

**CASC | ACÉC**

Canadian Association for  
Studies in Co-operation  
Since 1982

L'Association Canadienne pour  
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Depuis 1982

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

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

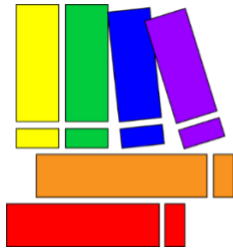
## **FINAL PROGRAM / PROGRAMME**

JUNE 12 – JUNE 14, 2024  
HEC MONTRÉAL, MONTREAL QUÉBEC CANADA

ANNUAL CONFERENCE AS PART OF  
CONGRESS 2024  
of the



**FEDERATION FOR THE  
HUMANITIES AND  
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# TIPS FOR MODERATORS AND PRESENTERS

## Guidelines for Moderators

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

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

During the Session:

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

## Tips for Presenters

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

# **ASTUCES POUR LES PRÉSIDENTS ET LES PRÉSENTATEURS**

## **CONSEILS POUR LES MODÉRATEURS ET LES PRÉSENTATEURS**

### **Directives pour les modérateurs**

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

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

Déroulement de la séance:

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

### **Conseils pour les présentateurs**

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

**Please note that all of our events will  
take place at**

**HEC Montréal - Édifice Hélène-  
Desmarais**

**501 Rue De la Gauchetière O, Montréal,  
QC H2Z 1Z5**

**Metro Stop: Square-Victoria-OACI**

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CONFERENCE**

## CASC/ACÉC 2024: PROGRAM AT A GLANCE/ VUE D'ENSEMBLE DU PROGRAMME

TUESDAY JUNE 11, 14:00-17:30

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

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

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

*Rejoignez-nous pour un voyage inspirant à travers le paysage coopératif dynamique de Montréal et du Québec. Notre aventure commence à la Centrale Agricole, une coopérative de solidarité dynamique nichée au cœur de Montréal Nord. Ce centre innovateur d'agriculture urbaine abrite une communauté florissante d'entreprises sociales, y compris des coopératives. Une visite guidée de la Centrale Agricole offrira un tour d'horizon de ce milieu et mettra en valeur certaines coopératives. Découvrez comment ce centre favorise un écosystème circulaire socialement juste et respectueux de l'environnement. Ensuite, nous nous rendrons à la coopérative de producteurs Sollio, située à proximité. Le Conseil québécois de la coopération et de la mutualité (CQCM) y présentera "CoopérAction Climatique". Cette communauté de pratique passionnante est née lors d'une assemblée de concertation des membres du CQCM en avril 2023 et a été lancée en collaboration avec la Coop Carbone. Nous nous pencherons sur les objectifs, les défis et l'émergence de cette initiative coopérative d'action climatique.*

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

**WEDNESDAY JUNE 12**

08:30 – 10:00	<p><b>C.515 Salle Guilford:</b>  <b>Co-operative Demutualizations: Past, Present, and Potential</b>  Pohler, Piscitelli, Pigeon  Moderator: Pohler</p>	<p><b>C.412 Salle Mallette (in French)</b>  <b>Roundtable: Regards croisés pratique/académique sur le projet « De l'autogestion à la direction générale : le spectre des possibles modèles d'organisation des coopératives de travail au Québec »/ A cross-practice/academic perspective on the project "From self-management to general management: the spectrum of possible organizational models for worker cooperatives in Quebec".</b>  Michaud, Faubert-Mailloux, De Broves</p>
10:00 – 10:30	<b>BREAK / CONGRESS BIG THINKING SERIES</b>	
10:30 – 12:00	<p><b>C.521 Salle Helsinki &amp; Over <a href="#">Zoom</a></b>  <b>Keynote Address:</b>  <b>Extending our Shared Futures: A Horizon for the Co-operative Movement in the Digital Age</b>  Nathan Schneider (Colorado)  Moderator: Rafael Ziegler  Translation to French will be offered.  <i>CASC/ANSER Joint Session – Generously funded by the Open Programming Fund of the Federation for the Humanities and Social Sciences and the Institut international des coopératives Alphonse-et-Dorimène-Desjardins (IICADD).</i>  <i>This is an Open Event available to all Congress attendees</i></p>	
12:00 – 1:30	<b>BREAK</b>	
1:30 – 3:00	<b>C.521 Salle Helsinki: CASC Annual General Meeting</b>	
3:00 – 3:30	<b>BREAK</b>	
3:30- 5:00	<p><b>C.521 Salle Helsinki:</b>  <b>Panel: The Canadian Co-op Sector and Co-op Studies since 1984: Stories &amp; Reflections</b>  Hammond Ketilson, Fairbairn and Reed  Moderator: Isobel Findlay</p>	
6:00-8:00	<b>CASC/ANSER RECEPTION, A.878 Salle de réception Guy-Fr�chette</b>	

