getting the word out” that cooperatives can make a big difference in people’s lives. It also means developing awareness and promotion materials, with clear messaging (via credible spokespersons) for specific groups:

- the general public,
- different levels of government,

- professional groups providing advice (e.g. lawyers, accountants, economic development professionals),
- marginalized groups (e.g. Aboriginal communities, immigrant groups), and
- the cooperative community itself.

A “Co-op Speakers’ Bureau” can provide a valuable source of expertise in helping promote the cooperative model. Hosting major conferences and symposia in Manitoba can also help keep cooperatives in the public eye, enhancing the public profile of cooperatives. The Cooperative Promotion Board could play a significant role in providing support for these and other public awareness activities.

*Enabling activities:*

- develop and implement a comprehensive province-wide marketing campaign on cooperatives
- establish a “Co-op Speakers’ Bureau” and hold regular events on cooperatives
- realign the activities of the Cooperative Promotion Board to focus on public awareness activities.

○ ***Youth engagement and leadership renewal***

Ensuring that Manitoba youth are familiar with the concept and the values of cooperatives can help prepare future leaders for Manitoba’s cooperatives, and help alleviate concerns about youth engagement in their communities. Many second-tier cooperative associations already support cooperatives in education by providing access to school curriculum materials on cooperatives, but more could be done to help familiarize Manitoba youth with cooperatives: include cooperatives and their values as a topic in elementary and secondary programs, involve teachers in activities that support classroom education about cooperatives, establish school-based youth cooperatives (e.g. “petites caisses” in French-language schools), and integrate cooperative education in youth serving community based organizations (e.g. 4H clubs, Friendship Centres) help promote cooperatives across the province.

*Enabling activities:*

- include cooperatives and their values as a topic in school programs
- develop youth directed school curriculum materials on cooperatives
- support youth outreach, mentoring and coaching activities on cooperation and cooperatives
- increase interest and foster the engagement of teaching professionals and community-based organizations in teaching and learning about cooperatives

○ ***The cooperative model in institutes of higher learning***

Manitoba has a long and proud tradition of cooperation, and it can continue its strong leadership role by ensuring that higher education about and research on the cooperative model is a reality in all its institutions of higher learning: its colleges, universities and business schools. These establishments have a key role to play in the

preparation of tomorrow's cooperative managers and entrepreneurs, and in research activities that help advance the understanding and application of cooperatives as enterprises that promote social as well as economic values.

Other professional programs also need to be reviewed to ensure that cooperatives are given thorough consideration, for example in law and accounting, as graduates are expected to offer services to cooperatives with a thorough understanding of all aspects of their establishment and growth, from start-up incorporation through all aspects of their growth and development.

Other options to enhance the study of cooperatives include a Chair on cooperatives, scholarships to study cooperatives, and national conferences and symposia on cooperatives.

*Enabling activities:*

- review, broaden and enhance post-secondary education and research programs on cooperatives
- create a Chair on Cooperatives at a provincial business school
- establish scholarships for students wanting to specialize in the study of cooperatives
- support conferences and research symposia on cooperatives

○ ***Education of the cooperative community***

Many people in the cooperative community have an incomplete knowledge and understanding of cooperatives. Boards, management, employees and members of cooperatives need to have a better knowledge and understanding of cooperatives to be better able to manage and strengthen their organizations, and to take advantage of new opportunities. Cooperatives require specialized knowledge and skills in diverse areas such as business development, financing options, legal aspects of incorporation, and governance structures. The development and implementation of an education program aimed at the cooperative community will ensure that it has the knowledge and skills required to sustain its growth and development.

*Enabling activities:*

- develop education materials and deliver training for boards, management, employees and members of cooperatives.

***Strategic objective: improving infrastructure supports and services for cooperatives***

The growth in the size, strength and impact of Manitoba's cooperatives will also depend on their ability to access appropriate supports and services, on the strength of their networks, and on their ability to work closely together.

