

**2014 - 2019**

# **Manitoba Co-operative Community Strategic Plan**

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

**PHASE 2** A STRATEGY FOR DEVELOPING AND MAINTAINING MANITOBA'S CO-OPERATIVE COMMUNITY

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## 1.0 INTRODUCTION

Cooperatives are an integral element in the economic and social development of Manitoba. Starting in the rural agricultural and consumer sectors, they have grown to include virtually every part of the Manitoba economy and all regions of the province.

The following statistics provide a few highlights to illustrate the significance of cooperatives in the Manitoban economy<sup>1</sup>:

- Manitoba has over 400 cooperatives representing nearly every sector of the economy.
- In 2013, Manitoba had the fastest growing number of worker cooperatives in the country.
- That same year, the Manitoba co-operative retailing system was comprised of 4,500 employees and 385,000 members to whom it returned \$386 million in the form of patronage dividends between 2008 and 2013.
- The Manitoba Credit Union system is comprised of 36 credit unions, and 1 Caisse Groupe Financier. The financial cooperative sector totals more than \$24 billion in assets, and 625,000 memberships. Its contribution to the Manitoba communities represents more than 17 million in profit sharing and about 4 million in donations, sponsorships, and scholarships.
- In Manitoba there are 68 rural communities where a credit union is the only financial institution.

In 2008, a Steering Committee including representation from the Province of Manitoba, the Manitoba Cooperative Association (MCA) and *Le conseil de développement économique des municipalités bilingues du Manitoba* (CDEM) led an exercise to develop a strategy to support the development of cooperatives in the province. The overall strategy was seen as a 10-year commitment to the development of the cooperative community, to be carried out through two five-year strategies.

The first phase of the strategy, from 2009-2014, was supported by funding, significant time, expertise, and in-kind contributions from the partners (MCA, CDEM, Province), cooperatives, community organizations, and leaders across Manitoba. It led to a significant number of accomplishments, including the development of key pieces of legislation, financing tools, research and teaching at institutes of higher learning, a youth engagement initiative, and the development of tools to link the cooperative community together. The work also engaged partners throughout the cooperative community.

In 2014, the Steering Committee conducted a review of the first phase of the strategy and initiated the process of developing the second phase of the Manitoba Cooperative Community Strategy (CCS) for the next five years. This next phase of the strategy is seen as an opportunity to build on and consolidate the accomplishments of the first five years, and provide a strong foundation for the ongoing development of the Manitoba cooperative community.

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<sup>1</sup> Data provided by Manitoba Cooperative Association, Credit Union Central Manitoba, Caisse Groupe Financier and Federated Cooperative Limited.

## 2.0 VISION

### ***Vision:***

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

### ***Goals of the Strategy:***

The 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:

- Growth in the importance of cooperatives as a force in Manitoba's economy. This could include increases in market share, increases in the number and types of cooperatives, in the number of cooperative jobs created and in the total assets of cooperatives.
- 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 impact on the social and economic resilience of their communities, and be recognized for having that impact.
- Increased awareness and understanding of cooperative values and principles in specific target audiences.

### ***Cooperative Values:***

The Strategy is grounded in the Principles of Cooperation of the International Cooperative Alliance (see Appendix I).

## 3.0 PHASE 1 ACCOMPLISHMENTS

This strategy builds on the accomplishments of the previous five-year Manitoba Cooperative Community Strategy. The previous strategy brought the Manitoba cooperative community together with the provincial government for the first time to develop a stronger foundation for the development of cooperatives in the province. The following are some of the accomplishments from the last five years:

### ***Strategic Objective 1:***

*To create a more supportive environment for the establishment and on-going operation of cooperatives.*

#### Sub-objectives:

- Create enabling legislation, policies and programs.
- Strengthen existing financial support.
- Explore new options to enhance capitalization and funding.

#### Achievements for Strategic Objective 1:

- Multi-Stakeholder Co-op Legislation: Introduction of a new model allowing different classes of members to govern the co-op.
- Amendments to The Cooperatives Act:
  - i. Option to hold electronic member meetings and votes.
  - ii. Worker co-ops can count volunteers and contract workers as members.