**THURSDAY, JUNE 13**

08:30 – 10:00	<p><b>C.515 Salle Guilford:</b>  <b>Roundtable: Transformative role of cooperatives for a just and inclusive circular economy</b>  Ziegler, Ballon, V�zina, Raufflet, Pigeon, Mikkelson, Vieta, Rijpens, Janelle  Moderator: Janelle</p>	<p><b>C.623 Salle Labid-Aljundi:</b>  <b>Care, Inclusion and Female Leadership</b>  Parker, Enns et al., Khemakhem  Moderator: Konate</p>	<p><b>C.626 Salle Londres:</b>  <b>Sustainable Development Goals, Food and Health</b>  Stewart et al, Domingues Vaz et al., Oboka et al.  Moderator: Hopkins</p>
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10:00 – 10:30	<b>BREAK</b>		
10:30 – 12:00	<b>C.403 Salle Louis-R.-Chênevert &amp; Over <a href="#">Zoom</a></b> <b>Keynote Address and Panel: Entreprise d'économie sociale et transition socioécologique / Social Enterprise and the sociol-ecological transition</b> Barbara Duroselle, Keynote – Panel: Bellemare, Gosellin Moderator: Guillotte <i>Translation to English will be offered.</i> <i>CASC/ANSER Joint Session – Generously funded by the Open Programming Fund of the Federation for the Humanities and Social Sciences. This is an Open Event available to all Congress attendees.</i>		
12:00 – 1:30	<b>BREAK</b>		
1:30 – 3:00	<b>C.515 Salle Guilford:</b> <b>Panel session: Governance and Technology in Circular Coops</b> Vézina et al, Ballon et al., Silva et al. Moderator: Raufflet	<b>C.623 Salle Labid-Aljundi:</b> <b>Contemporary Trends in Co-operative Practice: Government Relations, University Engagement, and Accounting for Transformation</b> Pigeon, Simoulidis, Duguid & Rixon Moderator: Tarhan	<b>C.626 Salle Londres:</b> <b>Democracy, Digital Transition and Cooperatives</b> Girard et al., Cousin et al., Silva et al. Moderator: Araujo
3:00 – 3:30	<b>BREAK</b>		
3:30 -5:00	<b>C.515 Salle Guilford: Human Books Library</b>		

**FRIDAY, JUNE 14**

08:30 – 10:00	<b>C.515 Salle Guilford:</b> <b>Collective action, competitive advantage and surplus</b> Reed, Geobey, Coto & Pigeon Moderator: Cousin	<b>C.412 Salle Mallette: (in French)</b> <b>Modèles coopératifs et les communs dans la modernité tardive / Co-op models and the commons in late modernity</b> Ballon, Coquerel, Omar Moderator: Girard	<b>C.505 Salle Aimé-Quintal :</b> <b>Transitions, community and political role of cooperatives</b> Janelle, Tarhan, Silva et al. Moderator: Stewart
10:00 – 10:30	<b>BREAK</b>		
10:30 – 12:00	<b>A.549 Salle Port Moresby:</b> <b>Roundtable Réseau de recherche en Économie sociale et solidaire du Québec / The new research network on social and solidarity economy in Québec</b> Michaud, Dioh, Audebrand, Guillotte <i>CASC/ANSER Joint Session – This roundtable will be bilingual: with presentations in English, slides in French and discussion contributions welcome in both languages.</i>		
12:00-1:30	<b>BREAK</b>		