○ ***Access to core supports and services***

There needs to be a thorough inventory of supports and services currently available to Manitoba cooperatives, to identify any gaps that hinder their growth and development. A comprehensive inventory would take into account the specific needs and resources of groups and communities across the province, and lead to suggestions on how to fill the gaps and identify any other unmet needs. Suggestions for improving access could include the creation of a “Manitoba co-op portal” to provide on-line access to comprehensive information about support and services available in the province, and adopting multi-stakeholder models as a way to involve “co-ops in helping other co-ops” through mentoring in areas where they need assistance.

Because cooperatives need help in all stages of cooperative development — from feasibility to start-up or expansion, from capitalization and market development through to operational challenges — they often need more technical assistance and expert advice provided by professional cooperative developers. Establishing a provincial network of development professionals would greatly facilitate access to their services.

*Enabling activities:*

- identify and fill gaps in existing supports and services
- create a “one-stop” gateway to on-line services for cooperatives
- expand the use of the multi-stakeholder models of assistance
- create a provincial network of cooperative developers

○ ***Provincial organizations, dialogue and coordination***

Stronger infrastructure supports and services for cooperatives also mean stronger and more cohesive organizations working at all levels within the cooperative community. Better coordination among these organizations will better position cooperatives to meet challenges and take advantage of new opportunities.

MCAI (the *Manitoba Co-operative Association*) and CDEM (le *Conseil de développement économique des municipalités bilingues du Manitoba*) are two key provincial organizations with a mandate to enhance and support the development of Manitoba’s cooperative community. Both can increase their effectiveness by increasing their membership and strengthening their relationship with other national and international cooperative organizations. Increased membership will enhance their capacity to deliver programs and services and help them play a stronger leadership role advocating on behalf of the entire Manitoba cooperative community. They could help establish new provincial organizations for some types of unorganized cooperatives (service co-ops, consumer co-ops, worker co-ops, new generation co-ops, etc.), and ensure that cooperatives are well represented in certain sector organizations (e.g. health, child care, housing).

The work of these organizations can be further enhanced by inviting MCAI, CDEM and MAFRI (*Manitoba Agriculture, Food and Rural Initiatives*) to form a provincial “Cooperatives Partnership Table” that could meet regularly to dialogue on issues of interest to the Manitoba cooperative community and the provincial government. Accountable to all Manitoba cooperative stakeholders, such a Partnership Table could also act as a Steering Committee to guide the implementation of this Strategy.

Other cooperative organizations also have an important role in the development of Manitoba’s cooperative community. Providing resources to enhance the capacity of so-called “second-tier” and sector organizations will significantly add to the cooperative community’s overall ability to sustain itself.

*Enabling activities:*

- make MCAI more representative of Manitoba’s cooperative community
- increase organizational links with other associations (provincially and nationally)
- strengthen and increase the number of sector organizations within the cooperative community
- increase cooperative representation in (non co-op) sector associations
- establish a provincial “Cooperatives Partnership Table” (MAFRI, MCAI, CDEM)

○ ***Collaboration among cooperatives***

Manitoba’s cooperative community needs to find ways to ensure that all cooperatives provide support for other cooperatives; their growth depends on it. Beyond investing, promoting and mentoring, other innovative approaches can be developed and implemented; these include the adoption of “Manitoba co-ops first” procurement programs and policies, inter-cooperative membership advantages, and an annual recognition awards program for “co-ops helping co-ops”.

*Enabling activities:*

- examine ways to promote an ensure adherence to the principle of “co-ops helping co-ops”
- introduce incentives for “co-ops helping co-ops”
- increase the involvement of cooperatives and second-tier organizations in providing support and services to other cooperatives

## REALIZING THE VISION: A FRAMEWORK FOR IMPLEMENTATION

The implementation of the Strategy will be a dynamic process based on a framework for collaboration involving all partners in Manitoba's cooperative community.

### **Collaboration**

The successful implementation of the Manitoba Cooperative Strategy will greatly depend on the commitment of all partners in the cooperative community working together to ensure that the objectives are met and the vision realized.

