

## **APPENDIX: OUTLINE OF WORKSHOPS AND PARTICIPANT COMMENTS**

### **Report to ACCA on Member Engagement Sessions, March 2016**

**On 2 and 3 March 2016, the Alberta Community & Co-operative Association (ACCA) held consultation sessions in Airdrie and Stony Plain attended by representatives of its member organizations. The primary purpose of the consultation sessions was to engage members to obtain their perspectives on the future directions of ACCA. This document has been prepared by facilitator/consultant Brett Fairbairn to document the workshop process and to present the raw comments of the participants. Written feedback from participants is presented below in their own words, grouped under each question to which they were responding. Spoken feedback is based on the facilitator/consultant's notes.**

#### **1. PURPOSE, OUTCOMES, PRINCIPLES**

In consultation with executive director Michele Aasgard of ACCA, and with input from the board of ACCA, facilitators Brett Fairbairn and Scott Vaughan defined the purpose, objectives, and principles of the sessions as follows. These were presented to the participants at the start of each workshop:

##### **PURPOSE OF MEMBER ENGAGEMENT SESSIONS**

- Obtain perspectives from members on the future directions of ACCA
- Members embody values of cooperation

##### **OUTCOMES**

- Input from members of future ACCA focus areas and services
- Determination of how and when members want to be engaged with ACCA
- Reflections from members on “draft” ACCA strategic priorities
- Members have the opportunity to be heard and hear the perspectives and diverse needs of other ACCA members

##### **WORKING PRINCIPLES**

- Everyone has valuable perspectives.
- Everyone's participation is needed to achieve the best result.
- Everyone will hear others and be heard.
- There are no absolute right or wrong answers.
- It is okay to change your mind.
- Temporarily unhinge from your distractions

#### **2. PARTICIPANTS**

The number of individuals participating in the two sessions was 31 in Airdrie and 25 in Stony Plain. These numbers included ACCA board members and staff (one facilitator at each table). The Stony Plain number includes one participant who joined by Skype.

The individuals who participated were drawn from 24 of ACCA's 37 member co-operatives.

### 3. AGENDA

Each session began with a welcome from ACCA Board Chair Randy Taylor and a presentation from ACCA executive director Michele Aasgard on the current work of ACCA. Participants proceeded under the guidance of facilitator Vaughn through four rounds of individual and group responses to various questions as shown below.

#### ACCA Member Engagement Sessions

<i>March 2, 2016 - Airdrie</i>	<i>March 3, 2016 – Stony Plain</i>
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- Purpose**
- Obtain perspectives from members on the future directions of ACCA
  - Members embody values of cooperation

#### AGENDA

<b>11:30 am</b>	<i>Lunch</i>	
<b>12:00 pm</b>	Welcome, Purpose of Day, Introductions of Facilitators, Introductions of All	Randy
	Agenda, Outcomes, How Information Will Be Used, Roles of Board and Staff During Session, Housekeeping	Scott, Brett
<b>12:10 pm</b>	<b>ACCA “Now” Presentation</b> <ul style="list-style-type: none"> <li>- Provide background on what exists now with ACCA (purpose, services, engagement)</li> </ul>	Michele
	<b>Group Work Begins</b>	
<b>12:20 pm</b>	<b>Round 1 – Purpose of ACCA</b> <ul style="list-style-type: none"> <li>- <i>Why does ACCA exist?</i></li> </ul>	Members with Table Facilitators and Scott
<b>1:30 pm</b>	<b>Round 2 – ACCA Services and Support</b> <ul style="list-style-type: none"> <li>- <i>What services should ACCA provide?</i></li> </ul>	Members with Table Facilitators and Scott
<b>2:15 pm</b>	<i>Break</i>	
<b>2:30 pm</b>	<b>Round 3 – ACCA Member Engagement</b> <ul style="list-style-type: none"> <li>- <i>How (and when) should members be engaged?</i></li> </ul>	Members with Table Facilitators and Scott
<b>3:15 pm</b>	<b>Round 4 – ACCA Strategic Priorities/Key Messages</b> <ul style="list-style-type: none"> <li>- <i>Reflections of “What We Said Today” related to “first glance look” at draft ACCA strategic priorities</i></li> <li>- <i>Key Messages Cards</i></li> </ul>	Members with Scott
<b>3:50 pm</b>	<b>Final Comments</b> <ul style="list-style-type: none"> <li>- How Information generated from session will be used</li> <li>- Next steps in process including member survey information</li> </ul>	Randy
<b>4:00 pm</b>	<i>End of Session</i>	

- Outcomes**
- Input from members of future ACCA focus areas and services
  - Determination of how and when members want to be engaged with ACCA
  - Reflections from members on “draft” strategic priorities of ACCA
  - Members have the opportunity to be heard and hear the perspectives and diverse needs of other ACCA members

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#### 4 Rounds of Table Discussions: SUMMARY OF COMMENTS

*Note: The times given below reflect the original plan for the sessions and the intentions of the facilitators about how much time should be given to each question. Actually time required by participants varied considerably, especially for more complex group exercises.*

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#### ROUND ONE – Question 1

##### In your view, why does ACCA exist?

Process for Discussion:

- Members started by individually recording their thoughts on the placemat question provided (5 minutes)

##### Airdrie – In your view, why does ACCA exist?:

*Note: blank lines separate responses from different respondents*

- To promote the co-operative sector in Alberta
- To provide opportunities for co-operatives to get together
- to ensure governments understand the value of co-ops
- should set a standard for co-op certification
  
- ACCA exists because its members believe and need a single voice to educate the need for co-ops
  
- Youth leadership
- co-operative education
- promote co-operative development
- promote co-operative discussion
- promote favourable co-operative creation (securities)
- assist in promoting co-operatives in rural Alberta & First Nations
- promote as engine of economic development in new areas such as renewable energy/health care/seniors home/care
  
- Education – co-op values and governance
- helps small co-ops – values/concepts
- lobby government
- youth leadership
  
- to advocate for co-operative business model in Alberta
- to raise awareness of co-ops in Alberta among all people
- single point of contact/one place stop for information about Alberta co-ops
  
- Development of new and emerging co-ops

- promote the co-op business model
- education
- youth engagement/development
- networking – bring the co-op sector together for business purposes – like-minded organizations
  
- a platform for interaction between different sectors and to advocate for the enhancement of the role of co-ops in our 21<sup>st</sup> century lifestyle
  
- to promote co-operative values within the province
- educate the general population and organizations
- facilitate youth learning
- (facilitate) growth opportunities which otherwise would be missed
- sharing of info
  
- sharing of information
- sharing of resources
- provides a sounding board
- provides a network of various organizations and people to expand perspectives
  
- co-ordinate activities of the sector in AB
- liaise with co-op sectors in other provinces, nationally, and internationally
- educate Albertans and their government about the benefits of co-ops
- advocate for co-ops with all levels of government
- participate in advancing co-operative development in emerging economies world-wide
  
- to do what co-operatives can't or won't do in our communities
- develop the co-operative movement
- should they be in research? Youth? Aboriginal?
  
- Youth leadership development
- co-operative development
- community development
- cooperative research
- networking across diverse range of co-ops in AB
- cooperative networking across Canada with peer/CMC
- government relations
- fostering co-operative values and principles
  
- to foster co-op development including education/ starting with COOP 101 through to high level board development
- to be a “go to” for co-op development (new and old)

- to enhance rural sustainability by supporting leadership development, primarily through youth.
- Collective action to the benefit of all!
  
- as a “vehicle” to connect to other cooperatives
- to ? services and programs for a new co-operative
- developing and promoting cooperatives
  
- education – CO-OP 101
- organization research
- to help develop different operating models
- raising of funds – business development
- advocacy
- develop new innovations
- social innovation/economic development
  
- To provide co-ops an avenue to communicate with each other, to share ideas
- to provide information and education for young people to understand what co-ops are for and how they work and have value
- provide a conduit for co-op education to the general public
- provide advice and assistance in development of co-ops in AB
- provide a unified voice in government lobbying efforts
- co-ordinate a youth program with co-op principles
  
- to keep co-ops relevant in our Alberta communities
- promote co-operatives as a viable option as a means to do business or provide services in communities
- keeping cooperatives in touch with one another. A common bond that we are alike and can help each other.
  