1:30-3:00	<b>A.549 Salle Port Moresby &amp; Over <a href="#">Zoom</a></b> <b>Panel: Indigenous Perspectives on Reciprocity: Expanding ICA principle #7</b> Caribou, Mee, Bin Sarkun, Noordan, Stevenson, Caribou Moderator: Harris		
3:00-3:30	<b>BREAK</b>		
3:30-5:00	<b>C.412 Salle Mallette:</b> <b>Co-ops and Decolonialization</b> Hopkins, Valliere, Megat & Roslin Moderator: Domingues Vaz	<b>C.515 Salle Guilford: (in French)</b> <b>Conversion en coopérative et transformation de l'entrepreneuriat / Conversion to coop and transformation of entrepreneurship</b> Konate, Omar, Guillotte et al. Moderator: Coquerel	<b>C.505 Salle Aimé-Quintal:</b> <b>Freedom and Self-determination, the cooperative way</b> Gray, Monette et al, Beange Moderator: Audebrand

## SESSION AND PAPER ABSTRACTS

### WEDNESDAY JUNE 12

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

*08:30-10:00*

*C.515 Salle Guilford*

Moderator: Dionne Pohler, University of Saskatchewan

#### **Economical Mutual**

*Anthony Piscitelli, Conestoga College*

On November 23, 2021, Economical Mutual completed a multi-decade process to become the first property and casualty mutual insurance company in Canada to demutualize. The unique membership-customer structure created incentives to 'unlock' the value of membership to the detriment of the cooperative values and principles. This case presents a contrast to the research on large cooperative failures because though Economical is no longer a mutual, it continues to thrive as a publicly traded company (Definity) with a market capitalization of over \$4 billion.

#### **Mountain Equipment Co-operative**

*Marc-Andre Pigeon, University of Saskatchewan*

In the fall of 2020, Mountain Equipment Co-operative, the iconic retailer of outdoor gear, was sold to an American-based private equity firm that claimed it could turn its failing business around, but without members. MEC's demise caught many Canadians by surprise, evoking emotions strong enough that thousands of members made an ultimately doomed last-minute effort to reclaim their co-operative. In this case, we suggest that MEC's demise was not just the result of bad luck (e.g., a pandemic) – as the judge presiding over the sale and its contestation claimed – but also the

outcome of multiple MEC board decisions over a period of more than a decade to distance itself from its co-operative roots and embrace a growth-oriented mindset that in the end, severed the relationship it had with its loyal members and put it on a risky path.

### **Calgary Co-op**

*Dionne Pohler, University of Saskatchewan*

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

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

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

8:30-10:00

C.412 Salle Mallette

*Valérie Michaud, Université du Québec à Montréal*

*Isabel Faubert-Mailloux, Réseau COOP*

*Olivier De Broves*

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

sur des pistes de réflexion pour étudier les coopératives de travail comme laboratoires vivants et leurs paradoxes.

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

10:30-12:00

C.512 Salle Helsinki & Over [Zoom](#)

Keynote Address by Nathan Schneider

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

This is an Open Event available to all Congress attendees.

Translation to French will be offered.

Moderator: Rafael Ziegler

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

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

3:30-5:00

C.512 Salle Helsinki

*CASC/ANSER Joint Session*

Moderator: Isobel Findlay

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

**THURSDAY, JUNE 13**

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

08:30-10:00

Moderator: Karl Janelle, HEC

Circularity is increasingly researched, and circular economy has become the subject of action plans around the globe. So far, however, de facto circularity rates, which track the share of cycled materials in relation to total material consumption, remain below 10% (Haigh, 2021). Beyond the improvement of technologies for more extended and efficient circular value chains, there is a need to analyze the conception of the economy, actors, and values, i.e., the indirect drivers of current unsustainability (IPBES 2019, Calisto-Friant et al 2020). To this end, a new international SSHRC partnership specifically addresses the intersection of circular economy and social and solidarity economy. It explores the role and potential of social and solidarity economy and its actors for a just and sustainable circular economy (Ziegler et al. 2023). The roundtable will first offer a brief overview of the international partnership, ongoing activities to participate (Ziegler, HEC Montréal). Members of the partnership will then provide brief inputs on the role of cooperatives and the social economy for a just and sustainable circular economy: Transformative role of coop business models (Emmanuel Raufflet, HEC Montréal); transformative role of democratic governance (Martine Vézina, HEC Montréal); transformative role of technology choice and development (Justine Ballon, HEC Montréal); Transformative role of policies and power (Rafael Ziegler). This will be followed by brief interventions from coop and transformation researchers as well as coop practitioners: Marc-André Pigeon (University of Saskatchewan), Julie Rijpens (UQAM), Gregorg Mikkelson (Indeterdependent Postgrowth Scholar) and Marcelo Vieta (University of Toronto).

