



Co-operation: Democracy in Action

# Collaborative Exchange

Promoting Co-operative Development in Saskatchewan

January 2007

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 Saskatchewan Co-operative Association



## The New Regionalism: A Co-operative Opportunity?

In his brief on the 'New Regionalism', researcher and University of Colorado Professor Allan Wallis paints a compelling picture of what in some quarters is being referred to as an almost global return of the "citi-state".

Wallis affirms that the drivers of the new regionalism - globalization, a desire for sustainable development and a repositioning of public policy and service delivery - are not transitory in nature. He observes that "we live in one community, work in another, shop in still others--where the price or selection is right, and cheer for a "home" team that is twenty-five miles away. Yet we continue to identify ourselves locally, focusing on how different we are from our near neighbors. We are trying to frame the new in terms of the old, and our resulting actions are producing failure".

In articulating a set of characteristics that distinguishes the new regionalism, Wallis highlights several key principles that are very reminiscent of the co-operative model and its capacity for community development. Is there a new role for the co-operative as a vehicle to affect regional collaboration, service delivery and a new model of governance? The democratic principles which ground the co-operative philosophy certainly provide an ideal foundation upon which to build new ways of coming together in community.

Here are Wallis's descriptors of the 'new regionalism':

### *Governance versus Government:*

While the old regionalism was basically about government, the new regionalism is about governance, establishing vision and goals and

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## Tisdale Residents Take Charge of Their Future

The ability of a community-based enterprise to fill gaps in local services and programs is being successfully illustrated in Tisdale with the launch of the Tisdale Home Support Co-operative Ltd. The mandate of this co-operative enterprise is to create a community where residents can stay as independent as possible. This means 'aging in place' for senior residents who are no longer forced to relocate to personal care homes - or move out of the community to stay with relatives. For other residents, the Home Support Co-op provides a cost effective option for services such as home maintenance, housekeeping and non-medical home care.

The growing relevancy of non-medical home care services was one reason why residents of Tisdale and area began development of the co-op back in 2004. "Our services could be called pre-assisted living," says Dianne Wallington, President of the Tisdale Home Support Co-operative. "Our goal is to help people perform the simple functions of daily living that - for various reasons - they are no longer capable of undertaking on their own".

Many older people want to remain in

their own home as long as they can, and with an aging population on the rise, this unique home care enterprise - the first co-operative of its kind in Saskatchewan - plays a key role in enhancing the 'connectivity' within the community of Tisdale and surrounding area.

"Tisdale Home Support will remain true to the co-operative principles of people helping people" says the co-op's general manager, Martina Huvenaars. "We function as a gateway for individuals who need services such as home maintenance, shopping or even paying bills. We match them with other individuals in the community who are willing and capable of providing these services".

Home support services are provided on a pay-per-use basis to members of the co-op. A lifetime membership in the co-op is \$10.00. A volunteer board of directors identified the gap in community services back in 2004 and went on to found the Tisdale Home Support Co-op. The demonstrated need for services such as housekeeping, lawn and snow removal and transportation was reinforced during a series of five public meetings, which were held in the community. Twenty-seven people joined the new co-op immediately.

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## New Regionalism: A Co-operative Opportunity

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setting policy to achieve them. Emphasis on governance recognizes that ensuring the future quality of a region is a shared responsibility of all sectors. Moreover, it requires the shared powers and talents of these sectors working strategically to affect change.

### *Collaboration versus Coordination:*

The old regionalism focused on coordination including land use, infrastructure development, services, and the like. Coordination typically implied hierarchy; for example, a regional authority with powers to determine the allocation of resources to units of government within its boundaries.

By contrast, the new regionalism focuses on collaboration and voluntary agreement among equals.

Collaboration abhors a hierarchy, because that suggests that someone, or some position, is in control. Collaboration thrives when parties to it see each other as distinct yet equal.

### *Open versus Closed:*

The old regionalism was concerned with defining boundaries and jurisdictions, aiming to clearly demarcate the region in terms of boundaries for growth, service delivery and job markets. The region was, in effect, closed. You were either in it, or outside of it.

The new regionalism accepts that boundaries are open, fuzzy or elastic. What defines the extent of the region varies with the issue being addressed. The fuzziness of boundaries makes it easier to put together cross-sectoral governing coalitions.