This cooperation means that all partners in the cooperative community will be invited to take collective ownership and responsibility for the Strategy. Cooperatives and their organizations will be invited to consider how they can participate in the planning, development and implementation of the various components of the Strategy. As the Strategy unfolds, they will be invited to identify needs and opportunities based on their own priorities and their capacity to contribute. This may bring about changes in various organizations' mandates as they may not currently be pursuing the types of activities set out in this Strategy, or they may not currently have the expertise or the resources to accomplish them. It may also mean taking advantage of initiatives already under way, by strengthening them and better aligning them with the Strategy.

### **Organization**

MCAI, CDEM and MAFRI are expected to work with other members of the cooperative community to identify gaps, to determine where they would like to focus their energies and resources, and to coordinate work plans aligned with the Strategy objectives. Representatives of these provincial organizations will work together as a **Strategy Steering Committee** to advise and work with partners on approaches to implementing specific actions in the Strategy, and to monitor progress and make suggestions for improvements as may be required. A full-time **Project Manager** will be appointed to support the work of the Steering Committee.

Representatives from Manitoba's broad cooperative community will be invited to contribute to the implementation of the Strategy by participating in three **Working Groups** that will focus on developing and implementing action plans and securing commitments from various groups and organizations for the three areas of strategic priority:

#### ***Supportive Environment Working Group:***

- Provincial legislation, policies and programs
- Options to enhance capitalization and financing
- New and existing financial supports

#### ***Awareness and Education Working Group:***

- General awareness and understanding

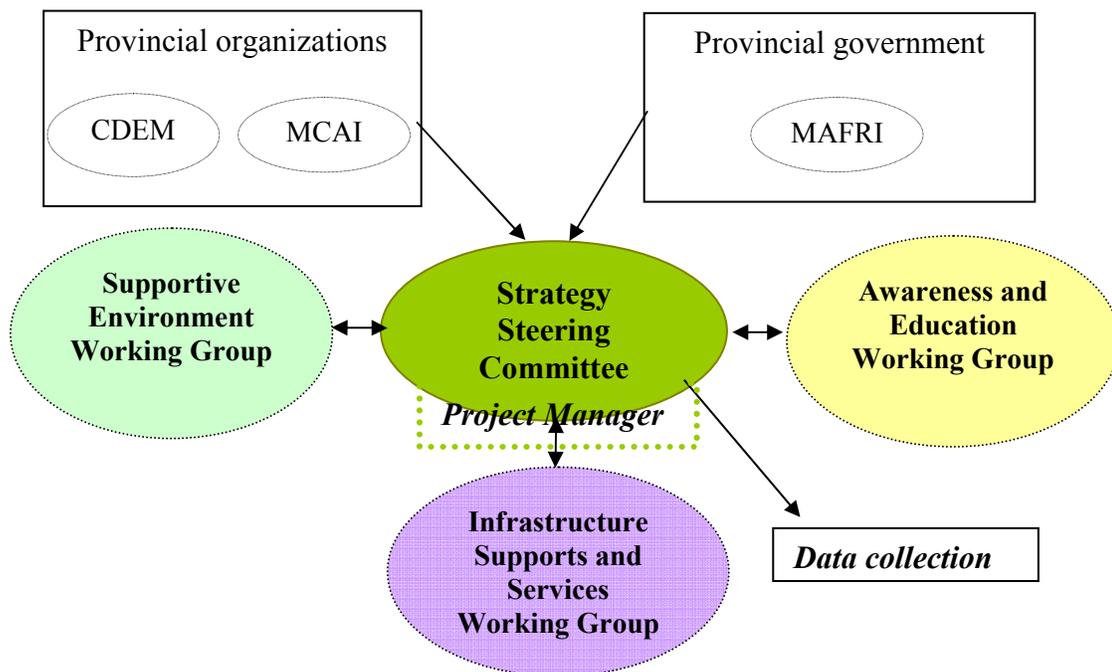
- Youth engagement and leadership development
- The cooperative model in institutes of higher learning
- Education of the cooperative community