## **D2: Care, Inclusion and Female Leadership**

08:30-10:00

C.623 Salle Labid-Aljundi

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

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

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

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

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

### **Innovating Gender-Responsive Healthcare Financing through Agricultural Cooperatives in Kenya**

*Dr. Cherie Enns, University of the Fraser Valley*  
*Ms. Kristin Swardh, University of the Fraser Valley*  
*Prof. Dr. Isaac Nyamongo, The Co-Operative University of Kenya*

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

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

*Hanen Khemakhem, ESG UQAM*  
*Paulina Arroyo, ESG UQAM*

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

### **D3: Sustainable Development Goals, Food and Health**

*08:30-10:00*

*C.626 Salle Londres*

Moderator: Kacie Hopkins, York University

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

*Sandi Stewart, Saint Mary's University*  
*Fiona Duguid, CEARC, St. Mary's University*

This session will outline key findings from a literature review on measuring and reporting mechanisms/approaches used by co-operatives around the world to gain feedback on their alignment and progress with the United Nations Sustainable Development Goals. This session will

also reveal important insights on how co-operatives are using these results to inform their operations, management, governance, and practices. Trends in existing literature will be shared, such as specific SDGs that are measured and reported, systems or practices for measuring and reporting, and take-up in various industries. In addition, this session will highlight where and when there are links to the seven co-operative principles in regards to measurement of the SDGs.

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

*Elisangela Domingues Vaz, HEC Montreal*

*Giuliana Ap. Santini Pigatto, Universidade Estadual de São Paulo*

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

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

*Wycliffe Alucoh Oboka, The Co-operative University of Kenya*

*Kennedy Waweru, The Co-operative University of Kenya,*

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

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

### **E1: Keynote Address and Panel: Entreprise d'économie sociale et transition socioécologique /Social Enterprise and the sociol-ecological transition**

*10:30-12:00*

*C.403 Salle Louis-R.-Chênevert & Over [Zoom](#)*

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

*Moderator: Claude-André Guilotte*

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

*This is an Open Event available to all Congress attendees.*

*Translation to English will be offered.*

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

### **F1: Governance and Technology in Circular Coops**

*1:30-3:00*

*C.515 Salle Guilford*

Moderator: Emmanuel Raufflet

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

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

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

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

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

Circular economy calls for a re-evaluation of human-nature connections within techno-economic systems. It contrasts a linear with a circular one, emphasizing nature's regenerative capacities. But

a shift to more circularity involves socio-technical relations encompassing global value chains, political-economic regimes, and institutional frameworks. While the navigational agency of cooperatives in affirming social practices and circular technologies is important, we might ask what agency cooperatives have in such a process? What is their transformative potential given socio-technical systems? The cooperative identity is guided by principles that prioritize labor over capital and a concern for community . We analyze the potential of this identity within a capitalist context, and taking seriously the systemic role of technology. We propose a novel typology of stances of cooperatives in relation to socio-technical systems and their relation to circularity strategies, practice changes, agency levels, the political-economic regime and cognitive frame preconditions.

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

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

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

### **F2: Contemporary Trends in Co-operative Practice: Collective Action, Stakeholder Engagement and Accounting for Transformation**