### *Empowerment versus Power:*

The old regionalism was perceived as drawing its powers from units of government above and below it. Local jurisdictions often felt threatened that their powers would be diminished.

The new regionalism gains power by empowering. Part of this empowerment is directed toward neighbourhoods and communities, with the objective of getting them constructively engaged in regional decision making. Empowerment also consists of engaging nonprofits and for-profits in governance decisions that were once treated as the domain of the public sector alone. Employing empowerment is based on the assumption that new interests bring new energy, authority, and credibility, thereby growing power or capacity in order to move a regional agenda.

In the context of regionalism, *can the co-operative organization play a new and innovative role in the future of Saskatchewan?* As Wallis points out, “often momentous transformations fail our perception, in part, because we try to frame them in our old ways of seeing”.

As the landscape of the province evolves, perhaps it's time to reframe our view of the co-operative model and encourage its application as a regional governance model. The origins and the achievements of the co-operative sector, as well as its capacity to serve communities support this view.

*Submitted by Verona Thibault*

## Notable Downloads

### **Implementation of a Health Services Co-operative: Factors for Success and Failure**

This short guide provides a series of key indicators and benchmarks that should facilitate the smooth implementation of new projects in community driven health care. Its purpose is not to repeat the basics of creating a co-operative, since this information can be found elsewhere, but to identify and discuss the specific aspects of starting up a health services co-operative. [Download directly from www.sask.coop](http://www.sask.coop)

### **Proceedings from the Manitoba Co-operative's Association 2006 Forum on Health Care Co-ops**

The September 22, 2006 forum profiled best practices in Canadian health care co-operatives.

Visit <http://www.manitoba.coop/index.php?page=forums> to download the following presentations:

Quebec Health Co-op Models by Jean-Pierre Girard  
NorWest Co-op Community Health Centre, Winnipeg  
Saskatoon Community Clinic, by Anne Doucette

### **Co-operatives and the Social Economy**

This report offers an overview of co-operatives in Canada, and their place in the Social Economy. It includes information on cooperatives that serve community needs, such as housing, childcare and health co-ops. It indicates how co-ops can enhance social capital in communities and promote democracy, while building sustainable futures for communities.

Download from the Co-op Secretariat at [http://www.agr.gc.ca/rcc-src/coop/index\\_e.php?s1=pub&page=soc](http://www.agr.gc.ca/rcc-src/coop/index_e.php?s1=pub&page=soc)

## Tisdale Residents Take Charge of Their Future continued from page 1

Co-op member and client Merle Bridges says she is “very satisfied with the courtesy of the co-op office staff and overall service provided. I can rest easy knowing that help is only a phone call away - it really provides me with peace of mind”.

Huvenaars is enthusiastic about the future of this enterprise and the potential to replicate it elsewhere in Saskatchewan. “We want this to be a model for other areas. Co-ops are an ideal solution for communities because the members take an active role in supporting the business. This is one reason why co-operatives typically outlast investor owned businesses”.

“ I can rest easy knowing that help is only a phone call away - it really provides me with peace of mind”.

*Success often comes from helping others to succeed.* This is another characteristic of co-operative and community based enterprise that is evident in Tisdale. The Home Support Co-operative is grateful for the support of other local co-ops such as the Tisdale Credit Union and the Beeland Co-op - both organizations donated goods and services to assist this new enterprise in opening its doors in September of 2006.

The Tisdale Home Support Co-op may be contacted directly at 306-873-0228.

The *Collaborative Exchange* is produced bi-monthly. Submissions that may be of interest to Saskatchewan's co-op sector are most welcome, as well as any inquiries on co-op development. Contact Saskatchewan Co-operative Association at: [sca@sask.coop](mailto:sca@sask.coop)

## Call for LETTERS OF INTENT

**Linking, Learning, Leveraging: Social Enterprises, Knowledgeable Economies, and Sustainable Communities**

### Saskatchewan Region of the Social Economy Suite

CUISR/Social Economy Module recognizes the need for community partners to explore questions relevant to them and to their needs in Social Economy development. We welcome your letters of intent to guide the next stage in Saskatchewan region research.