***Infrastructure Supports and Services Working Group:***

- Access to core supports and services
- Collaboration among cooperatives
- Provincial organizations, dialogue and coordination

These Groups will be working closely with the Strategy Steering Committee as they develop and implement their plans, to ensure accountability through regular meetings and reports back to the to entire Manitoba cooperative community. Individuals who have participated in the development of the Strategy will be invited to continue their involvement by working in various Working Groups alongside representatives from organizations that will be invited to provide support and resources for implementing the Strategy.

The following diagram illustrates the relationships among the various groups and organizations that will work together with Manitoba’s cooperative community to achieve the Vision:



Draft *Terms of Reference* for the *Steering Committee* and the three *Working Groups* are included in Appendix 5.

## **Administrative and operational support for implementation**

Dedicated resources (staff and budgets) will be required to provide administrative and operational support for the work of the groups responsible for implementing various aspects of the Strategy. Major provincial partners are expected to work in partnership to secure the necessary financial and in-kind support, with the provincial government providing an initial contribution, as an initial catalyst for the Strategy.

## **Data collection**

A thorough and up-to-date understanding of Manitoba's cooperative community is critical to the implementation of the Strategy. Accurate, comprehensive and up-to-date baseline data will help:

- establish clear starting points for the Work Groups
- set and refine targets for development
- identify gaps and sectors needing special attention, including those with good potential for development
- identify new approaches that will enhance the Strategy

Given its central role in informing all aspects of the Strategy, this background work should be the responsibility of the Strategy Steering Committee, working closely with each of the Working Groups to ensure that all critical areas of interest are included.

## **Measuring and reporting on progress**

The implementation of the Strategy also includes monitoring and reporting on progress as it evolves over the next 10 years, to measure growth in the size, strength and impact of Manitoba's cooperatives. Establishing and measuring success indicators, with observable and measurable outcomes, will help assess progress and adjust the Strategy as new needs and opportunities arise. The baseline data generated through the background research will be critical to the development of these success indicators.

In addition to focussing on overall growth indicators, the three Work Groups are expected to work with the Strategy Steering Committee to develop specific measures and targets for the three major areas of activity:

- *Supportive environment:* to what extent does the policy, legal and financial environment better enable the establishment and on-going operation of Manitoba cooperatives?
- *Awareness and education:* to what extent do Manitobans know more about and better understand cooperatives and their value to their communities?
- *Infrastructure supports and services:* to what extent do Manitoba cooperatives have access to better infrastructure supports and a more comprehensive range of services?

Regular and on-going public reporting on progress will be a means of sustaining momentum and interest in the Strategy; it will also enable stakeholders to be accountable

to themselves and all members of the cooperative community for progress on the Strategy, in the true spirit of cooperation.

**Timeline: 2008-2013**

The Strategy will be implemented along multiple paths, with many interconnected activities taking place concurrently. Some initiatives will feed into others, enabling support in some instances for other activities identified in the Strategy. In addition to major partners, the implementation of the strategy will require investments of intellectual capital as well as financial and in-kind resources from all cooperative organizations, individual cooperatives and interested individuals.

The first five years are expected to build momentum for the Strategy, and put in place the major components of a sustainable environment and a complete set of supports and services for cooperatives. The second five years will be focused on consolidating these basic elements and working on growth targets for Manitoba's cooperative community.

The chart on the following page outlines the major phases of implementation, organized along the major priorities for the Steering Committee and each Work Group, for the first 5 years of the Strategy. Objectives and targets will be subject to continuous review, and are expected to be revised at the mid-point of the Strategy, in 2013.