- iii. Reforms to the appeal tribunal for housing co-ops.
- New by-laws model: To ease the incorporation of new co-ops, simplified model by-laws were developed. Available at [www.gov.mb.ca/housing/coop/coop\\_bylaws.html](http://www.gov.mb.ca/housing/coop/coop_bylaws.html).
- An Interdepartmental Working Group was established within the provincial government identifying co-op “go-to” people in the various departments.
- Co-op Development Tax Credit (CDTC): Manitoba Co-ops who contribute to the tax credit fund receive a tax credit incentive in return.
- Co-op Development Tax Credit Fund Grants administered by MCA: The Tax Credit Fund allows new and expanding co-ops in Manitoba to access both small grants and technical assistance through a co-op development advisory position at MCA.
- Co-op Research Fund: Fund was created to support research for the benefit of the co-operative community.

### ***Strategic Objective 2:***

*To foster better awareness and understanding of the values and principles of cooperatives.*

#### Sub-objectives:

- Foster general awareness and understanding of the values and principles of cooperatives.
- Foster youth engagement and leadership renewal.
- Foster the knowledge of the cooperative model in institutes of higher learning.
- Provide education to the cooperative community.

#### Achievements for Strategic Objective 2:

- Report of survey on public’s understanding of co-ops: In 2009, two surveys were conducted by Prairie Research Associates to assess the understanding of cooperatives by the general public and to identify the challenges cooperatives were facing.
- Teaching material for youth: *All 4 Each* is a high school module accredited by Manitoba Education for Grade 8-10 teachers, and available for free at [www.manitoba.coop](http://www.manitoba.coop).
- On-line co-op curriculum: Exhaustive curriculum (available in English and in French) for starting and developing cooperatives is accessible for free at [www.gov.mb.ca/housing/coop/coop\\_curric.html](http://www.gov.mb.ca/housing/coop/coop_curric.html).
- Established Chair in Cooperative Enterprises: Creation of the Chair in Cooperative Enterprises at the Faculty of Business and Economics, University of Winnipeg in 2012.
- Youth Cooperative of Services Program administered by CDEM: Summer program dedicated to youth aged 12-17. It teaches participants how to run a worker co-op, promote business services, and manage finances. More information at [www.cdem.com](http://www.cdem.com).
- Celebrated UN International Year of Cooperatives in 2012: development of promotional activities such as a Facebook contest, a co-op short video festival, a traveling exhibit, a commemorative book, the establishment of the Chair in Cooperative Enterprises, several educational workshops, and a booth at many events (Brandon’s Winter Fair, Capturing Opportunities, Folk Fest, Co-op Day, etc.).

### ***Strategic Objective 3:***

*To improve infrastructure supports and services for cooperatives.*

- Improve access to core supports and services.
- Enhance the role of provincial cooperative organizations.
- Increase collaboration among cooperatives.

### Achievements for Strategic Objective 3:

- One-stop website for Manitoba co-ops: [www.manitoba.coop](http://www.manitoba.coop), a new website with a co-op location tool “Find a co-op”, a forum, a database, and much more.
- Manitoba Cooperative e-newsletter: The latest news of the co-op world is available in *Co-op Connections*. To register, go to [www.manitoba.coop](http://www.manitoba.coop).
- Co-op specific grants: Small grants offered to Manitoba co-ops to support their development. For more information, go to [www.manitoba.coop](http://www.manitoba.coop).
- Housing Co-op Mobilizer Project: Support for inner city groups exploring starting up a housing co-op – Hosted at SEED Winnipeg.

## **4.0 PHASE 2 STRATEGY (2014-2019)**

### **4.1 A Framework to Support Implementation of the Strategy**

In Phase 1 of the Manitoba Cooperative Community Strategy a framework was developed to support the implementation of the strategy. The framework was based on collaboration, supporting all of the stakeholders in the strategy to assume collective ownership and responsibility over the implementation of the strategy in order to realize the vision and objectives.

Overall direction for strategy implementation was provided by a Steering Committee whose membership included representation from the sponsoring organizations (the Province of Manitoba, MCA and CDEM). Working Groups, including representation from across Manitoba’s cooperative community, were established to develop and implement action plans for each of the three Strategic Objectives. All of this work was supported by a full-time Project Manager, who reported to the Steering Committee.