*1:30-3:00*

*C.623 Salle Labid-Aljundi*

Moderator: Derya Tarhan, University of Toronto

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

*Marc-Andre Pigeon, University of Saskatchewan*

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

### **Cooperatives, Fair Trade and Universities: Opportunities for Engagement**

*John Simoulidis, York University & Green Campus Cooperative*



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

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

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

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

### **F3: Democracy, Digital Transition and Cooperatives**

*1:30-3:00*

*C.626 Salle Londres*

Moderator: Isobel Araujo, University of Illinois Chicago

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

*Meaghan Girard, HEC Montréal, Researcher*

*Alana Pierce, HEC Montréal*

*Rafael Ziegler, HEC Montréal*

*Jorge Meja Morelos, HEC Montréal*

Digital social enterprises advance the values of democracy, solidarity, and equality yet contend with the financial and operational challenges inherent to running digital firms (e.g., employee recruitment, securing financing, pressure to scale). As such, these social enterprises find themselves occupying "liminal spaces" marked by a lack of support services and financial resources. To meet development objectives, they simultaneously draw on mainstream practices while engaging in resistance and working to be consistent with their social values. This, in turn, amplifies tensions when negotiating social and economic value creation. Building on extant research on digital business models, entrepreneurial support practices, and entrepreneurial ecosystems, we ask: How are support networks created and what support practices are employed for digital organizations that occupy liminal spaces? To answer this question, we are conducting a 2-year ethnographic study of a digital peer-support pilot steered by a key intermediary for cooperatives in Quebec.

## **Meta-organizations' Capacities to Govern Cooperative Innovation**

*Louis Cousin, Université Laval*

*Luc K. Audebrand, Université Laval*

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

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

*Athos Carlos Silva, Fundação Dom Cabral*

*Mônica Rocha de Carvalho, Fundação Dom Cabral*

*Hugo Ferreira Braga Tadeu, Fundação Dom Cabral*

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

## **G1: Human Books Library**

*3:30-5:00*

*C.515 Salle Guilford*

Human libraries have become an international cultural movement since their introduction in Denmark in 2000. Creating a human library provides a way for individuals to connect with others in their community in order to engage in conversation, celebrate differences and encourage understanding of people who come from varied cultural or lifestyle backgrounds. Human books are volunteers who are willing to share their stories with others in a safe environment. Readers participate in small-group conversations with Human Books to ask questions and to learn about other's life experiences. This year at CASC, a human library will be included as an interactive session and will feature co-operative practitioners representing various sectors and regions with

the aim being to share their "co-op stories"- about personal, professional/organizational journeys. Readers will be able to move from one table to the next and engage with 2 or 3 human books during the session. The great advantage of human books is that they can respond to your questions.

## **FRIDAY JUNE 14**

### **H1: Collective Action, Competitive Advantage and Surplus**

8:30-10:00

*C.515 Salle Guilford*

Moderator: Louis Cousin, Université Laval

#### **The Twelve Co-operative Advantages**

*Darryl Reed, Shiv Nadar University*

The notion of a co-operative advantage (co-operative advantages) is quite common in the literature, but generally not clearly defined or theorized. This paper draws upon critical perspectives in four fields of theory (economics, systems theory, organizational and social movement theory, and behavioural theory) to identify twelve co-operative advantages. In elaborating the nature these advantages it will distinguish: (1) over whom particular co-operatives may have an advantage (e.g., other types of business enterprises, different forms of NGOs, government agencies, etc.); (2) what benefits a particular co-operative advantage provides (e.g., lower costs, greater market access, higher incomes, better working conditions, greater access, etc.); (3) to whom these benefits are provided (e.g., co-operative members, community members, other economic, social and political actors), and; (4) the conditions that are required for and/or facilitate co-operatives exercising such advantages, (e.g., resource availability, motivational resources, regulatory and public policy frameworks, etc.).

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

*Sean Geobey, University of Waterloo*

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

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

*Eylin Jorge Coto, University of Saskatchewan*

*Marc-Andre Pigeon, University of Saskatchewan*

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

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

08:30-10:00

C.412 Salle Mallette

Moderator: Meaghan Girard, HEC Montréal

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

*Justine Ballon, HEC Montréal*

*Julie Coquerel, HEC Montréal*

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

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

*El Jid Omar, Université de Haute-Alsace*

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

(Bauman, 2000) nous amène à questionner ces utopies en posant la question : quels sont les idéals ou les utopies qui animent les coopérateurs/trices et le projet coopératif ?