Phase/Timeframe		Steering Committee	Supportive Environment Working Group	Awareness and Education Working Group	Infrastructure Supports and Services Working Group
2008	Preparation	Establish Steering Committee and Working Groups Hire Project Manager Commission data collection	Develop targets and action plans for 2009-2013		
2009	Research and development, early initiatives	Establish targets based on research findings, in collaboration with Working Groups Seek commitment and implementation support from members of cooperative community	Develop and launch learning program for start-ups Research policies, legislative options and financial supports Review the mandate of the Cooperative Loans and Loans Guarantee Board	Develop and launch provincial marketing campaign Develop and launch education programs for cooperatives Realign activities of CPB	Conduct gap analysis and develop strategies Research options for co-ops helping co-ops Launch on-line gateway Broaden membership in MCAI
			Make recommendations for and implement: <ul style="list-style-type: none"> <li>▪ new programs, policies or legislative changes</li> <li>▪ new financial supports</li> <li>▪ changes in mandate for the Cooperative Loans and Loans Guarantee Board</li> </ul>	Develop and launch youth engagement, leadership renewal, and higher learning initiatives	Establish developers' network Implement strategies to fill in service gaps, launch activities for "co-ops helping co-ops"
2010	Implementation	Coordinate and support activities of Working Groups			
2011		Report regularly on progress to broader cooperative community			
2012		Report regularly on progress to broader cooperative community			
2013	Mid-point evaluation	Review and adjust Strategy objectives based on progress to date	Establish targets and develop action plans for 2014-2018		

## CONCLUSION AND NEXT STEPS

A number of initiatives have already been undertaken towards realizing this new Vision. The cooperative community has already seized the opportunity and started working more closely together in identifying gaps and in advocating for supports to strengthen services for new and emerging cooperatives. Through MAFRI, the Manitoba government has already committed to building capacity by commissioning the development and delivery of a graduated program of learning for all groups interested in starting up a cooperative.

It is now up to all partners in Manitoba's cooperative community to maintain this momentum by establishing the basic elements of the implementation framework and working together to achieve the Vision.

It is recommended that the following steps be undertaken to ensure that the Strategy gets underway on a solid footing:

- ask the government of Manitoba to provide transitional support for coordinating the implementation of initial stages of the Strategy (until March 31<sup>st</sup> 2010); this support should include the financial resources required for the position of Project Manager and the necessary administrative and operational supports for the Steering Committee and the Working Groups
- negotiate a tri-partite agreement among the three major provincial organizations (MCAI, CDEM and MAFRI), setting out the roles and responsibilities of each party in securing on-going support for the Strategy
- initiate an awareness campaign to publicize and build support for the Strategy within the cooperative community by:
  - developing promotional materials for the Strategy
  - encouraging cooperatives to consider how they could support the Strategy (e.g. by participating in Work Groups or providing in-kind contributions)
  - approaching major partners to seek their support (technical or financial) for aspects of the Strategy that best meet their capacities and their interests

The continuing pooling of resources and expertise will be a determining factor in achieving the objectives and anticipated outcomes of this Strategy. Collaboration will be critical to its success, and it will foster the development of a stronger, more sustainable and successful cooperative community in the province: ***leading and making a difference in Manitoba, the co-op way!***

## **APPENDICES**

- 1. ACKNOWLEDGEMENTS**
- 2. GLOSSARY**
- 3. THE PRINCIPLES OF COOPERATION**
- 4. DRAFT TERMS OF REFERENCE FOR THE *STRATEGY STEERING COMMITTEE* AND THE *WORKING GROUPS***

## **APPENDIX 1**

### **ACKNOWLEDGEMENTS**

A number of knowledgeable and experienced individuals contributed to the development of this Strategy through their active participation in numerous meetings held during the summer of 2008. Their passion, commitment and enlightened input helped shape the Strategy for achieving a new Vision for Manitoba's cooperative community.