- to champion co-operative values
- to assist new and developing co-ops
- to connect people who can share experiences of what works and what doesn't
- to educate youth about co-ops: done through schools; work with provincial government to mandate this in school system
  
- to provide a “think tank” of co-operative knowledge, principles and development
- to advance the formation of new entities as a co-operative
- to conduct research for members on value-add issues they face which can then be disseminated to all members
- to safeguard existing co-operative principles
- to advocate on behalf of co-ops in AB
  
- help people start new co-ops. Answer questions and provide templates

- advocate to governments for co-op – friendly policies
- I think the mission is applicable covering 2 areas: 1. leadership development, 2 fostering co-op values. It is the “how” that is very questionable. I feel they are too spread out with a number of programs that may feel good, but don’t link strongly to mission; e.g. don’t try to do leadership development for everyone.
- Also there may be other organizations that can do these things better e.g. leadership development for youth – what about 4H?
- needs a better linkage to a national co-operative organization
- ODC – biggest emphasis in last years [Opportunity Development Co-op]
- now important: youth leadership and development program
- Gathering – facilitating a network for member co-ops
- career focus internship program
- advocate of the co-operative model (with government, public, industry)
- promote economic diversification through co-ops (stimulate community jobs etc.)
- identify synergies among the co-operative sector – how we can leverage “economies of scale”
- leadership and development: youth; demographic segments (new Canadians)
- ACCA exists to promote and create awareness of the successes of the member co-ops from Alberta
- Educate Albertans with respect to the magic of the co-op model

**Stony Plain – In your view, why does ACCA exist?:**

*Note: blank lines separate responses from different respondents*

- represent the co-op sector to the provincial government
- bring the co-op sector together to share ideas and knowledge
- promote co-op as a business model – help start ups and assist in co-op development
- assist in co-op education
- help new co-ops to start up
- youth program (Goldeye)
- liaison to government (lobbying) for co-ops
- Deliver a co-operative youth leadership program
- act as a center of information around co-op development, government regulations and start-up assistance
- to provide a co-operative voice of influence to government agencies on issues relative to its membership
- develop pathways for new co-ops to form and/or existing co-ops to expand

- facilitate principle 6: co-ops supporting co-ops
- represent the sector to government on issues common to all co-ops
- promote co-op awareness to the general public
- provide support services to members and non-members
- lead or participate in research to advance individual co-op sectors or the sector as a whole
- resource centre for co-ops wanting support
  
- for co-ops and like-minded organizations to work together to keep the co-op concept as a viable business model for people to utilize to obtain services or goods in their community
- to educate the youth in the co-op business model and leadership
  
- training and co-op development
- education on co-ops of all different types
- global information on co-ops across Canada
- assistance in helping new co-ops
- youth programs
  
- inform government on co-op values
- open doors for co-op groups to lobby government
- help co-op development – new co-ops
- inspire co-op and community development with programs that work (ODC)
- youth education on co-op values
- adult education – director training
  
- promote co-ops
- facilitate co-operation between co-ops
- educate on co-ops
- education – youth, young adults
- provide education to our member organizations
- grow the co-op sector
- promote co-operation among co-ops
- promote Alberta co-ops to the rest of Canada on ideas of innovation
- provide services to assist ODCs, NGOs (?) in Alberta
- help foster co-ops in rural areas and Indian reserves
  
- to promote co-op philosophy
- help co-ops succeed
- to provide a conduit for co-operatives to do business together
- provide library of research, programs etc. for co-ops to refer to
- member services
- member education (youth), adult director training
- government lobbying for individual co-ops

- multisectoral organization representing co-operative organizations on a provincial basis.
- lobby
- services – support; co-operative growth and development
- network of existing co-operatives
  
- to provide co-op education: share the business model; share the co-op values; youth focus
- to be a contact centre for co-ops: an avenue to put co-ops in touch with other co-ops for expertise or support
  
- umbrella group to co-ordinate co-operative message and vision to levels of government
- group to get co-operatives together for discussion on issues relating to the co-operative movement
- co-ordinate programs that educate and enhance the co-operative spirit
  
- youth leadership development program
- supplying service to smaller co-ops
- ODC co-op development
  
- to promote co-op, not individual co-operatives, to government and public
- to provide assistance in developing new co-ops
- to provide education about the co-op business model
- to provide a focal point for co-ops in Alberta
  
- to promote the benefits of co-operatives and provide both assistance and support to all member-owned organizations
- ensure public awareness of the benefits of “not for profit” bodies and their contribution to local society
  
- ACCA exists to lead the activities, programs, networks in the co-op sector. Be a champion that members/ others look to for success, innovation in developing communities across AB, Canada and international.
- ACCA develops a wide range of programs and services which benefit members and others
  
- share cooperative principles, education, vision with community, youth, and organizations
- strengthen communities
- collaborate with others (outside co-op leaders of industry- environmental, housing sectors)
  
- vision statement
- to be a go-to organization for co-op programs and services

- co-op education and promotion
- co-op development
  
- to network together the co-ops and credit unions (and community organizations) in AB.
- to support their members and help them achieve their missions
- to liaise with province, do government relations including providing support
- to provide education at all levels and advocate for it
- to do co-op development in sectors which do not have federations
- to answer questions (generic) from public
- to develop instruments like ODC to help finance co-ops while working with CWCF
- ACCA should also collaborate with entities that it's a member of – CMC and CoopZone, e.g., to do things such as help build the Cdn Co-op Investment Fund (CMC) &/or provide education about co-op development (CoopZone)

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**Round One – Why does ACCA exist?, continued**

- Members shared their views at table and table facilitator captured the thoughts on cards (*one idea/card*) (20 minutes)
  - Lead Facilitator collected cards from tables, read and place on wall randomly
  - **Each group chose the most important half of its cards to post first – these are bolded below**
  - Lead Facilitator had large group sort cards into clusters and place a header at top of each
  - Headers were prioritized by members via “dotmocracy” – Table Facilitators handed out dots to participants at their respective tables
- (30 min to do all points above)

**Airdrie N=77 dots**

*Note: presented in descending order of number of dots*

**PROMOTE THE CO-OP BUSINESS MODEL N=15 dots**

- **promotion of co-ops as a viable option**
- **“go-to” for co-op development**
- **promoting the co-operative movement**
- promotion of the co-op business model (creating awareness)
- knowledge to connect people – hook up people to share experience

**DEVELOPING CO-OP YOUTH LEADERSHIP N=14**

- **youth leadership development**
- **youth leadership development**
- **youth leadership development for rural sustainability**
- **youth leadership (pre-teen, teens) – skills development**
- **educating and providing opportunities for youth**
- **youth education through school curriculum + programs. i.e. Goldeye**

**ADVOCACY TO GOVERNMENT N=12**

- **ensure government understands the value of co-ops**
- **advocacy of co-operative model**
- advocate government for co-op friendly policies
- securities regulation – working to show co-op as a strong alternative (security commission favourable)
- to keep co-ops relevant
- promote AB co-op sector (to general public, government)

**NETWORKING CO-OPS N=12**

- **members need an association to give them a voice**
- **single point of contact of information for Alberta co-ops**

- connect co-operatives provincially and nationally
- liaison between other co-ops nationally and internationally
- provides co-ops an avenue to share ideas and information
- conduit for co-op networking for co-op members

#### **ACCREDITATION FOR CO-OPS N=9**

- **sets a standard for certification of co-ops (merit/seal of approval)**
- **validating the claims of members to assure their co-operative standing**
- **safeguard existing co-op principles**

#### **NEW CO-OP DEVELOPMENT N=8**

- **help start new co-ops – answer questions, provide templates, assist new and developing**
- **promote development at community grassroots level**
- **developing the co-operative movement**
- promoting economic diversification in communities
- print materials and resources for co-op development