The Province dedicated resources to support the implementation of the strategy. The resources were allocated by the Steering Committee based on plans developed by the Working Groups.

In the course of the development of the Phase 2 Strategy, stakeholders were asked their opinion as to the effectiveness of the framework developed to support the implementation of Phase 1. The prevailing opinion was that the various elements of the framework functioned well, and should be continued to support implementation of Phase 2.

### **4.2 Goals for Phase 2 Strategy**

For the next five years of the Manitoba Cooperative Community Strategy (referred to in this document as “the Strategy”) the overarching goals are:

- To build upon and to fully realize the benefits achieved during the first phase of the strategy.
- To engage the cooperative community more fully in all aspects of the strategy.
- To secure the resources (human and financial) required to sustain and grow the work.

The new Strategy includes four Strategic Objectives, along with associated sub-objectives. Within each of the sub-objectives, a number of “preliminary directional thoughts” are listed. These emerged from the stakeholder consultation process and are intended to provide some ideas for consideration by the Working Groups in the development of their plans; they are not intended as essential or the only activities to be pursued.

## **Strategic Objective #1**

*To create a more supportive policy and financial environment for the establishment and on-going operation of cooperatives.*

### **1.1 Create enabling legislation, policies and programs**

For the cooperative community to develop and thrive, it needs a supportive legislative and policy environment. The provincial government is the level of government that has the greatest influence over this environment, so it is essential that it be well-informed of policy issues affecting the development of cooperatives.

Collaboration between the cooperative community and the provincial government, as well as across the different departments of the provincial government resulted in some significant accomplishments during the first five years of the Manitoba Cooperative Community Strategy (e.g. CD Tax Credit). In order to fully benefit from the work done during Phase 1, these gains must be communicated to the cooperative community. It is necessary for cooperatives to be fully informed and have easy access to the benefits available to them. It is essential to have a smooth and coordinated process between various departments and levels of government to enable this to happen. It is also important to demonstrate how cooperatives can enable government to realize important public policy goals.

#### Preliminary Directional Thoughts:

- ✓ Ensure provincial government is well informed about the values that cooperatives contribute to Manitoba communities, and how they can support increased resilience and sustainability of the cooperative community (e.g. through the Manitoba Cooperative Community Strategy).
- ✓ Simplify the application process for the CED Tax Credit, and create a central resource to champion the tax credit.
- ✓ Ensure that policy makers and front-line staff from across provincial government are able to effectively administer government policies and programs to support cooperatives (e.g. Employee Share Ownership Program).
- ✓ Disseminate the outcome of MCA's current research on the impact of cooperatives in the Manitoba economy.
- ✓ Maximize the potential impact of the upcoming cooperative housing strategy by partnering with the province to deliver more social and affordable housing.
- ✓ Support the Housing symposium organized by the Housing Development Cooperative Group.

### **1.2 Explore options to enhance capitalization and funding**

Like other businesses, cooperatives require the ability to capitalize and finance their operations throughout their business cycle. Due to differences in structure and ownership, cooperatives have some particular challenges that are not well addressed by the mainstream financial sector. Another opportunity for development is the way in which cooperatives seek financing from financial cooperatives. To be able to develop and thrive, cooperatives with strong business plans need innovative mechanisms and approaches to enable them to access capitalization and financing throughout their business development.

- Create and/or adapt financial strategies and tools to support cooperatives at all stages of development.

#### Preliminary Directional Thoughts:

- ✓ Explore options to leverage other sources of funding in order to increase the grant pools of provincial cooperative associations (i.e. the impending Co-operatives and Mutuels Canada \$20 million Capital Fund).
- ✓ Secure operational funding for provincial associations to enable them to serve Manitoba's cooperative community.
- ✓ Work with credit unions to include cooperative difference and positive social risk as factors in their loan decisions.
- ✓ Create a task force group of credit unions, Caisse Groupe Financier and leaders from other cooperative-based financial organizations (Concentra, The Co-operators, etc.) to brainstorm ideas and/or innovations intended to meet the challenges of capitalization in cooperatives.
- ✓ Explore options for the Province, community-based financial institutions and foundations, as well as private sector to provide equity to cooperatives.
- ✓ Explore other government programs which could benefit co-ops such as tax credits, and ensure that the co-op community is aware of them (provincial associations and co-op developers in particular).