The Saskatchewan Region Social Economy Workshop on December 5, 2006, reviewed research findings and project goals and identified the main areas of interest for future research initiatives. The intent for the next steps is to encourage competition among ideas and cooperation among organizations. Understanding the multiple demands on community based organizations, we invite letters of intent rather than fully developed proposals. CUISR/Social Economy Module will work with partner organizations to develop collaboration among organizations and to identify research questions.

The letters of intent should be guided by the following areas:

1. Community Economic Development Impact Measurement
2. Capacity Building: Education and Training, Linkages, and Leadership
3. Policy Environment and Change
4. Justice

Visit [http://www.usaskstudies.coop/social/economy/whats\\_new](http://www.usaskstudies.coop/social/economy/whats_new) for more information on this call for letters of intent.

Due Date: January 31<sup>st</sup> 2007

For further information, please contact Maria Basualdo at [cuisr.liaison@usask.ca](mailto:cuisr.liaison@usask.ca)

## Addressing Current Needs: YouthBuild Saskatchewan

**FACT:** Saskatchewan needs more skilled entry-level workers. Based on the study “Without a Paddle” conducted by the Canadian Policy Network, there are estimated to be over 30,000 youth aged 16-30 in Saskatchewan who do not have a Grade 12 diploma, are not in school, and are not working. If we include underemployed youth (youth who have Grade 12 diplomas but are unable to secure good paying career oriented jobs), the number of youth in Saskatchewan needing employment training increases significantly. This pool of vulnerable youth includes many potential Saskatchewan workers.

**FACT:** Saskatchewan needs more affordable housing. The number of affordable housing units needed in urban, rural, First Nations, and Metis communities continues to grow. The cost of building an affordable home and the energy cost to maintain homes also continues to increase.

**SOLUTION:** YouthBuild Saskatchewan, an emerging provincial co-operative aims to create supported employment micro-enterprises in affordable home building and other industries to create more entry-level employment jobs for vulnerable youth. These micro-enterprises will align to the three pillars of sustainable development, embracing the following goals:

As an independent, member owned non-profit co-operative, YouthBuild is being established to help businesses and community based youth programs in Saskatchewan—to ultimately increase the number of ‘ready for work youth’ in Saskatchewan. As a multi stakeholder co-op, YouthBuild members may be employers, community based organizations, youth development programs, employees of YouthBuild, or youth who have graduated from YouthBuild programs.

The co-op’s primary target is youth aged 18-24 who are not working or need to obtain good paying career oriented jobs. However, as YouthBuild matures, they expect to reach down to at least age 13 (the age when gangs start recruiting young people). A specific priority is to work with youth who do not have a Grade 12 diploma, are not in school, and are not working. However, the larger goal of YouthBuild Saskatchewan is to help all Saskatchewan youth receive the employment training, leadership development, and education they need in sustainable community development—so they can become ready to work and to start developing their careers.

2007 membership development goals include starting YouthBuild programs in Prince Albert, Swift Current, Humboldt, and two new First Nations programs. This will give the organization grass-roots coverage in approximately 60 percent of the province, supporting their five-year target of having a YouthBuild program accessible to any youth in Saskatchewan. To accomplish these goals, YouthBuild will bridge with existing youth employment programs.

YouthBuild Saskatchewan will be the first international affiliate of YouthBuild USA ([www.youthbuild.org](http://www.youthbuild.org)) which is the largest federation of youth development programs in the United States. They have an established track record of helping youth transform their lives by helping to build community. The foundation of YouthBuild programs in the United States has been helping youth learn how to build affordable housing via long time partnerships with Habitat For Humanity (the largest builder of affordable housing in North America) and many other community based organizations.

The over 250 YouthBuild programs in the US have now expanded to all aspects of youth employment training and sustainable community development. A hallmark of YouthBuild programs is to combine the use of supported employment micro-enterprises with youth employment training, utilizing partners such as the US Department of Housing and Urban Development, the US Department of Labor as well as state, county, and municipal housing authorities, Home Depot, and countless community based organizations.