#### **EDUCATION ON CO-OP MOVEMENT N=7**

- **CO-OP 101**
- **a think tank of co-operative knowledge, principles, and development**
- to conduct research on co-op issues
- develop new innovations

#### **Stony Plain: N=63 dots**

*Note: presented in descending order of number of dots*

#### **NETWORKING SERVICES AND SUPPORTS FOR ACCA MEMBERS N= 14 dots**

- **bring co-op members together to share ideas and information**
- **focal point for members for valuable networking**
- **leadership and support to like-minded value based organizations**
- **providing support services for the members**
- **lead activities and networks in co-op sector and beyond (economic development)**
- **help with the development and success of co-ops**
- **undertaking activities to ensure co-op growth and stability within the sector**
- provide assistance and support to member-owned organizations
- networking co-ops and credit unions and affinity organizations (i.e. the Gathering)
- established co-ops to foster their own continual renewal
- facilitates principle 6: co-ops supporting co-ops
- co-ops helping co-ops strengthen
- provide a conduit for co-ops to do business together
- provide complementary services with members to achieve co-op goals
- assist existing co-ops – ensure they engage and grow

**CO-OPERATIVE DEVELOPMENT N=12**

- **assist with the development of new and existing co-ops**
- **help new co-op start-ups**
- **development of ODCs**
- **training and co-op development**
- **help foster co-ops in economically challenged areas**
- **be the go-to organization for co-op programs and services**
- inspire co-op and community development (ODCs)
- range of programs and services for members and others
- provide info and research to enhance and develop new and existing co-ops
- act as a centre of information for co-op start-ups
- develop capital raising tools with CWCF/Concentra for co-ops
- co-op development areas not already being addressed by members

**CO-OP EDUCATION AND AWARENESS N=12**

- **promote and educate on the co-op model (business, values, public, government, youth)**
- **provide education (adult and youth)**
- **to provide co-op education – values, model, for all ages and stages**
- promote awareness of co-ops to the general public
- promote benefits of co-ops everywhere
- co-op education (new hires and sector employees)
- ensure public awareness of benefits of not-for-profits bodies and their contributions to local societies
- share co-op principles – youth organizations and communities
- promote co-op philosophy within Alberta
- answer general co-op inquiries from the general population
- collaborate with outside other sector leaders

**YOUTH DEVELOPMENT N=10**

- **youth leadership development program**
- **co-operative youth program**

**GOVERNMENT RELATIONS N=9**

- **multisectoral co-op advocacy on education and government lobbying**
- **liaison to the government (provincial)**
- **umbrella group to co-ordinate co-op message and vision to government**
- **inform government personnel on co-op values**
- facilitate government lobbying for individual co-ops

**CO-OPERATIVE RESEARCH AND DISSEMINATION N= 0**

- provide a library of information gathered by ACCA for research
- lead or participate in research on co-ops

*STRENGTHENING COMMUNITIES THROUGH CO-OPS (Note: the group went along with the facilitator's proposal that this category represents an outcome of ACCA's activity, not a purpose of the organization. As a result, no dots were placed for this category.)*

- *Strengthen communities: education, local investment through co-op model, strengthen co-ops, start new co-ops*
- *champion that members/stakeholders look to as success for innovation for community development*

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**Round One – Question 2****How does ACCA help your organization?**

Process for Discussion:

- Members started by individually recording their thoughts on the placemat question provided (5 minutes)

**Airdrie – How does ACCA help your organization?:**

*Note: blank lines separate responses from different respondents*

- promotion of co-ops jointly
- teaching youth about co-ops
- recognition of co-ops for leadership awards
  
- provides seminars or courses for members
  
- educational services/youth leadership
- co-operative networking
  
- It does not.
- Provides ideas – keeps us informed of AB activities
  
- It doesn't have much impact as the credit union central does this for credit unions. It is viewed as good though.
  
- promotes the products and services our organization can provide to the co-op sector
  
- I am not aware of any real help from the ACCA but recognize that there could be opportunity for mutual benefits
  
- I am not sure. Need to know what we receive for our dollar
  
- not sure – new member. First meeting – looking for ways to find mutual benefits.
  
- information sharing about co-op initiatives, provincially, nationally, internationally
  
- Financially.
- Board members.
  
- promotes co-operative values and principles across Alberta
- youth leadership development
  
- ACCA has been a grassroots contact for some of our members, as they start new co-ops and expand their own.

- stewardship at the Goldeye youth program
- guidance to strengthen our co-op
- currently research, support (new)
- starting up a co-op structure for ?
- ACCA provides opportunities for co-ops to communicate
- ACCA provides opportunities for youth leadership education and education on the co-op business model.
- connection to others in the co-op sector
- INFREQUENT BUT IMPORTANT NEWSLETTERS RE THE ACTIVITIES OF CO-OPS IN AB
- O.D. Co-ops
- CUCA does its own lobbying efforts. It has its own voice at the national level.
- Keeping cooperatives in touch with one another. A common bond that we are all alike and can help each other.
- to administer the youth program
- provide training to our elected officials and staff
- Attendance at the Gathering
- Allows the Fed. of Gas Co-ops opportunities to encourage and support new as well as smaller co-ops
- It does not help our organization, under its present structure
- At present our association is supporting ACCA in sponsorships etc. more so than ACCA helping us.

**Stony Plain – How does ACCA help your organization?:**

*Note: blank lines separate responses from different respondents*

- Connects us to other co-ops in Alberta
- Assists in co-op development – new and existing
- Assists in co-op education in Alberta – to public on co-ops
- \*staff: explain and inform staff what a co-op is
- provides a clearing house for most things happening in the co-op sector
- provide a forum to interact with members/other co-ops

- provide links to research or conduct research for/with us
- represent cross-sector issues to government
  
- try to utilize the youth leadership programs and direct youth to those programs
- direct members to ACCA when they are looking at developing services or obtaining goods in their area
  
- helps in some of the training areas
- helps in the global areas of co-ops – networking
- participation in trips, further discussions with other co-ops
- share ideas & info
  
- ODC
  
- To now have not been engaged or used any services
  
- right now our organization is helping ACCA survive (monetary sponsorship)
  
- provision of information and support
  
- opportunity development co-ops
- youth development
- bigger capacity network
  
- leaderships
- networking of federations and like organizations
  
- ACCA is helping our members create new co-ops or help with expanding existing

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## ROUND TWO – Question 1

### What services should ACCA provide?

Process for Discussion:

- Members started by individually recording the services that ACCA should provide (*including rationale*) on the placemat question provided (5 minutes)
- Stony Plain did all 3 questions in Round Two together

### Airdrie – What services should ACCA provide?:

*Note: blank lines separate responses from different respondents*

- promoting the co-op business model. Why? General misunderstanding of what co-ops do.
- Network or linkages between co-ops. Why? Refer[als] is a great way to build business.
  
- Youth leadership development. Goldeye Camp
- Networking – A. Gathering. B. Newsletter. C. Courses e.g. parliamentary procedures, CO-OP 101.
- Co-op business model – new co-ops
  
- Develop the co-op youth leadership as well as strive to work intern program into the co-op sector (promote and educate)
- Networking – have the Gathering, so important to network. More promotion and education for sector done there than realized.
- Promote the co-op business model and become the go-to.
  
- Stewardship of the youth leadership program
  
- co-op advocacy – general public and government
  
- access to educational programs
- access to networking opportunities
- act as a collection point for research and development material, and make available to members
- member promotion and information to government and public
  
- community resources (liaison) re: concept to start up
- develop and implement public awareness campaign. Focus on co-op week.
  