#### **Strategic Objective #2**

*To foster better awareness and understanding of the values and principles of cooperatives.*

#### **2.1 Foster awareness and understanding of the values and principles of cooperatives**

The cooperative model has a strong record of business success, while achieving a wide variety of social goals. Many of the advantages offered by cooperatives are not well known, however. In order to facilitate the growth of the co-op sector, it is necessary to reach groups which are strategically important to the cooperative community. Communication should focus on the specific "value proposition" that cooperatives can offer each of these groups.

- Raise awareness within groups which are strategically important to the development of the cooperative sector, including:
  - Municipal governments and community leaders (cooperatives can help achieve goals of economic and community development).
  - Entrepreneurs and economic developers (cooperatives have proven success in local economic development).
  - Aboriginal communities (cooperatives are consistent with Aboriginal values and are viable vehicles for community and economic development).
  - New Canadians (cooperatives offer the opportunity to apply skills from their home countries).
  - Business owners (cooperatives are a vehicle to facilitate succession).
  - Professionals e.g. lawyers and accountants (cooperatives are a market for some of the services they provide).
  - Cooperative members (cooperatives offer opportunities for other levels of engagement, rather than just purchasing).



#### Preliminary Directional Thoughts:

- ✓ Find appropriate ways to promote the cooperative model to the audiences mentioned above.
- ✓ Partner with community organizations such as the Aboriginal Chamber of Commerce, Accueil Francophone, Pluri-elles, and Economic Development Officers to increase awareness in specific audiences about cooperatives.
- ✓ Help Manitoba cooperatives to assess and promote their social advantage by engaging the Manitoba Marketing Network and the broader research community.
- ✓ Create opportunities for government employees, business developers, professionals (accountants, lawyers, brokers, lenders) to learn about cooperatives or share their expertise, and their experience in their respective fields.
- ✓ Raise the awareness of cooperatives by submitting applications for business awards, hosting symposia and conferences.
- ✓ Engage cooperatives and government in celebrating Co-op Week beyond the MCA gala and Credit Union Day.
- ✓ Support and ensure that the cooperative model is included in the Social Enterprise Strategy and its activities such as the Community Benefit Act, and the Social Enterprise Procurement Guide.
- ✓ Explore ways to connect with the Aboriginal Cooperative Strategy that is being developed.

## **2.2 Foster youth engagement and leadership renewal**

Youth represent the future of the cooperative movement; they are its future leaders, workers and members. To realize this potential, young people must be introduced to cooperative values and principles early, have the opportunity to engage in cooperatives to get practical experience, and ultimately have opportunities to work in the cooperative community.

Although there have been various initiatives intended to engage youth (e.g. curriculum units in primary and secondary schools; co-op camp, the Youth Cooperative of Services Program), these initiatives have each been developed independently. Youth engagement could be strengthened through a coordinated strategy aimed at linking initiatives and giving continuity to youth engagement in cooperatives.

- Develop a coordinated youth engagement strategy and business plan to sustain and grow the strategy.

#### Preliminary Directional Thoughts:

- ✓ Secure sustainable funding for a Youth Co-op Initiative Mobilizer position.
- ✓ Explore ways to reinstate the Youth Cooperative of Services program.
- ✓ Grow the MCA leadership retreat.
- ✓ Use the Student Cooperative Pilot Project at Children of the Earth to develop a curriculum intended to facilitate the start-up of student cooperatives and replicate the model in other Manitoba high schools.

## **2.3 Foster knowledge of the cooperative model in institutes of higher learning**

Developing a foundation to support cooperatives within the institutes of higher learning is very

important to the ongoing development of the cooperative community. The introduction of the Chair in Cooperative Enterprises at the University of Winnipeg, and the introduction of cooperative courses at several post-secondary institutions represent important accomplishments from the previous phase of the strategy.

Strengthening awareness of the cooperative model at post-secondary institutions will provide more options for young people to study about cooperatives, and help prepare them for careers in cooperatives. A focus on research and leadership development will bring rigour, skills and ideas to the cooperative community while supporting continued growth and innovation.