YouthBuild Saskatchewan’s Development Strategy embraces four key areas:

1. To assist member businesses and community based organizations to increase the number of ready for work youth via development of supported employment micro-enterprises. The goal is to develop supported employment micro-enterprises, much like franchises, that can be replicated across Saskatchewan and beyond. Although many youth programs in the province are starting small businesses to support youth employment, there is no provincial or Canadian level organization in place to help them accomplish this challenging task. The Saskatchewan Abilities Council has successfully used this strategy for many years and YouthBuild intends to expand this strategy to help all youth. The role of YouthBuild Saskatchewan will be to provide its member organizations micro-enterprise business development support, technical assistance, and access to appropriate funding.
2. Increase youth employment via starting a ‘Ready For Work’ Certificate Program. This program builds on the current Department of Labour ‘Ready For Work’ workshops, but expands the concept significantly. Employers like the idea of



having a Provincial certificate that lets them know if youth are really ready for work. In order to ensure that we are effectively and efficiently using the funding available for youth employment training, we need a common standard defining what skills and work experience are needed for a youth to be considered 'Ready For Work'. YouthBuild Saskatoon is piloting this concept using apprenticeship training as the model.

3. Increase the number of 'ready for work' youth by supporting the provincial government and Saskatchewan Chamber of Commerce's Youth Friendly Workplace Designation (YFWD) Program. This important program complements the Ready For Work certification concept. YouthBuild is a member of the Saskatchewan Chamber' Youth Education and Training Committee and will be taking an active role in the implementation of the YFWD Program
4. Train youth to be leaders in developing sustainable communities. YouthBuild Saskatchewan is aligning with the Craik Sustainable Living Program -CSLP - ([www.craikecocentre.ca](http://www.craikecocentre.ca)) and other community based sustainable development programs . The CSLP Program is a sponsor of the newly announced UN University Saskatchewan Regional Centre for Education on Sustainable development. Working with the Craik Sustainable Living Project and Saskatchewan Regional Centre of Expertise, YouthBuild will support Centres of Expertise for three types of micro-enterprises: sustainable commercial and residential building construction; bioproducts production and commercial all season vegetable production.

YouthBuild Saskatchewan represents a significant step forward in helping to meet the growing need for skilled workers in Saskatchewan as well as addressing the alarming issue of unemployed and underemployed young people. For further information on this initiative, contact Doug Morrison at 306-975-3955.




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## CALL FOR NOMINATIONS

### 2007 Saskatchewan Co-operative Merit Awards

Do you know of an individual or a co-operative that has been an inspiration or has provided outstanding service to co-operatives and credit unions? If you do, tell us about them by nominating them for the **2007 Saskatchewan Co-operative Merit Award**.

This year, we are pleased to announce the creation of a new award, the *Saskatchewan Co-operative Youth Leadership Award*, which recognizes outstanding contributions to co-operatives and/or credit unions in Saskatchewan, by one or more young people.

**Nomination Forms are now available. To receive a package or for more information, contact the Saskatchewan Co-operative Association at 306-244-3702 or email: [sca@sask.coop](mailto:sca@sask.coop)**

**NOMINATION DEADLINE MAY 1, 2007      AWARDS PRESENTATION OCTOBER 15, 2007**

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## Funding Co-op Development

### The Co-operative Development Initiative (CDI)

This Government of Canada program supports the growth and development of co-operatives through two program components. The Advisory Services component provides technical assistance to groups who want to start new co-ops, or who need help to manage existing ones. The Innovation and Research component provides funding support to projects that study and demonstrate how co-ops can be used successfully in new ways, with a particular focus on the following priority areas:

- adding value to agriculture
- access to health care and home care
- economic development in rural, remote or northern communities
- development of Aboriginal communities
- integration of immigrants into Canadian communities
- community solutions to environmental challenges

**Final Application Window  
for this program  
is March 2, 2007**

For applications and further program guidelines visit: [www.coop.gc.ca](http://www.coop.gc.ca)

## Networks for Good Works

By Joel M. Podolny

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Think about the last time a person told you that he or she was going to do some networking. Did you feel slightly repulsed? A little wary?

To most, the term “networking” means using other people to get what we want. But moral philosophies, religious traditions, and social conventions tell us not to treat people as means to our ends. Recall, for example, the German philosopher Immanuel Kant’s second categorical imperative, which advises “Act so that you treat humanity, whether in your own person or in that of another, always as an end and never as a means only.”

More than 200 years after Kant published these words, sociological studies verify that when people attempt to build networks - even for good deeds - they convert relatively few to their cause. For instance, the directors of six arts organizations in Oklahoma City failed to convince their boards to form an alliance in part because they overemphasized how the new network could be used to raise more funds.