### **H3: Transitions, Community and Political Role of Cooperatives**

8:30-10:00

C.505 Salle Aimé-Quintal

Moderator: Sandi Stewart, Saint Mary's University

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

*Karl Janelle, HEC Montreal*

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

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

*Derya Tarhan, University of Toronto*

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

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

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

Building upon digital transformation insights in Brazilian credit unions, this research will employ foresight methodologies to envision the future trajectories of co-operative movements, integrating

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

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

10:30-12:00

A.549 Salle Port Moresby

*Valérie Michaud, Université du Québec à Montréal UQAM*

*Marie-Laure Dioh, Université du Québec en Outaouais UQO*

*Luc K. Audebrand, Université Laval*

*Claude-André Guillotte, IRECUS/Université de Sherbrooke*

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

Les Fonds de recherche du Québec ont annoncé le financement du Réseau de recherche en économie sociale et solidaire (RRÉSS) pour la période 2024-2029. Le RRÉSS vise à mieux connaître, faire connaître et reconnaître l'ÉSS, tant au Québec qu'à l'échelle internationale, à la fois de jure (dans les textes de loi) et de facto (sur le terrain et dans les pratiques). Concrètement, la mission du RRÉSS est de 1) créer et animer une communauté de recherche consacrée à l'ÉSS ; 2) coconstruire et partager des connaissances et des outils à l'intention de l'écosystème de l'ÉSS ; 3) soutenir la formation de la relève en ÉSS, et ce tant en recherche que dans les milieux de pratique. Cette table ronde vise à lancer les activités du RRÉSS par la présentation de la programmation scientifique du RRÉSS qui s'articule autour de 4 axes. L'axe 1 focalise sur l'encadrement législatif et institutionnel ainsi qu'à la gouvernance de l'ÉSS. L'axe 2 traite de l'engagement, du travail et du care en ÉSS. L'axe 3 se concentre sur les modèles d'organisation et d'action soutenables en ÉSS. Finalement, l'axe 4 aborde les ancrages, le développement et les retombées de l'ÉSS dans les territoires. Les quatre cotitulaires du RRÉSS partageront les objectifs et orientations de leur axe. L'activité présentera aussi les chercheurs. ses impliqués ainsi que les partenaires du RRÉSS. (English below)

The Fonds de recherche du Québec has announced funding for the Réseau de recherche en économie sociale et solidaire (RRÉSS) for the period 2024-2029. The RRÉSS aims to raise awareness and improve the recognition of the social & solidarity economy (SSE) in Quebec and internationally, both de jure (in legislation) and de facto (in the field and in practice). In concrete terms, RRÉSS's mission is to 1) create and lead a research community dedicated to the social economy; 2) co-construct and share knowledge and tools for the SSE ecosystem; 3) support the training of the next generation of SSE researchers and practitioners. This round table aims to

launch the activities of the RRÉSS by presenting its scientific program, which is structured around 4 axes. Axis 1 focuses on the legislative and institutional framework, as well as the governance of SSE. Axis 2 deals with commitment, work and care in the SSE. Axis 3 focuses on sustainable models of organization and action in the field. Finally, Axis 4 deals with the roots, development and impact of SSE in the territories. The four RRÉSS co-leaders will share the objectives and orientations of their axis. The activity will also introduce the co-researchers involved, as well as RRÉSS partners.

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

1:30-3:00

A.549 Salle Port Moresby & Over [Zoom](#)

*Moderator: Judith Harris*

This panel provides an opportunity for a critical and timely discussion of the relationship between humans, plants and animals based on Kimmerer's (2013) claim that instead of a destructive role, human kind, in fact, is part of a reciprocal relationship to the land. Kimmerer observes in land-based, gift economies, a role for humankind, not as the centre of existence but as one species in a balanced relationship that can often be mutually beneficial. We provide an opportunity for a panel discussion among Indigenous Manitobans and representatives and researchers for the Orang Asli from the Institut Koperasi Malaysia and UNITAR. This panel has implications for revising International Co-operative Alliance (ICA) Principle # 7 on "Sustainable development of communities".

Ovide Caribou is a ceremonial elder who has been raised by his spirit guides and engaged as a helper for 30 years by his elders. Together, he combines an academic background in Social Work and vast indigenous knowledge. Ovide is from Mathias Colomb Cree Nation (Pukatawagan) on the Churchill River.

Suki Mee is actively involved in Peninsular Malaysia indigenous community NGO and Cooperative. He is currently holding the post of Vice President of Malaysia Orang Asli Development Association (MOADA), a Chairman of Perak Orang Asli Association and Perak Orang Asli Cooperative. He is a Registered Town Planner (with Board of Town Planner Malaysia) by profession and a corporate member of Malaysian Institute of Planners. He obtained his bachelor's degree in Urban and Regional Planning from University Technology of Malaysia (UTM) and Master of Philosophy in Development Science from National University of Malaysia. (UKM) He is currently a Board of Director members of Cooperative Institute of Malaysia (CIM)/Institut Koperasi Malaysia (IKMa)

Datuk Basari Bin Sarkun is a member of the USDA (United Sabah Dusun Association). Involved in various program to enhance the economy of the DUSUN one of the indigenous groups in Sabah. Organizing seminar and training to locals to participate in activities such as Eco-tourism, Promoting the DUSUN costumes and traditional food.