#### Preliminary Directional Thoughts:

- ✓ Develop and enhance the academic program offering. Investigate on-line opportunities to enhance access for Manitoba students.
- ✓ Develop and enhance the Co-op Research Program. Enhance connections with the research community to increase cooperative related research.
- ✓ Explore cooperative models, policies, and programs from other parts of the world and evaluate opportunities for implementation in Manitoba.
- ✓ Develop specific initiatives through the institutes of higher learning to build capacity among cooperative leaders for strategic thinking and innovation.
- ✓ Further explore the initiative of creating a grass-roots provincial caucus of emergent co-operative leaders that would connect with the Credit Union Young Leaders of Manitoba.
- ✓ Explore ways to attract business students to the co-operative sector through promotion, awareness campaigns, career fairs, internships, and scholarships.
- ✓ Create scholarships for the new cooperative courses.
- ✓ Clarify the application process for provincial programs such as Employment Partnerships and Wage Subsidies Programs, which benefit cooperatives and co-op students.
- ✓ Track the careers of students of the Cooperative Enterprises program, and profile stories of success.

#### **Strategic Objective #3**

*To improve infrastructure supports and services for cooperatives.*

#### **3.1 Improve access to core business supports and services for cooperatives (including capacity building/skill development)**

As with traditional business structures, cooperatives require business support and services through their various stages of development. The provincial government, MCA, CDEM, and others bodies such as financial cooperatives have already developed various resources to support cooperatives; however, this knowledge is not always accessible to the greater community. In particular, smaller cooperatives often have a need for specialized skills in areas such as human resources and information technology.

Providing easy access to the supports and services available to cooperatives would capitalize on previous efforts and offer cooperatives the resources required to develop into successful businesses. Ways of improving access to resources include the more effective use of websites to share and publicize resources, greater collaboration between cooperative sectors in training and capacity building, as well as orientation of key “point of access” people (e.g. cooperative developers), who are trained to assist in the navigation of available supports. In addition, models where second-tier cooperatives can support smaller cooperatives could be explored.

- Develop and communicate effective strategies to support cooperatives.

#### Preliminary Directional Thoughts:

- ✓ Develop a series of co-op 101 videos responding to the needs of new groups looking at starting a cooperative, and accessible from every part of the province.
- ✓ Engage government and community organizations to provide more cooperative development workshops.
- ✓ Collaborate with business development organizations to ensure they can recognize opportunities for the development of cooperatives and feel well prepared to support their development (as one of their business development strategies). They should also know how to connect new businesses with the cooperative sector.
- ✓ Develop a mentorship program between start-ups and established cooperatives.

### **3.2 Enhance the role of provincial cooperative organizations**

Provincial cooperative associations, such as MCA, CDEM, the Credit Union Central of Manitoba (CUCM), Caisse Groupe Financier and the Manitoba branches of the Co-operative Housing Federation of Canada and Canadian Worker Co-op Federation play crucial roles in the development of the cooperative community. They provide a collective voice for cooperatives, as well as providing support to members. They are often the first points of contact for cooperatives in need of assistance. In order to continue to meet the needs of the co-op community, these provincial associations must generate sustainable revenues from their membership. A variety of strategies should be explored to augment affiliations with these organizations.

- Develop a strategy to generate more resources for provincial cooperative associations in order to allow them to fulfill their roles.

#### Preliminary Directional Thoughts:

- ✓ Promote the benefits and advantages of provincial cooperative organizations.
- ✓ Adopt a pro-active recruitment strategy to enroll new members.
- ✓ Facilitate the dissemination of information between provincial cooperative organizations and cooperatives to aid in navigating existing government and community resources.
- ✓ Develop an inventory of free consultations and services currently provided to Manitoba co-operatives, identify the gaps and needs, research the structure of other provincial organizations, and evaluate fee-for-services opportunities.
- ✓ For the smaller co-ops the membership costs to belong to their federation have been cost prohibitive. Explore ways to overcome this obstacle.

### **3.3 Increase collaboration among cooperatives**

Spanning all industries, the cooperative community is rich in experience and expertise. A strong spirit of mutual aid exists and there are many examples of “co-ops helping co-ops”, through mentoring, offering specific business development advice, and purchases of service. Indeed, the cooperative community has the potential to be a “vibrant ecosystem” where members support and nourish each other with their skills and experience.