- education opportunities for youth. There is no formal education on co-ops in the education system.
- have a database of networking opportunities for co-ops to participate in. Low cost if not formally planning an event from the ground up. Capitalize on what's already occurring in the field.
- cement like minded co-ops together – efficiency of operations

- CO-OP 101 - education to youth and all organizations
- a provincial voice for all co-ops
  
- CO-OP 101
- parliamentary procedures
- youth education/leadership – Goldeye
- co-operative government relations to the provincial government
- networking of Alta. co-ops
- communication
  
- Co-op education – governance-board
- co-op establishment – organization, structure, forms, peer mentors
- lobby government
- establish accreditation – standards body
  
- certification process to keep us at a high standard
- co-op movement advertising
- networking opportunities
- information on co-ops
- Goldeye for youth
  
- government lobbying to provide assurance that the co-op model will be embedded in legislation
  
- government relations for co-op movement in Alberta – best position to do this; but support other industry and sector GR work.
- information co-ordination and sharing on co-ops in Alberta. Content management.
- public face of co-op movement in Alberta – public relations services to Albertans
  
- more networking. I find the talking to participants more valuable than any of the exercises. The networking is where you actually learn the valuable things.
  
- be a resource to provide information/services that can be used by members
- do presentations at member sponsored events that provide value to be shared
- advocacy for members at provincial government level
- connect members for mutual benefits
  
- go-to association for co-ops to:
  - learn about keeping within principles
  - field research topics that require in-depth investigation
  - assemble experts to conduct custom member research
  - advising for business growth

- advocate to unions/government on the values, principles, and business of its co-operative members
- advocacy vis-à-vis co-op programs (government)
- regulations and governance setting for co-ops
- facilitator of co-op growth and M&A
  
- templates to new co-ops for start-ups
- advocacy to government
  
- promotion → get the word out
- start-ups: governance, business planning
- youth camp – co-ordinate and promote
- networking → Gathering, celebration, strategy
  
- government advocacy for small co-ops and co-op model for delivery of government programs
- professional advice for start-up co-ops re government relations around co-op model
- clearing house for co-op activities and public promotion of the model
  
- high school counselling, i.e. career fair to talk about postsecondary education opportunities in the co-op world
- a series of “did you know” campaigns – ads to promote co-op business model
- co-op board director education – assist other P.A.s to develop a program for co-op directors in Canada
  
- agree with promoting co-op business model
- re co-op youth leadership, don’t agree because: (a) other blue sticky on wall says “education on co-op movement” so youth should fit into that; (b) leadership can be done better by a multitude of other organizations.
- do not agree with advocacy to governments if it leads to policy advocacy → can eat up a huge amount of time and be very divisive to membership
  
- provide education to youth and all people in the co-op business model/movement
- provide opportunity for developing youth leadership
- provide opportunities for co-ops network/communicate with each other
  
- information portal (resources, research, networking)
- partnering programs (enabling co-operative sector businesses to connect and work together)
- youth leadership and engagement programs
  
- accreditation
- youth leadership program
- government advocacy

- provide networking opportunities
- support for co-ops
- research
- development of model – governance information
- advocacy
- continuing engagement/stakeholder feedback

### **Stony Plain – What services should ACCA provide?:**

*Note: blank lines separate responses from different respondents*

- delivery of a youth leadership program
- assistance in the development of new co-ops
- provide a public awareness vehicle for co-op activities and co-op benefits, to the communities they serve
- facilitate a networking program for all provincial co-ops
  
- co-operative development – using the four phases identified by the research of Co-operative Innovation Project. Support setting up new co-operatives and provide ongoing support for growth and development. Inspire/Explore/Create/Thrive. ACCA should hire and enable professional, well-funded co-op developers to work at the community level
- ACCA should hold an event like the Gathering every 2 years to bring co-ops together to share ideas and knowledge
- ACCA should work to promote the sector to the provincial government.
  
- lobby government [about] the need for co-ops [vs.] multinationals
- that youth knows what co-ops are and the importance of co-ops
  
- referrals to other co-ops, community business to use our services
- represent and support our issues to government – get other co-op sectors to support the needs of another co-op sector even if it isn't their issue
  
- networking opportunities, i.e. Gathering
- opportunity development co-ops
- education on what co-ops are
- co-op awareness to communities
  
- youth leadership and co-op training
- resources for ODCs
- background education and methodologies to assist established co-ops in revitalizing their members
  
- after co-op development: organization and roles, operations, member participation

- creating opportunity for youth to apply skills or develop skills in these areas
- above for youth to grow as community leaders
- co-ordination of education programs and exchange of ideas between member organizations
- promote public awareness of ACCA member organizations and the benefits they provide
- “source of information”
- youth development – youth leadership program
- co-op education and development
- service and support for members
- networking opportunities
- co-op development assistance (not financial)
- co-op education and awareness – youth programs; government relations (not lobbying)
- networking – AGM; possibly other like Gathering
- foster co-op development both new and expanding existing (our members member creating co-ops)
- continue the Gathering (networking is a key to fostering/promoting co-ops)
- youth programming is a key to co-op succession planning
- youth development program
- networking services and support
- co-op development
- advisory problem solving services
- lobbying and relations services
- youth education - Goldeye
- education programs regarding CO-OP 101 – for new employees/delegates
- parliamentary procedures
- advanced financial course/program
- help start ODCs/NGCs
- Gathering of Co-ops
- international study tours
- lobbying government on behalf of co-ops, e.g. regulations, and financial securities
- educate government ministers and MLAs on value of co-op in community development
- promote networking between co-op sectors
- promote co-op model and values within communities (urban and rural) through various associations, counties and municipalities
- co-op camp (youth) \*

- information contact for questions on cooperatives
- government advocacy program: role of co-ops; parity of all programs and resources for government; co-ops in curriculum; government policies to enable co-operatives; event for MLAs
- website for members and others
- electronic newsletter (On coop)
- member gatherings
  
- leadership development and co-operative values in youth
- contact point for co-op development
  
- youth development
- leadership development
- assistance in setting up new co-ops
- networking – arrange to have co-ops get together to discuss issues and future
- educate public on benefits of co-ops to build community

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### Round Two – What services should ACCA provide?, continued

- Members shared their ideas at the table and the table facilitator captured the “services” on the flipchart including rationale (10 min)
- Report Back – A “member” from table provided a report back to large group (10 min to hear report-back from all tables)
- Lead Facilitator debriefed with large group to identify similarities, differences, surprises etc. (5 min)
- Note – Stony Plain group also debriefed on questions 2 and 3

### Airdrie – What services should ACCA provide? (group reports):

*Note: blank lines separate responses from different tables*

- T2 the go-to association for co-ops to learn about keeping within co-op principles; field research topics; assemble experts to conduct custom member research; advisory for co-op business growth; advocate to unions/government on values, principles, and business of its co-op members
- templates for new start-ups
- networking, i.e. Gathering, sessions etc.
- youth camp co-ordination and promotion
- government advocacy – delivery of government programs
- high school – career fairs – talk about co-ops (postsecondary opportunities)
- series of “did you know” ads
- use social media for more info/statistics on co-ops
- provide financial training (know-how) on co-ops and how to operate that business
- provide education/training on the 7 principles to all management and staff of co-ops
  
- T5 co-op in the classroom i.e. principles and benefits (like Ag in the Classroom)
- finding partners for co-op youth education (like 4H)
- information portal at ACCA, i.e. research, resources, networking information. Linking with national sites and other provinces. Avoiding duplication.
- ACCA cooperative youth leadership program
- ? accreditation program for co-ops
- ? government advocacy – ACCA providing resources and research to members
  
- T1 co-operative education to employees and directors. CO-OP 101
- ACCA advertise/communicate co-op model to the public
- co-op expertise in development for new co-ops
- providing a forum for co-op networking
- continue summer youth leadership program
- setting certification guidelines and approval for co-ops
- talk about who/what is ACCA – nonprofit apex organization
- parliamentary procedures education
- promote and share sector events and training

- helping co-ops work together to innovate/grow
- government relations – help members to do
  