At the same time, sociological studies also show that networks power social change. From the civil rights movement to the American labour movement, from the Zapatista movement to the Howard Dean campaign, wide webs of people dedicated to a common cause are what change the course of human history.

If networks are necessary for social change, but networking is repugnant, what’s a social crusader to do? Kant’s second categorical imperative offers a hint: The problem with networking lies not in treating people as means, but in treating people *only* as means. And so to follow Kant’s reasoning, social change agents should treat networks *not only* as means to social change, *but also* as ends unto themselves.

Too often, those of us who study and rely on networks think of them as mere means, as the conduits and pipes through which information and resources flow. Networks are how we get stuff. They are the means by which we find out about threats and opportunities. They are the means by which we get capital of all kinds - financial, physical, and human. They are the means by which we learn.

Although this view of networks is not wrong, it is incomplete. Networks aren’t just pipes; they are also communities that should be nurtured and valued as such - as ends unto themselves. And advocates of social change, in turn, should view themselves as guardians of those communities, rather than just the people who lay the pipes. When society’s movers and shakers cast themselves

### *How Networks Work*

Why does it take a network to plant boots on the ground? As we go through life as individuals, we sense that our internal beliefs, values, intentions, motivations, and passions - that is, our identities - are what drive our actions. Yet we often fail to recognize that our identities have to come from somewhere. And that somewhere is not our stomach or our spleen or even our brain. Instead, our identities ultimately come from our relationships with other people - that is, from our networks.

Our networks shape and change our identities. Our identities, in turn, drive our actions. Internalized from our networks, our identities tell us what is right and wrong; what we desire and what we eschew; whom we help and whom we

ignore; whom we obey and whom we resist; when we act and when we stay on the sofa. Once people join a network, their identities are changed in such a way that they act consistently with group values, without being rewarded or monitored.

### *More than Matchmaking*

For example, the leaders of the civil rights movement threw their hearts and minds not only into the pursuit of their goals, but also into the cultivation of their networks. All too often, however, leaders of social change see their role as mere matchmakers. Community foundations, for example, count as network organizations, in that they coordinate autonomous units to operate as a single, larger entity:

Community foundations typically stay out of direct service provision and instead amass a network of funders to support

diverse service providers. And like other social movements, leaders of community foundations put creating a network first. Yet community foundations are distinct from other charitable endeavours in that their values are quite broad. Absent specific, well-defined values with bite, a community of interest will not transform the identity of its members. And if a community does not transform the identity of its members, it will not give rise to the actions that are necessary for significant social change.

I recognize that not all social sector leaders are focused on social change. Many are focused on meeting ongoing needs. For these leaders, networks may indeed be important primarily as conduits of information and resources.

But if social change is the objective, networks must transform the identities of the people who make them up. To make this transformation happen, leaders must first and foremost understand their role as nurturers of networks. Playing this role requires putting together a network, infusing it with clear values, and, when necessary, shifting its composition to ensure that it remains a platform for social change.

*Most people think of networking as a means for advancing their own self-interest. But successful social innovators take a different tack, nurturing close ties between members and infusing their networks with a common set of values.*

*As a result, their networks power both personal transformations and large-scale social changes*

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## Upcoming Events

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### February 2-4, 2007 **Say YES to Agriculture Conference**

Saskatoon Inn Saskatoon, SK

The conference will include sessions on business planning, Environmental Farm Planning (EFP) and Farm Credit AgriSuccess workshops. To register, call the Agriculture Knowledge Centre at 1.866.457.2377.

Registration Deadline: January 26, 2007.

To take advantage of the special YES! to Agriculture conference rate, please make reservations prior to January 3, 2007, at the Saskatoon Inn Hotel & Conference Centre. Phone 1.800.667.8789 and request a reservation under the YES! to Agriculture conference.

### February 18 - 20<sup>th</sup>, 2007 **Linking, Learning, Leveraging Social Economy Symposium**

Winnipeg MB

Regional symposium on current research projects and related events happening across the region. Contribute input and ideas that will direct the initiative's social economy research direction. No registration fee but advance registration is required.