Cooperatives would benefit greatly from taking an ecosystem approach by developing a system that allows the sharing of information and development of relationships in a more efficient and

effective way.

- Develop strategies to more effectively tap into expertise and experience within the co-op community.

Preliminary Directional Thoughts:

- ✓ Explore different and new ways for promoting the 6<sup>th</sup> co-op principle by introducing coupons or co-op credits.
- ✓ Connect professionals possessing cooperative and industry experience with managers of new cooperatives.
- ✓ Develop networking opportunities, and facilitate connections between cooperatives. Explore the Co-operative Alliance project between The Co-operators and Meridian in Ontario.
- ✓ Support federative initiatives leading to grouping of cooperatives, such as a worker co-op hub.
- ✓ Communicate on existing mentorship programs (CMC mentorship program), and create new opportunities if needed.
- ✓ Further explore the idea of a co-op purchasing portal by re-engaging and finding solutions using the Social Purchasing Portal.

**Strategic Objective #4**

*To secure resources (financial and human) to sustain the Strategy.*

**4.1 Active engagement of the broader cooperative community in the development and sustainability of the Strategy**

The ability to develop and implement the Strategy is largely dependent on having access to predictable, adequate resources (human and financial). Calling upon cooperative members to develop the Strategy (through Working Groups and Committees) is one way to engage participation. In the first five years active engagement has been largely limited to Winnipeg representatives. There is the opportunity to involve underrepresented groups in the Strategy, such as rural, Northern, and Aboriginal communities, as cooperatives also play an important role in the lives of those living outside of Winnipeg.

There are other ways that cooperative members can be engaged in the Strategy, even if they are not part of a Working Group or Committee. First, they must be aware of the strategy and recognize its importance. Second, they can provide input towards the development of the Strategy through provincial associations at face-to-face meetings (e.g. Association Annual General Meetings or educational events), or virtually (e.g. through using the MCA database and website). This will allow cooperative members across the province to be better informed about the strategy and to feel more invested in it.

- Develop strategies to support increased engagement of the cooperative community across the province in the Strategy.

Preliminary Directional Thoughts:

- ✓ Work with various provincial associations representing different sectors in the cooperative community to develop strategies to inform and engage their membership on an ongoing basis. Some possibilities include: publishing information/discussion pieces in

their reports to members and their websites; co-sponsoring meetings and presentations in different parts of the province where local members could provide input on different parts of the Strategy.

- ✓ Identify cooperative members from across the province who can make strategic contributions to the development and implementation of different aspects of the Strategy.
- ✓ Develop strategies to enable active participation by representatives from different parts of the province on Strategy Working Groups and task groups (e.g. ways to minimize travel costs including considering timing and scheduling of meetings; using Skype and other virtual approaches to minimize need for unnecessary travel).
- ✓ Utilize the Cooperative Database and MCA website to enhance two-way communication with cooperative members.
- ✓ Avoid replication of the work of existing co-op groups such as the Housing Development Cooperative Group but support them and find ways to work with them.
- ✓ Further include national federations in the work of the strategy.

#### **4.2 Develop a coordinated, sustainable flow of resources to support cooperative development initiatives (including Strategy implementation)**

Predictable and sustainable financial resources are crucial to the implementation of the Strategy. The Manitoba cooperative community has an opportunity to demonstrate the commitment of its membership and its capacity for self-determination through the development and implementation of the Strategy through funds generated from the cooperative community. The new CD Tax Credit program provides the potential for the cooperative community to raise significant revenue from its member cooperatives, some of which could be applied to support specific elements of the strategy. If cooperatives are able to achieve the maximum contributions to this program, it will be a powerful demonstration of commitment from the community.

The province has been an important contributor to the development and implementation of the Strategy, having made a 5-year commitment of \$250,000/year to support the implementation of Phase 1. Having a stable base of funding from year to year has enabled the cooperative community to plan and pursue growth in an organized fashion. Each year, however, more and more of these funds have been allocated to meeting the ongoing expenses associated with the Strategy (e.g. Project Manager salary, support of ongoing initiatives), leaving less room for new initiatives. With the experience of the previous five years, and the anticipated needs of the cooperative community, the relationship with the province can be re-examined to determine where it can make the most valuable contribution to the development of the cooperative community.