- T4 using ACCA as a database for networking opportunities to find out what’s going on in other co-ops – opportunities for staff?
- platform for what’s going on in the co-op sector
- descriptors of what each member does – members to get to know what other members do
- to be an intermediary for resources for the benefit of our members – hard to provide knowledge-based sessions for members. Collaborate to put on a “co-op day” in Hussar AB. Very expensive to do it on own, hard to get people to come out if only a few presenters. Sharing resources – knowledge.
- lobbying on behalf of government relations
- not sure public understands what a co-op is and what it does – important that we do advocacy to the public
- facilitate educational opportunities to our members
  
- T2 develop the co-op youth leadership program
- connect the internship program to the co-ops. Internships are in non- co-op businesses
- stewardship of the leadership foundation
- advocacy to government and general population
- networking opportunities – the Gathering
- newsletters, communications
- connect to financial, funding, brokering services. Legal services. We are go-to, have connections.
- go-to for research
- education to general population
- marketing of co-ops
- co-op development
- acquiring new members
- employee training on co-ops (like CO-OP 101)
- government relations – sector business; don’t want to get into member business
- listen to feedback from members

**Stony Plain – What services should ACCA provide? (group reports):**

*Note: blank lines separate responses from different tables*

- T1 co-operative youth leadership program
- facilitation services for co-op development
- co-op education and awareness for government on behalf of the co-op movement
- hosting networking events (AGM, Gathering etc.). Putting on Gathering of AB co-ops to bring province and others together

- training: direct or be an expert for members – public relations, HR support, financial, legal – using research and networks for meaningful support. Making referrals to members where they have expertise.
- T4 ACCA to be focal point, not necessarily providing resources itself.
- some way for members to get together; an annual gathering of some kind
- Goldeye is really important (meaning youth leadership program). A service that needs to continue
- international study tours
- lobbying government also part of the core services. Ensure there is parity so co-ops can access government programs
- ensure co-ops get into the curriculum
- annual gathering for MLAs
- website needs more resources; possibly an electronic newsletter like On Co-op
- T3 youth leadership program – help co-ops to make more direct referrals by co-ops
- lobby government to strengthen co-ops as a bulwark against multinationals
- lobbying – organize co-ops to help one co-op where one co-op has an issue
- issues with government services – show co-ops can be effective in provision of government services
- cross-business opportunity process
- network opportunities
- T2 – co-operative youth leadership program probably #1
- first step or point of contact for co-ops – act as the connector; put co-ops in contact with other co-ops so they could provide services for one another
- director training
- networking event – doesn't have to be the Gathering
- co-ops in the classroom, like Ag in the Classroom
- connect resources and services within the sector – joint benefits, loyalty programs, breaks for other co-op members

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## Round Two – Questions 2 & 3

### What do you expect in return for member dues provided to ACCA?

### Would you as members be willing to provide financial support for new services, and if so, which ones?

Process for Discussion:

- Members started by individually recording their thoughts on the placemat questions provided (5 minutes)

### Airdrie – What do you expect in return for member dues provided to ACCA?:

*Note: blank lines separate responses from different respondents*

- increased promotion
- increased members
- increased profitability/outreach
- \* → value
  
- measureable outcomes – goals + quarterly reports
- Regular communication – Specific, Measurable, Achievable, Relevant, Timely
  
- the over-arching go-to provincial organization for all aspects of co-op development
  
- efficient – effective facilitator of the youth program and any value-added activity for our membership.
- to be sustainable.
  
- leadership
- advocacy
  
- great public awareness of co-ops and their value
  
- promotion of the products and services offered by our organization that provide benefit to the co-op sector
- opportunity to engage the sector at the local level
  
- an organization which can represent all members no matter what their expertise is
  
- good business co-operation, networking and promoting co-operatives
  
- ACCA to undertake authorized activities within the funds provided. No deficit funding!
  
- general advocacy

- advertising – promoting co-ops
- advocacy to government
  
- outcome reports
  
- demonstrated outcomes of progress against agreed upon priorities
  
- ACCA to stay within the approved budget while providing leadership
  
- research on co-ops
- advocacy to stakeholders
- training and education at the employee, executive, and board level on co-ops and successfully operating one
  
- templates to new co-ops for start-ups
- advocacy to government
  
- deliver on PLANS
- accountability to the budget
- communication and updates on budget and plans
  
- greater public knowledge of co-ops in general
- knowledge by government agencies of co-op
  
- an increase in training opportunities
- an increase in co-op awareness
  
- success in deliverables
- develop a dashboard (scorecard) of goals and deliverables
- prioritize or eliminate. Better to do a few things with excellence rather than many things with mediocrity.
  
- I would expect effective programs and initiatives to advance knowledge of co-ops to young and old alike. Also to provide good opportunities to connect co-ops in information and resource sharing.
  
- ability to provide input (member representation)
- accountability and transparency (frequent reporting)
- clear line of sight demonstrating value in relation to costs → tangible outcomes and results
  
- cover operating cost
- all other programs should be “fee for service”

- connection to other members
- help to develop a co-op
- up to date information/availability of research
- listing of members

**Stony Plain – What do you expect in return for member dues provided to ACCA?:**

*Note: blank lines separate responses from different respondents*

- youth leadership, new co-ops, public awareness, networking
- promotion of the entire co-op sector to government and public at large
- a focus on co-op development
- evolving to meet current needs, efficiency and working collaboratively with other provincial associations across western Canada
- help when we need it
- business development opportunities
- promote co-op business to broader Alberta public
- represent issues to government
- information – web, library, contracts, documents
- assistance of new co-ops – attendance at meetings
- facilitation
- information and resources for ODCs
- access to youth leadership training
- ability to connect with other members that might have solutions to “unique” problems – one stop solution shopping
- a transparent, forward thinking organization with its focus on the bigger picture – future
- youth programming
- co-op development facilitation
- cost efficient programs and services
- a broader provincial knowledge of ACCA
- youth program (Goldeye) continues to be a success
- co-op development a key part of ACCA
- lean operating machine that is held accountable to membership
- the ability to utilize staff and information expertise when needed

- Gathering of co-ops
- directors from members.
- volunteers at ACCA events
- Gathering participation
  
- kept member informed on activities undertaken by ACCA in accordance to goals-objectives
- more ACCA/member engagement through site visits and personal feedback
  
- core services identified to right
- additional services – paid on a user pay or sponsorship basis
- ACCAs dues higher than in other provinces
  
- an increased knowledge in co-op model, co-op values, and co-op benefits
  
- co-ordination of different programs, so that we can participate

**Round Two – Dues and Funding, Continued****Airdrie – Would you as members be willing to provide financial support for new services, and if so, which ones?:**

*Note: blank lines separate responses from different respondents*

- We do already → promotion, → networking
  
- Youth leadership development – Goldeye Camp
  
- yes if question #1, Priority Services, done well
  
- depends on the quality and competitiveness of the product
  
- education and training – user pay
  
- yes – should have realistic formula for dues, plus a fee for service plan
  
- members have to pay for courses (should be at a discount)
  
- educational programs for our employees
  
- Yes: only for unique services. For example, governance education should utilize the FCL/U of S governance education program
  
- accreditation
- staff and board development
  
- Yes
  
- networking and data information on Alberta co-ops
  
- Not sure. Would need to know what services and programs they can provide which we presently do not have or support
  
- sharing of resources
  
- time and staff to help advance a well-defined strategic topic, research
- conduit for financing for newly forming co-ops
  
- templates to new co-ops for start-ups
- advocacy to government
  
- already support financially in member dues and other (youth camps) etc.

- support for a fee for service delivery
- support for a public media forum on broad co-op principles & values and benefits to communities
  
- Yes if relevant to needs
  
- possibly if #2 [deliverables, scorecard, prioritize a few things] done well. No more emergency fund calls. Those indicate a lack of planning by ACCA, a lack of matching economic conditions to planned deliverables. Yes for promoting the co-op business model. No for government advocacy.
  