Puteri Aina Binti Megat Ameir Noordin is currently pursuing her PhD in Al Madinah International University on *Waqf* behaviours. Puteri Aina holds an MBA (1998) with a distinction specializing in International Business from Edith Cowan University, Perth, Western Australia. Her Bachelor degree (1993) is in Business Administration with a double major in Marketing and Management from Creighton University, Nebraska, USA. Her current research focuses on the Mah Meri people and the misalignment of contemporary commercially-driven supports for Indigenous communities.

Melody Stevenson is a member of the Peguis First Nation located in Manitoba, Canada. Melody is a registered Social Worker who worked within the mental health/addictions, criminal justice, and the non - profit sectors. Melody presently works within the child welfare system with the goal of supporting families to remain intact. At the same time, continues to be a supporter and an instructor with the University of Winnipeg Walls to Bridges prison education project.

Patricia Caribou, BSW, MCSW is a Clinical Social Worker and Indigenous Healer from the Jackhead First Nation. Patricia has created a blend of clinical therapy and Indigenous healing, led by great teachers with various healing practices. Since 1992, Patricia has been sharing her healing gifts with men, women and children to release their pain and find their authentic selves.

### **K1: Co-ops and Decolonialization**

3:30-5:00

C.412 Salle Mallette

Moderator: Elisangela Domingues Vaz, HEC Montréal

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

*Kacie G. Hopkins, York University,*

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

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

*Glenn Valliere, Arctic Co-operatives Ltd.*

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

- Supporting existing strategic plans
- Being useful to the Winnipeg support office and its operating networks



- Being relevant to our northern, and primarily Indigenous, membership base

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

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

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

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

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

*3:30-5:00*

*C.515 Salle Guilford*

Moderator: Julie Coquerel, HEC Montréal

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

*Salimata Konate, l'Université du Québec à Montréal*

Le vieillissement accéléré des propriétaires-dirigeants québécois menace la relève entrepreneuriale. D'ici 2025, 34000 entreprises québécoises seront à céder. À part les trois modalités envisagées pour transférer une entreprise, que sont la transmission familiale, la vente aux employés cadres ou la vente à un tiers privé, la reprise collective par les salariés leur permet

de reprendre collectivement, en totalité ou partiellement, une entreprise pour l'exploiter en coopérative. Mais ce phénomène reste peu documenté et quelques recherches se penchent sur la dimension humaine de ce processus qui implique que les salariés-repreneurs développent des compétences de coopérateurs, d'entrepreneurs et d'administrateurs. Ma thèse vise à comprendre les enjeux entourant ce changement de posture que j'envisage comme une innovation sociale, ayant (ou non) un potentiel de transformation sociale en vue d'une justice sociale. Je propose la théorie critique de Nancy Fraser comme cadre théorique permettant d'interroger le potentiel émancipatoire de la reprise collective par les travailleurs.

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

*El Jid Omar, Université de Haute-Alsace*

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

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

### **Portrait des reprises coopératives au Québec 1980-2022**

*Claude-André Guillotte, IRECUS/Université de Sherbrooke*  
*Josée Charbonneau, IRECUS/Université de Sherbrooke*

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

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

### **K3: Freedom and Self-determination, the cooperative way**

3:30-5:00

*C.505 Salle Aimé-Quintal*

Moderator: Luc Audebrand, Université Laval

### **Making Visible Subjugated Knowledge in Co-op Theory and Practice**

*Tom Gray, USDA, RD-Program on Cooperatives*

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

### **Rethinking Architectural Creativity: Embracing a Cooperative Approach to Design Practice**

*Jaya Beange, Storefront Manitoba & University of Manitoba*

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

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

*Gabriel Monette, HEC Montréal*

*Rafael Ziegler, HEC Montréal*

*Simon Pek, University of Victoria*

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