There are a number of initiatives at the federal level to support cooperative development. Canadian cooperatives have pledged almost \$20 million to a new fund under Cooperatives and Mutuals Canada. The federal government has also been asked to support this fund, so it will be important to continue to monitor opportunities for federal support.

Finally, outside the cooperative community and governments there are a number of other organizations that share the same values as cooperatives. Efforts to identify these organizations and to engage them in a meaningful way may prove of value.

- Develop a new business plan to increase the resource contribution that can be generated on an ongoing basis from the cooperative community.

Preliminary Directional Thoughts:

- ✓ Increase contributions to the CD Tax Credit from the cooperative community, with the hope of reaching the ceiling under the current arrangement (\$200,000 in tax credit/year), and using this achievement to urge the provincial government to increase the ceiling.
- ✓ Explore ways to make the CD Tax Credit more attractive to cooperatives.
- ✓ Enable the Cooperative Development Tax Credit Fund Grants to fund activities of the Strategy.
- ✓ A new, long-term relationship with the province should take into account the areas where the province and the cooperative community are each able to contribute most effectively to support sustained growth.
- ✓ Monitor the federal government's role as a potential partner in supporting the cooperative development strategy.
- ✓ Explore opportunities for collaboration and mobilization of resources from outside of the co-op community with organizations that share cooperative values (e.g. social enterprises, community organizations, unions, etc.).

## APPENDIX I

### Principles of Cooperation (International Cooperative Alliance)

#### **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 II

### VISIONING GROUP MEMBERS

#### MEMBERS

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**Jocelyn Van Koughnet**

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**Joy Goertzen**

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**Mary Nirlungayuk**

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**Maurice Hince**

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## APPENDIX III

### PARTICIPANTS IN STAKEHOLDER CONSULTATIONS

#### PARTICIPANTS

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Old Grace Housing Cooperative

**Harvey Douglas**

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**Jamila Bachiri**

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**Jocelyn Van Koughnet**

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Manitoba Housing & Community Development

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Conseil de développement des municipalités  
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CDC Liaison and Community Economic  
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Assiniboine Credit Union

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Immigrant Refugee Integration Farming Co-op  
Cooperative Promotion Board Member

**Roger Bouchard**

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Arctic Co-operatives Limited

**Sarah Leeson-Klym**

Manitoba Regional Director  
CCEDNet

**Sharon Alford**

Federated Board Director for District 13  
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Entrepreneurs Program  
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**Stephen Prince**