- Yes – youth education and leadership
- opportunities for networking and communication
- promotion of the co-op business model, values
  
- co-operative sector promotion (public awareness)
- education of co-operative model (youth program)
- research and information (statistics, networking)
  
- sponsorship of accreditation, youth leadership program, government advocacy, networking opportunities
  
- conferences
- lectures and education opportunities

**Stony Plain – Would you as members be willing to provide financial support for new services, and if so, which ones?:**

*Note: blank lines separate responses from different respondents*

- would prefer a fee-for-service format rather than a free ride vis-à-vis new startups etc.
  
- perhaps support earmarked for co-op development
  
- yes for training and education – staff and board, governance
  
- support government relations staff for extra fee
- focused cross-co-op business networking service
  
- attendance to seminars, training sessions
- travel expenses etc. to meetings
- development
  
- information and resources as to co-op model

- youth leadership
- newby needs to know more about the services provided
- networking opportunities
- service and support for members
- co-op education and development – ODCs. Webinars/courses
- registration fee for activities like Gathering or courses. Activities must be self-supported and not drawing from dues (cost recovery strategies)
- youth programming
- co-op entry level training
- co-op development
- youth development program, networking, co-op development
- yes – advisory/lobbying
- ACCA youth Camp Goldeye
- Gathering of Co-ops
- international tours on co-ops
- yes – for services that strengthen communities – education of youth
- fee for service basis – e.g. Gathering
- youth camp and youth development
- public
- youth programs
- leadership programs
- networking event

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**DUES AND FUNDING, continued**

- Members shared their views at table and table facilitator captured the thoughts on the flipchart (10 min)

**Airdrie**

*Note: this step was not done in Airdrie*

**Stony Plain – What do you expect in return for member dues provided to ACCA? (group reports):**

*Note: this step was done in conjunction with the previous question*

- T1: youth programming – development, administration, facilitation. Be clear on available expertise
- networking does not have to be the Gathering. Events of some kind.
- financial support by dues payers has to be complemented by income-generation strategies like fees, sponsorships
- facilitating co-op development
  
- T4: core services: administration of youth programming, point of contact, organizing MLA sessions – advocacy work like that, keeping the members informed. If you're a member and you don't have someone on the board, there isn't a good connection. Need a newsletter or something.
- creating a member Gathering: administration is core service, but event itself not. People should expect to pay for courses, events.
  
- T3: help when needed. Call ACCA to ask what they can support with. Help line.
- Web-based information – repository of information, forms, sample documents etc.
- promote the whole sector to the general public at large
  
- T2: program co-ordination. Member dues pay for administering programs like youth leadership, not for youth to attend
- that it is run like an efficient business
- if paying member dues, there should be an increase in co-op knowledge
- outcomes and communication – what are we using your dues for

**Stony Plain – Would you as members be willing to provide financial support for new services, and if so, which ones? (group reports):**

- T1: willing to support fee for service, esp. staff support
- not necessarily financial support, but in-kind support such as placements for youth
  
- T4: some particular advisory services or expertise, e.g. like in US: skilled lobbyists
- Youth program sponsorship, volunteers

- people would look at paying for activities outside the core services if it would create some value added
- look internally to members for skills and services
- 
- T3 - specific business development opportunities
- focus on co-op development. More cross-provincial collaboration
- maybe appetite for extra services
- professional co-op development services – including way for new co-ops to access and pay later
- co-operation around lobbying, support for specific lobbying efforts – fund a lobbyist etc.
  
- T2 – youth program
- webinars, educational programming events
- general promotion of co-ops
- specific co-op knowledge and learning events that are up to date and relevant.
- In all education, content and technology kept current.
- flat rate for suite of services including, e.g., lobbying
- directors training etc.

**Stony Plain – Additional discussion in large group:**

- member interests may be at odds. If ACCA is doing lobbying, this could be a problem
- if lobbying, should lobby for co-ops, not for the individual co-op
- if for all co-ops, then should be a core service, not fee for service?
- clarification: those who talked about paying for government relations were not all/mostly talking about fee-for-service for lobbying.
- clarification: a base level of lobbying should be part of basic dues. Ensuring co-ops are treated with parity. Fee for service might be if it is sophisticated US-style lobbyists (hypothetical).
- base level of government relations for all co-ops; after that, each sector or co-op takes it from there
- re efficiencies – there are similar co-op associations across Canada; there could be more collaboration and a move towards more efficiency. They are all funded by the same organizations.

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**ROUND THREE – Question 1****How (and when) should members be engaged?**

Process for Discussion:

- Members started by individually recording their thoughts on the placemat (5 minutes)

**Airdrie – How (and when) should members be engaged?:**

*Note: blank lines separate responses from different respondents*

- two way communication:
  - quarterly e-newsletter with highlights of activities for prior 3 months
  - reporting on priorities progress
  - annual stakeholder survey and sharing results
  - annual meeting
- member participation/commitment/accountability
  
- once complete direction is formalized
- once ACCA has a clear understanding of how they add “value” for dues/community/co-ops
- networking opportunities
- annual meeting
- written updates quarterly/semiannually
  
- through appropriate governance structure and through multi channeled (let the member select): electronic – p to p – workshops – check in meetings etc.
  
- monthly newsletter
- regular member visits (at least offered)
- local events advertised to other co-op organizations in the area
- member support at events like The Gathering
  
- electronically, social media
- networking/promotion opportunities
- at the local level, engage with staff in the areas. Less corporate, more on the ground level.
- engaged when critical issues arise or are about to arise
- when opportunities arise
- at least once formally on an annual basis provided budget allows
- member engagement survey
  
- bi-weekly electronic newsletter

- at least 2 networking opportunities during the year. Social yet business oriented, held in different locales throughout the province. Local members share their success stories.
- social
- web
- in person
- member critical issue should be able to be sent into ACCA to get co-op input and support
- member input at strategic planning
- member engagement survey
- member loyalty program tied to incentives for participation
- on-line/digital engagement
- engage member expertise
- come and ask! when something is off the rails
- dues and fees – consultation about setting, progress through accountability reporting
- engaged by mail and/or e-mails to the chairs of member organizations
- either bimonthly or quarterly depending on content
- ongoing basis online
- annually at Gathering or in person
- upon request related to specific initiatives – in person or by videoconference
- determining budget by input before it is finalized
- determining through consensus/majority what programs are being delivered, before programs are added or deleted
- meetings/newsletters/webconferences as required
- continually ask for feedback
- board member should be the comm channel between ACCA and member on strategic issues, etc.
- services should be advertised to member co-ops
- members should be asked to provide expertise/assistance
- accountability feedback: scorecard/performance measures; budget
- web site
- AGM - Gathering
- real co-operatives – internet
- television promotions
- help ACCA with developing – sitting on board of directors – giving direction to ACCA
- promote ACCA to their members
- make sure ACCA vision is what its members' vision is

- AGM
- when determining what services to be provided for membership fees
- for issues that impact the entire movement
- how: e-mail
- newsletters
- other networking opportunities
- after strategic priorities are developed and goals have been determined – have open forums for discussion
- how – website
  
- No context!
- AGM – election of directors
- Board to board communications as they develop
  
- e-mail newsletters – monthly: plans; progress; upcoming
- AGM
- Gathering
- information on how we can help
  
- via communication on social media
- on provincial issues affecting co-ops or members
- to co-deliver a co-op program e.g. O.D.C.
- on common public policy issues e.g. power delivery/utilities
- on ideas for programs for the co-op sector e.g. staff/director training deals
  
- How – reporting from ACCA on programs and services. What they did – how they worked – goals for next year. Annually.
- How – 1 engagement session such as the workshop today. When – in conjunction with AGM to save cost and bring more members to AGM
  
- All of the time!
- Tiered board membership
- Research - Members should be tapped into for expertise
- Members should be invited to monthly or quarterly meetings.
- Communications – members should be informed (via newsletter, e-mail etc.) about new co-ops and be welcomed to reach out
- in multi-disciplinary studies
- Volunteer – members should be asked for volunteering staff to work with ACCA on specific issues – the member-volunteered staff would gain experience; ACCA would gain a free helping hand and all members gain from the end result report.
  