Contact Lorraine Salt [lorraine.salt@usask.ca](mailto:lorraine.salt@usask.ca) phone: (306) 966-7917

### February 21-22, 2007 **Bio-Fuels and Value-Added Co-ops FORUM**

Winnipeg MB

The Manitoba Co-operative Association is hosting a FORUM which will feature a series of plenaries, case studies and break-out sessions lead by a variety of experts from all over North America. They will explore topics such as:

- Government policy
- Establishing governance models and board policies
- Membership and equity drives
- Funding for co-ops
- By-laws, policies and operations
- Financing and taxation implications for co-ops in planning equity
- Success stories
- Research on new generation co-ops in Manitoba

Register online at <http://www.manitoba.coop/index.php?page=forums>

### March 7-9, 2007 **Ag-CDI Program Conference**

Sheraton Hotel, Ottawa

*An opportunity to share lessons learned and strengthen the base of support for developing biofuel and value-added agricultural co-ops in Canada*

*Who Should Attend?*

- Producers involved in developing biofuel and value-added agriculture co-ops
- Co-op developers and business advisors
- Leaders of Canada's established agricultural and rural-based co-operatives
- Provincial / Regional Co-operative Associations
- Government officials interested in biofuel and value-added agricultural co-op development
- Provincial Agricultural Adaptation / ACAAF Councils

Contact Nicole Boissonneault E-mail: [Nicole.Boissonneault@coopscanada.coop](mailto:Nicole.Boissonneault@coopscanada.coop) or Tel. 613-238-6711 ext. 221

### May 15-17, 2007 **CSR Community Investment Forum**

Guleph, ON

Learn about best practices and leading trends in CSR and community investing, network with peers, and help grow a national CSR network of co-operatives and credit unions. This event provides an opportunity to work together to make a difference in our communities. \$175 registration with financial assistance available on application. Organized by a steering committee of credit union and co-operative representatives, including CUCC and CCA, following the first successful 2006 Forum. Contact Miruna Nichita at "Miruna\_nichita@cooperators.ca" for registration information and mark the date.

### April 18-21, 2007 **Bring it Home: Building Communities on a Rock Foundation**

St. Johns Newfoundland. CCEDNET National Conference. Registration will be open in late January/early February 2007.

For more information, please contact Jaie Skalin, National Conference Coordinator, email: [jskalin\(at\)ccednet-rcdec\(dot\)ca](mailto:jskalin(at)ccednet-rcdec(dot)ca), phone: (250)386-9980

## Co-op Voices Sought for Upcoming APF Consultations

Lynne Markell, Government Affairs and Public Policy Advisor,  
Canadian Co-operative Association

In November 2006 federal, provincial and territorial Ministers of Agriculture launched a consultation process for the next generation of agriculture and agri-food policy. The current Agricultural Policy Framework (APF) is a partnership between the two levels of government to secure the long-term profitability of the agricultural sector. This is a budget of \$9.4 billion for the 2003-2008 period. Since APF runs out in March 2008, a new one is being developed. It will take into account the current global and domestic environment and determine what new actions are needed.

The ministers unveiled a plan to involve stakeholders and the Canadian public in developing the next APF. There were stakeholder meetings in December around the themes of food safety and quality, environment, innovation and science, renewal, and market development and trade. A series of public consultations are now taking place across the country, and they will be followed by another round of stakeholder meetings. More information on the consultation is at [www.agr.gc.ca/pol/consult/index\\_e.p](http://www.agr.gc.ca/pol/consult/index_e.p)

### Why is the APF important?

Simply put, the agricultural industry is challenged and the people who are most in trouble are the individual producers and farmers. Unless this is turned around, there will be fewer farmers with consequences for rural communities and businesses. Moreover, urban consumers will be more and more dependent on other countries for our food. Already 50% of the products on our grocery shelves are not from Canada.

We need to provide our ideas for solutions to help with the challenges the sector faces. Some of those solutions involve co-ops and others are just good public policy. While the last APF mentioned co-ops, there was no specific funding for co-op development. This time we need to ensure there is broad policy that commits the federal and provincial governments to providing support to mechanisms such as co-ops that will allow farmers and rural communities to develop their own local solutions.

In the renewal stakeholder session, I worked with some other people to recommend that the focus for planning and development work be extended to local and regional areas. We have found that the impetus for new agricultural co-ops is coming from producers and their local economic development organizations which take a more bio-regional view.