#### ***Project Steering Committee***

Dori Gingera-Beauchemin - Assistant Deputy Minister  
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Responsible for Cooperative Development  
Secretary to The Co-operative Loans and Loans Guarantee Board

Mona Cornock - Director  
Economy and Rural Development Knowledge Centre - Manitoba Agriculture, Food and Rural Initiatives  
Responsible for Cooperative Development  
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Margot Cathcart – Manager Business Development  
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#### ***Visioning Team***

The Visioning Team was composed of members of the Steering Committee and the following individuals:

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Vice President of the Manitoba Cooperative Association

Mel Willis  
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Board Member of the Manitoba Cooperative Association

### ***Participants in Stakeholder Discussions***

The following people were also invited to participate in the development of the Vision and Strategy by sharing their knowledge, skills, experience and leadership in cooperatives, community economic development, credit unions or caisses populaires. They represented a wide cross section of cultures, ages, professions, voluntary and paid positions, academia, management, developers, government, non government agencies and the cooperative community as a whole.

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Randy Schroeder, President  
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Rob Smith  
Green Tree Cattle Feeders Co-op Inc.

Maurice Therrien, retired from caisses populaires community  
Distinguished Cooperator Award holder

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## APPENDIX 2

### GLOSSARY

**CCA: CANADIAN CO-OPERATIVE ASSOCIATION**

National federation of English speaking cooperatives

**CCC: CONSEIL CANADIEN DE LA COOPÉRATION**

National association of French-speaking cooperatives

**CDEM: CONSEIL DE DÉVELOPPEMENT ÉCONOMIQUE DES MUNICIPALITÉS BILINGUES DU MANITOBA (ECONOMIC DEVELOPMENT COUNCIL FOR MANITOBA BILINGUAL MUNICIPALITIES)**

CDEM encourages, stimulates and organizes economic development in bilingual municipalities in Manitoba

**CDI: CO-OPERATIVE DEVELOPMENT INITIATIVE**

CDI was a five-year program launched by the federal government in 2003 to help people develop cooperatives, and to research and test innovative ways of using the cooperative model – the provincial associations in each province delivered the Advisory Services component of the program.

**CED: COMMUNITY ECONOMIC DEVELOPMENT**

CED can be defined as action by people locally to create economic opportunities and enhance social conditions in their communities on a sustainable and inclusive basis, particularly with those who are most disadvantaged.

**CCEDNet: CANADIAN COMMUNITY ECONOMIC DEVELOPMENT NETWORK**

CCEDNet is a member-driven organization that seeks to increase the scale and effectiveness of community economic development (CED) - helping organizations and individuals strengthen their communities and create solutions to local needs.

**CFDC: COMMUNITY FUTURES DEVELOPMENT CORPORATION**

CFDC's are community-based not-for-profit organizations that are governed by a volunteer board of directors and work in particular rural or northern communities throughout the province. They provide loans, grants and business support services to a variety of different types of businesses and organizations.

**CHFC: CO-OPERATIVE HOUSING FEDERATION OF CANADA**

National federation of cooperative housing.

**CWCF: CANADIAN WORKER CO-OPERATIVE FEDERATION**

National federation for worker co-operatives.

**CUCM: CREDIT UNION CENTRAL OF MANITOBA**

CUCM is the trade association for Manitoba's credit unions, providing services in areas of capital and financial management, banking services, product and service research and development, consulting and representation and advocacy.

**MAFRI: MANITOBA AGRICULTURE, FOOD AND RURAL INITIATIVES**

The provincial government's cooperative development services are provided by MAFRI.

**MCAI: MANITOBA COOPERATIVE ASSOCIATION INC.**

MCAI is a provincial association of cooperative organizations, created by its members to enhance and support the development of a united, growing and influential cooperative movement in Manitoba. The organizational members of MCAI are often referred to as "second-tier" organizations. Cooperatives themselves are "first-tier" organizations, while MCAI is seen as a "third-tier" or "apex" organization.

## **APPENDIX 3**

### **THE PRINCIPLES OF COOPERATION OF THE INTERNATIONAL COOPERATIVE ALLIANCE (ICA)**

#### **FIRST PRINCIPLE: Voluntary and Open Membership**

Cooperatives are voluntary organizations open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political, or religious discrimination.