- Goldeye Camp sponsorships
- (Bi)Annual Gathering – networking
- general educational initiatives, either sponsor; active participation etc.

- This type of session (annually and/or aligned with planning cycles)
- periodic newsletter/on-line forum (quarterly)
- an annual report to members (accountability report)
- virtual town halls and/or webinars (quarterly, or as available with relevant topics)
- periodic (every five years) board presentation
- attend and present/participate at our annual meeting
  
- in “finding” or supporting, from its own membership, youth to participate in the Youth Education Program
- membership on the ACCA board
- participation in think tanks designed to probe ideas
- as volunteers for “co-op in the classroom” sessions
- at member meetings to educate new board members on co-op principles (part of orientation)
  
- as a member co-operative, I would say ACCA should give presentations to the member boards, reporting on the work they are doing. As to when, not sure; maybe in time for it to be include in local co-op strategic planning.
  
- as needed
- annually through interview process (1 – 1)
- through surveys and e-mails
- suggestion box on website
- quarterly newsletter
- measurement: too onerous/micromanagement
- I am concerned that some of the options mentioned in this meeting would be too onerous on staff and the budget, i.e.: monthly newsletter, quarterly measurement
- worry about micromanagement

**Stony Plain – How (and when) should members be engaged?:**

*Note: blank lines separate responses from different respondents*

- monthly update – quick 2-minute read: 3 things completed, 3 things working on, 3 things coming up
- quarterly newsletter
- networking events
- opportunities to work with ACCA
- strong web/social media presence
- when you have things to share/need to be promoted
- when issues arise and thoughts/ideas from others may help
  
- keeping informed on current events and publications

- networking events, members need to support
- board to board correspondence at least quarterly
- possibly western Canada collaboration on issues (youth camp)
  
- ACCA should be engaged both as a “push” – the provision of information etc. that appears relevant to the member organization – and a “pull” where a member seeks knowledge that ACCA is believed to have available. If the data is not immediately available, where can it be obtained and from whom.
  
- AGM – could build training or events on to the AGM to be more efficient for ACCA and members
- try to co-ordinate AGM so not conflicting with member meetings
- webinars
- website/social media
  
- connect through website and electronic newsletter
- consulted regarding areas that have a direct impact on activities
- strategic planning
  
- volunteers – at youth camp
- volunteers to sit on board
- AGM
- strategic direction
  
- current website
- involved in annual meeting
- involved in MLA meeting?
- strategic direction
- meeting member boards 1/year
  
- how – website, newsletters, be more informed of what ACCA offers
  
- how – via social media. Regular newsletters of co-op happenings and updates
- annual (less elaborate) gatherings, keeping costs to a minimum
- invites to AGMs as presenters
  
- through electronic newsletter
  
- communication on a quarterly basis with a newsletter to keep organizations current with what ACCA is doing.
- if a significant change as to regulations affecting the co-op sector as a whole occurs, being kept in the loop (as needed)
- web related (webinars) on specific topics (every 6 months)

- web info - newsletters
- Gatherings
- co-op tours
  
- invites to share success stories
- volunteer to support co-op networking event – participate/attend etc.

**Member engagement, cntd.**

- Members share their ideas at the table and the table facilitator captures the thoughts to both questions on the flipchart utilizing a “T-chart” to record both “how” and “when” (10 min)

**Airdrie:**

<b>Member Engagement Airdrie</b>	
<b>Table 1</b>	
<b>How</b>	<b>When</b>
Sit on ACCA board	ACCA presentations on/at member AGM agendas
Promote ACCA more to its membership	Presentation at member board meetings (covered by member dues)
Utilizing website to share info	Continuous and current updates online
Solicit expertise from member organizations	As arising – teaching, lobbying, communications, project management
Sharing quarterly board reports to all members	Share strategic priorities and goals with members when developed and getting and using feedback
Critical success factors and measurement/reports on program areas (blue headings) “scorecard”	Report back quarterly and monthly
Active and Accountable newsletter	Engage members when it’s time to review dues and fees
More member involvement in committees (using co-op staff)	

<b>Table 2</b>	
<b>How</b>	<b>When</b>
Newsletters	Quarterly
Survey Monkey	Annually
Suggestion box on website	Ongoing
One on one check-in	Annually
Conferences	Annually
Strategic session at AGM or stand alone	
Report back to members	
Formal satisfaction, let members choose channel	

Webinars for – info/curriculum, check in	Let members decide
Mandatory participation	
Member support – AGM, Gathering, give people role	
YouTube	
Podcasts	
Short personalized emails	

<b>Table 3</b>	
<b>How</b>	<b>When</b>
Aware of the budget plans at the board level –	Monthly
What is ACCA doing – progress – what is coming up, goals for next year	Annually
Communicate on provincial issues effecting co-ops in Alberta	As need arises
Educational aspect i.e.: training for employees	As needed basis
Deliver through social media and webinars	
Director training (co-ops)	
Talk to other provincial organizations to see what they do	
Engagement session before the AGM to discuss issues	Yearly
AGM	
Board to Board communications	
Tiered board membership	
Through research tap into membership to put interdisciplinary teams together	
Members should be invited to monthly or quarterly meetings	Monthly/Quarterly
Informed in newsletter etc. about new co-ops giving them the opportunity to congratulate them	
Help members grow there employees to volunteer with ACCA	

<b>Table 4</b>	
<b>How</b>	<b>When</b>
Email or snail mail – digital platforms. Send to board chair and they will distribute	Bi-weekly (electronic) “Here’s what’s happening”
In person at the annual Gathering	Yearly
Social networking functions at different locations (i.e. North/South Alberta)	Minimum 2 per year
Formal means of communication when a critical situation arises – video conferencing??	As needed

<b>Table 5</b>	
<b>How</b>	<b>When</b>
Members sessions	Aligned with strategic planning, possible yearly
Member meetings	At member organizations planning sessions
ACCA to participate in new member board orientation	Yearly
Youth program sponsorship from member organizations	Yearly
Accountability report to <u>all</u> member organizations	Annually
Invite ACCA to attend member AGM’s	Annually
Membership on ACCA board	Quarterly
Participation in think tanks	Periodically
Coop in Classroom, member participation	Yearly
Webinars with members	As requested
Newsletters	
Facebook page (Social networking)	

**Stony Plain:**

<b>Member Engagement Stony Plain</b>	
<b>Table 1</b>	
<b>How</b>	<b>When</b>
Networking events	
Board to board correspondence	At least quarterly
Informed on “What’s happening” – completed, working on and coming up – highlight 3 in each	Monthly
Webinars	Offer as needed
Strong social media	Daily
Website	Current
ACCA’s AGM - utilize event to host other member value event, more geographical locations and can showcase local members	Annual, need to coordinate with member organizations events. Details – doodle poll, research
Seeking members feedback on issues and opportunities for change	As arising
Liaising among members and partners to support their goals	As arising

<b>Table 2</b>	
<b>How</b>	<b>When</b>
Member events	AGM
Social media	Ongoing
Direct contact – email on programs	As they occur
Regional events	To be determined
Blog e.g. share success from members	Ongoing
Semi-Annual update on website	
Focus group event	As dictated by strategic plan
Scorecard, dashboard on web	Quarterly
BBQ’s	Ongoing

Internship placement in coops	Ongoing
Industrial sector partnerships with non-coops	
Weekend intensive workshop on coop development. Invite coop sector employees/experts to weekend session on incubating new coops	

<b>Table 3</b>	
<b>How</b>	<b>When</b>
Quarterly newsletter electronic	Quarterly
Gathering – not as elaborate	Annually or every 2 years
Webinars between co-ops – sharing information, specific topics	Every 6 months
Study Tours	Every 2 – 3 years
Summary of board meetings	

<b>Table 4</b>	
<b>How</b>	<b>When</b>
AGM	
Strategic direction	Once every 3 – 5 years
Newsletter – electronic, website updated	Bi-monthly, short and then connect to website
Meeting member boards	Once per year
Gathering/networking function	Once per year
Consulting members with an activity/program that might impact them	Ongoing

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**Round 3 – Member engagement, cntd.**

- Report Back – A “member” from table provides a report back to large group (10 min to hear report-back from all tables)
- Lead Facilitator debriefs with large group to identify similarities, differences, surprises etc. (5 min)

**Airdrie:**

- multichannel approach – newsletters, one-on-one check-ins, conferences, AGM, surveys. Co-operators have a sensational engagement process – meets semiannually with every one of the 54 members; mail-out survey every 2 years.
- webinars, info.
- mandatory participation – obligation on member side. Co-operators – tied to member loyalty formula.
- YouTube, social media – putting things out there, cheap easy way
  
- T4 (a lot of similar ideas)
- a biweekly electronic communication – some sort of digital platform, e-mail or whatever. A snapshot, an at-a-glance document – here’s what’s happening this week. A lot of debate over who should receive it – board, management etc.
- annual gathering in person, maybe tie into the fees somehow. Face to face is great, but costly.
- social networking functions – outside of formal meetings. Extended lunches with speakers in locations.
  