### Some suggestions for points to be made at the consultation meetings:

1. Strengthen mechanisms that maintain farm incomes and bargaining power in the marketplace including co-ops, collective marketing, supply management and the Canadian Wheat Board.
2. Support farmers to move up the value-chain and collectively own value-added businesses.
3. Provide resources to assist farmers to develop co-operatives, including the continuation of the new Ag-CDI, capital funds, tax measures such as the Co-operative Investment Plan (CIP), and education for business advisors and co-op developer.
4. Provide support to help local rural and urban communities organize food systems to distribute locally-grown and processed food - through food co-ops, farmer's markets, delivery systems, food processing incubators, and branding or promotional programs.
5. Recognize and support the move into non-food agriculture such as biofuels, health products and fibre-based products.
6. Increase research, but develop better mechanisms to share the information with groups that can assist rural communities and farmers in using the information for enterprise development.
7. Use the new APF to articulate a Policy on Domestic Food Sustainability which commits our governments to ensuring that we grow, process, and distribute as much of our domestic food needs from Canadian sources. The US has this and also goes further in committing to maximum producer ownership to protect that supply. In Canada 50% of the products on our grocery shelves are not from Canada.
8. Help producers capture opportunities from science and innovation research and translate this information into businesses.



#### How will the APF consultation process work?

The consultations will involve a day-long meeting where participants will be able to have input via small group discussions. The consultations will discuss six themes (including business risk management) and individuals will be able to take part in four theme groups. There will be plenary sessions as well. There is no need to have a written brief, although they will accept submissions. Registration is required and then you receive information on the meeting location and the documents to be used. It is important to read the theme documents in advance and be prepared to provide input based on your experience. Visit [www.agr.gc.ca/pol/consult/index\\_e.php?s1=subscribe](http://www.agr.gc.ca/pol/consult/index_e.php?s1=subscribe) for more information and to register.

#### Saskatchewan APF Consultations will be held at:

NORTH BATTLEFORD, SK  
Friday, February 9  
Tropical Inn Hotel and Convention Centre  
1001 Highway #16 Bypass  
North Battleford, SK S9A 3W2  
9am-4:30pm

SWIFT CURRENT, SK  
Monday, February 5  
Royal Canadian Legion #56  
239 - 1st Avenue N.E.  
Swift Current, SK S9H 2B3  
9am-4:30pm

Lynne Markell will be pleased to discuss the APF issues and provide input and ideas for those considering taking part in the public consultations.

She can be reached at  
Tel: (613) 238-6711  
Or 1-866-266-7677

REGINA, SK  
Tuesday, February 6  
Delta Regina  
1919 Saskatchewan Drive  
Regina, SK S4P 4H2  
9am-4:30pm

YORKTON, SK  
Wednesday, February 7  
Gallagher Convention Centre  
455 Broadway Street West  
Yorkton, SK S3N 2X1  
9am-4:30pm

Email Lynne at :  
lynne.markell@co-opscanada.coop

The *Collaborative Exchange* is produced bi-monthly. Submissions that may be of interest to Saskatchewan's co-op sector as well as inquiries on co-op development are most welcome.

Contact Saskatchewan Co-operative Association at:  
sca@sask.coop

## Upcoming Co-operative Training Opportunities

### The Contemporary Director - February 5-6, 2007 in Regina

This very popular course will cover a number of topics of interest to co-operative sector leaders, including: the roles of co-operatives and credit unions in society; the roles and responsibilities of directors; strategic planning; performance management; and models of board governance. This course is intended for elected leaders of co-operatives and credit unions who already have a basic understanding of the role of a director, for those interested in moving in to a director role and for those who work closely with directors. The course will be facilitated by Jim Robbins, an experienced elected leader, who does consulting work for co-operative boards, municipal councils and not-for-profit organizations in the areas of board governance and performance management.

### Co-operatives: The Basics - scheduled on request

This exceptional course covers co-operative ideology; democracy in co-operatives; inter-co-operative relations; co-operative development; and the future of co-operatives. This course is intended for elected officials, employees and members who are new to co-operatives, or for anyone who wants to increase their knowledge about the function and purpose of co-operatives. Course content and delivery can be adapted to meet the needs of any Board of Directors. Forward inquiries to the Saskatchewan Co-operative Association at 306-244-3702.