Good Governance in Practice
Examples from the Co-operative Sector

A bit about us

- Who we are
- What we do
- Why we do what we do
- How what we do can benefit communities

Overview

- What is governance? Why co-ops?
- A model for good governance
- Governance in Practice
  - Maple Creek Co-op
  - Old Crow Co-op
  - Saskatchewan First Nations Technical Services Co-op

Governance

What is governance

- Steering a ship

- "Who gets to decide what"
    - Relationships
    - Trust
    - Authority
    - Incentives

Co-operative Governance

Co-op governance

- AGMs
- Boards
- One member, one vote
- Patronage dividends

Co-op governance

- Importance of members
- Elections/authority
- Loyalty/Trust

- Individual versus collective

A model for good governance

Good Governance

- Managing strategic interdependencies
- Developing the 'right' view of the future
- Establishing and maintaining legitimacy

Organizational Policy

- Formalized decision-making
- Rules for the organization
- Structure for operations

- Contingent on legitimacy

Strategic Interdependencies

Organizational Policy

- Clearly define roles
- Member Onboarding
- Training
- Oversight

Financial Management During Crisis

- Maple Creek Co-op
- Reliance on member support
- Large equity drive and pay cuts
- Co-op identity

A View to the Future

Organizational Policy

- Effective communication
- Organizational listening
- Meaningful action
- Ongoing reporting

View of the Future

- Old Crow Consumers' Co-op
- Importance of wealth retention
- Change consumer behaviours
- Listen to members and implement important changes

Legitimacy

Organizational Policy

- Participation
- Creating/following rules
- Recognition
- Adaptation

Legitimacy

- Saskatchewan First Nation Technical Services Co-op
- Bringing nations and tribal councils together
- Need for representation
- Alternative election policy

A model for good governance

Good Governance

- Strategic Interdependencies
- A View to the Future
- Legitimacy

- Learn more with the Governance in Co-operatives online course!

Sources

Jason Heit, Murray Fulton, and Brett Fairbairn (2014) "Autonomy and Identity: Constraints and Possibilities in Western Canada's Co-operative Retailing System" in Brett Fairbairn and Nora Russel (eds.) *Co-operative Canada: Empowering Communities and Sustainable Businesses:* UBC Press.

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Thank you! Questions?

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Governance in Co-operatives Online Course:
https://www.canvas.net/browse/saskatchewan/courses/governance-in-cooperatives
Paper by Fulton, Fairbairn, and Pohler:
http://www.icdc.coop/sites/default/files/co-op_atlantic_final.pdf
Co-op Creator Resource Website: coopcreator.ca
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