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**Terri Milne**

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**Zachari Saltis**

Project Manager  
Priorities & Planning Committee of Cabinet

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Consultant, Confido DS

**Amy Cundall and James Robertson**

Note Takers - UofM Students

**Christophe Bonnin**

IT Technician

## APPENDIX IV

### STEERING COMMITTEE MEMBERS OF THE MANITOBA COOPERATIVE COMMUNITY STRATEGY (2010-2014)

#### STEERING COMMITTEE MEMBERS

**Andy Morrison** (2010-2014)

Manitoba Cooperative Association

**Craig Marchinko** (2010-2014)

Manitoba Housing and Community Development

**Dale Ward** (2014)

Manitoba Cooperative Association

**Dany Gendron** (2010-2012)

Conseil de développement des municipalités bilingues du Manitoba

**Erwan Bouchaud** (2010-2014)

Manitoba Cooperative Community Strategy

**Jesse Hajer** (2010-2012)

Priorities & Planning Committee of Cabinet

**Joy Goertzen** (2010-2014)

Manitoba Housing and Community Development

**Maurice Hince** (2010-2014)

Conseil de développement des municipalités bilingues du Manitoba

**Patricia Moore** (2010-2014)

Manitoba Housing and Community Development

**Vera Goussaert** (2010-2014)

Manitoba Cooperative Association

**Zachari Saltis** (2013-2014)

Priorities & Planning Committee of Cabinet

## APPENDIX V

### WORKING GROUP MEMBERS OF THE MANITOBA COOPERATIVE COMMUNITY STRATEGY (2010-2014)

#### WORKING GROUP MEMBERS

**Allyson Watts** (2010-2014) – WG1

Independent Accountant

**Blair Hamilton** (2013-2014) – WG1

Co-operative Housing Federation of Canada

**Brendan Reimer** (2010-2014) – WG1, WG2

CCEDNet – now Assiniboine Credit Union

**Carinna Rosales** (2010-2014) – WG3

SEED Winnipeg

**Cheryl Krostewitz** (2010-2014) – WG2, WG3

Manitoba Cooperative Association

**Cindy Coker** (2010-2014) – WG1

SEED Winnipeg

**Dany Gendron** (2010-2012) – WG2, WG3

Conseil de développement des municipalités  
bilingues du Manitoba

**David Kerr** (2010-2014) – WG1

Co-op Developer

**Dena Hunter** (2010-2014) – WG1, WG2, WG3

Manitoba Housing and Community  
Development

**Duane Nicol** (2010-2012) – WG1

Assiniboine Credit Union – now City of Selkirk

**Erwan Bouchaud** (2010-2014) – Project  
Manager

Manitoba Cooperative Community Strategy

**Frank Atnikov** (2013-2014) – WG2

SEED Winnipeg

**Jamie Campbell** (2010-2014) – WG3

ParIT Worker Co-op

**Jamila Bachiri** (2010-2014) – WG1, WG2, WG3

Manitoba Housing and Community  
Development

**Karina Farr** (2013) – WG3

Assiniboine Credit Union

**Kira Bessette** (2013-2014) – WG2, WG3

Conseil de développement des municipalités  
bilingues du Manitoba

**Laurie Socha** (2010-2014) – WG3

SAM Management

**Linda Ferguson** (2010-2014) – WG2

Village Canadien Housing Co-op

**Maurice Hince** (2010-2014) – WG1

Conseil de développement des municipalités  
bilingues du Manitoba

**Monica Adeler** (2010-2013) – WG1, WG2

University of Winnipeg

**Terri Milne** (2010-2014) – WG1, WG2, WG3

Manitoba Housing and Community  
Development

**Vera Goussaert** (2010-2014) – WG1

Manitoba Cooperative Association

WG1: Create a more supportive environment for the establishment and on-going operation of co-ops

WG2: Foster better awareness and understanding of the values and principles of cooperatives

WG3: improve infrastructure supports and services for cooperatives

## APPENDIX VI

### GLOSSARY

## GLOSSARY

**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.

**CCS: COOPERATIVE COMMUNITY STRATEGY**

<http://manitoba.coop/Page.aspx?MainPageID=co-op-community&MenuPageID=strategy>

**CD TAX CREDIT or CDTCT : COOPERATIVE DEVELOPMENT TAX CREDIT**

<http://manitoba.coop/Page.aspx?MainPageID=co-op-community&MenuPageID=tax-credit-fund>

**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

**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.

**CED TAX CREDIT: COMMUNITY ECONOMIC DEVELOPMENT TAX CREDIT**

<http://gov.mb.ca/agriculture/rural-communities/economic-development/community-enterprise-development-tax-credit-program.html>

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

National federation of cooperative housing.

**CMC: CO-OPERATIVES and MUTUALS CANADA**

Bilingual national association of cooperatives and mutuals

**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.

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

National federation for worker co-operatives.

**HCD: HOUSING AND COMMUNITY DEVELOPMENT**

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

**MCA: MANITOBA COOPERATIVE ASSOCIATION**

MCA 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 MCA are often referred to as “second-tier” organizations. Cooperatives themselves are “first-tier” organizations, while MCA is seen as a “third-tier” or “apex” organization.

**MSES: MANITOBA SOCIAL ENTERPRISE STRATEGY****SC: STEERING COMMITTEE**

In this document, it refers to the steering committee of the Cooperative Community Strategy

**SEED Winnipeg: SUPPORTING EMPLOYMENT & ECONOMIC DEVELOPMENT**

SEED Winnipeg is a non-profit agency that works to reduce poverty and help renew Winnipeg’s inner city.

**WG: WORKING GROUP**

In this document, it refers to the working groups of the Cooperative Community Strategy