#### **SECOND PRINCIPLE: Democratic Member Control**

Cooperatives are democratic organizations controlled by their members, who actively participate in setting their policies and making decisions. Men and women serving as elected representatives are accountable to the membership. In primary cooperatives, members have equal voting rights (one member, one vote), and cooperatives at other levels are also organized in a democratic manner.

#### **THIRD PRINCIPLE: Member Economic Participation**

Members contribute equitably to and democratically control the capital of their cooperative. At least part of the capital is usually the common property of the cooperative. Members usually receive limited compensation, if any, on capital subscribed as a condition of membership. Members allocate surpluses for any or all of the following purposes: developing their cooperative, possibly by setting up reserves, part of which at least would be indivisible; benefiting members in proportion to their transactions with the cooperative; and supporting other activities approved by the membership.

#### **FOURTH PRINCIPLE: Autonomy and Independence**

Cooperatives are autonomous, self-help organizations controlled by their members. If they enter into agreements with other organizations, including governments, or raise capital from external sources, they do so on terms that ensure democratic control by their members and maintain their cooperative autonomy.

#### **FIFTH PRINCIPLE: Education, Training, and Information**

Cooperatives provide education and training for their members, elected representatives, managers, and employees so they can contribute effectively to the development of their cooperatives. They inform the general public—particularly young people and opinion leaders—about the nature and benefits of cooperation.

#### **SIXTH PRINCIPLE: Cooperation Among Cooperatives**

Cooperatives serve their members most effectively and strengthen the cooperative movement by working together through local, national, regional, and international structures.

#### **SEVENTH PRINCIPLE: Concern for Community**

Cooperatives work for the sustainable development of their communities through policies approved by their members.



## APPENDIX 4

### DRAFT TERMS OF REFERENCE FOR THE STRATEGY STEERING COMMITTEE AND THE WORKING GROUPS

#### *Strategy Steering Committee*

##### *Mandate*

- Provide leadership, support and guidance for the implementation of Manitoba's Cooperative Development Strategy during the period 2008-2018.

##### *Membership*

- Manitoba's major cooperative partners will be invited to commit to participating in the Steering Committee for the duration of the Strategy (2008-2018): the cooperative community, through MCAI and CDEM, and the government of Manitoba, through MAFRI. There will be 6 to 8 representatives, with an equal number of government and cooperative community representatives.

##### *Operation*

- The Steering Committee will be expected to work as a self-directed team (i.e. no chair), developing its own processes for decision-making.
- It will hire, supervise and direct the work of the Project Manager.
- Through the Project Manager, it is expected to carry out its mandate by commissioning research, by providing support and guidance to the Working Groups, and by considering and acting upon their recommendations. This includes the establishment and monitoring of targets for each major area of activity, assistance in seeking commitments from potential key contributors to the Strategy, and regular reports back to the Cooperative community.
- Operational support for the work of the Steering Committee will be shared by all three members.

#### *Working Groups*

##### *Mandate*

- Develop and implement action plans and securing commitments from various groups and organizations for the three areas of strategic priority for Manitoba cooperatives:

*Supportive Environment*

*Awareness and Education*

*Infrastructure Supports and Services*

##### *Membership*

- Each Working Group will consist of no more than 8 individuals. The Strategy Steering Committee will extend invitations to participate on Working Groups to individuals who can make a significant contribution to the advancement of specific aspects of the Strategy. Individuals who participated in the development of the Strategy will be invited to continue their involvement by working in various

Working Groups with invited representatives from organizations that are expected to commit to supporting the Strategy. Membership is expected to be for a 3- to 5-year term

*Operation*

- Each Work Group is to select a chair for a 2- to 3-year period, and to develop its own rules for decision-making.
- The Working Groups will work closely with the Project Manager and the Strategy Steering Committee as they develop and implement their plans, to ensure accountability through regular meetings and reports back to the to entire Manitoba cooperative community. Their work will be guided by targets and action plans for each area.
- Operational support for the Working Groups will be provided by major partners in Manitoba's cooperative community.