- T1 – encourage people to sit on ACCA board
- promoting ACCA more to the membership. Mandatory participation – attending meetings
- website. Web page should always be current.
- soliciting expertise from member organizations. e.g. need for governance training- could go to member organizations; do you have a project manager? Someone who could teach this?
- share quarterly board reports to all members
- critical success factors – develop an association scorecard; share with members quarterly
- active and accountable newsletter – monthly to all members
- more member involvement in committees. ACCA is a small organization. Involve additional people in board/association committees – invite loan of expertise for issues.
- invite ACCA to present at member AGMs or board meetings
- solicit expertise as situations arise
- review dues and fees – involve members more, then feedback that goals being met

- T2 – member session today a great example of an engagement opportunity. Maybe should be yearly or matching strategic planning cycle.
  - members invite ACCA to participate in their strategic planning to bring a broader co-operative perspective
  - ACCA information in member board orientation
  - participation in programs, e.g. youth program – build participation
  - some kind of accountability report, related back to dues
  - invitation to AGMs of members
  - embed members in think tanks, co-op education, curriculum initiatives
  - webinars, website, social media
- 
- communication on provincial issues affecting co-ops in AB. Weekly information?
  - delivery through social media
  - director training for co-ops. ACCA engage with boards of members. Could tag along with existing products.
  - Update to members on what is going on in other provinces, how it might impact business here
  - engagement sessions before the AGM
  - board to board communications, perhaps yearly at a very high level
  - tiered membership. Maybe allocate seats by sector, then within sector reserving seating for S, M, L co-ops
  - research – tapping into members' staff and expertise on particular issues.
  - helping members develop their own internal staff (training for new staff: volunteer staff who are looking for development opportunities to become involved in a new field that interests them). Staff lent/seconded from members.

**Stony Plain:**

- no report-back – flip charts only

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**Round 3 – Question 2:****What would work for you and your organization?**

Process for Discussion:

- Members start by individually recording their thoughts on the placemat question provided (5 minutes)

**Airdrie – What would work for you and your organization?:**

*Note: blank lines separate responses from different respondents*

- same as above
- same as above
- twice a year formal meetings to review KPI and past activity and talk about going forward
- all should be offered, member chooses
- annual in person meeting/networking function
- quarterly electronic communication
- as needed when situations arise
- same as above
- member engagement survey
- engage member expertise
- dues and fees – consultation about setting, progress through accountability reporting
- either mail or e-mail to the chair. Should include financial spreadsheets and explanations on variations from budget and explanations of the circumstances
- information by digital
- seeking assistance for short-term needs
- ACCA Board scorecard
- financial accountability
- AGM/Gathering
- annual reports
- internal update
- presentation at board level, AGM

- more frequent communication
- an accountability scorecard
- set membership fees based upon size and whether you have a seat on the board
- have an opportunity to provide input into strategic priorities
- provide expertise for ACCA committees from staff
  
- regular e-mail of activity
- offer to speak at our AGM
  
- key point of contact person in our organization to disseminate the information, newsletters etc. to the appropriate management and staff
- brief presentation to our Alberta management
  
- social media newsletter
- communications at AGMs or info booths at some
- public service announcements on co-op matters
  
- continual feedback from our own board member who serves on ACCA board
  
- to have access to relevant reports, studies and be able to participate in those (I imagine)
  
- our organization would be willing to help sponsor many different initiatives (monetary) with opportunity to promote our own brand name
  
- periodic member engagement sessions
- board/accountability reporting
- actually – most ideas said could work (except board orientation – not required)
  
- same as above
  
- for our co-op addressing board meeting, giving report of ACCA activity. Our co-op has a newsletter; having ACCA contribute to that would be good. Links to websites, social media pages. Active youth participation programs.
  
- e-mail
- AGM
- telephone

**Stony Plain – What would work for you and your organization?:**

*Note: blank lines separate responses from different respondents*

- making practical use in sharing/applying concepts in co-op communities we interact with regularly
  
- board to board correspondence at least quarterly
  
- support of needs and the provision of service known to exist in either organization.
- communication – “constant improvement”
  
- Gathering
  
- same as above
  
- internet/e-mail

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## ROUND FOUR – Reflections of “What We Said Today” and draft ACCA strategic priorities

Process for Discussion:

- Led by Lead Facilitator with large group (with a recorder)
- Refer participants to ACCA strategic priorities on flipside of placemat 3
- Identify priorities that are liked, right on the mark, need more emphasis, need more detail, priorities that are missing, etc.

### FACILITATOR: WHERE DO THE DRAFT PRIORITIES HIT THE MARK?

#### Airdrie – WHERE DO DRAFT PRIORITIES HIT THE MARK?:

- A: “ACCA is financially sustainable” by 2019
  - Q: also, through what means? Dues? Member-funded programs?
- (discussion: what comes first, is most important; but we want to know the how, too)
- need to add accountability – scorecard; members to know that money is achieving member goals
- youth leadership must be in there
  - urban areas should be a priority – to engage more, have an urban youth leadership program
- what about involvement in communities? Not clear what we want, what this means. Is it appropriate, even. ODCs are what got ACCA into trouble. Another person disagrees: very important to enhance communities, esp. urban ones. Communities piece needs more detail, more information. Urban communities.
- active member participation - supporting youth program
- member engagement to ensure board is fully populated and directors are able to engage in meetings
- (discussion re last bullet) – ensuring people who have levers on public discourse know about ACCA and involve ACCA. (Randy) – about doing the advocacy, promoting the co-op business model etc.
- include something on the people [people plan.] Supporting people to deliver on priorities.
- many people in co-op system are unaware of what ACCA is. Could we sign up more members.

#### Stony Plain – WHERE DO DRAFT PRIORITIES HIT THE MARK?:

- everything can't just be slotted in under wide priorities. Doing very good things but trying to do too much – not sustainable. Take what we did here and channel in a way that is focused.
  - Agree. Likes board priorities because focus mainly on co-operatives; community as outcome. That brings some focus.
  - board is not off the mark very far
  - first two don't fit with the next three. Saying will be financially sustainable is like saying it will continue to exist. Saying members will be engaged is like saying ACCA will strive to remain relevant. The remaining ones are “do's”. Directions to go.
-

## Round Four – Key Message Cards

### What final key message do you wish to pass on to the Board of ACCA before you leave today?

Process for Discussion:

- Led by Lead Facilitator with large group
- Cards are written individually by members and they have the option to read to all or simply be placed in a box at the end of the session

### Airdrie – What final key message do you wish to pass on to the Board of ACCA before you leave today?:

#### OUT LOUD:

- determine the type of organization that ACCA should be, then determine and set a reasonable membership scale. Perhaps reorganize board. Develop an urban outreach strategy.
- positive energy is contagious! It will all work out.
- set clear, attainable goals and develop a scorecard to measure those and share with members for accountability. Don't try to do too many things.
- A little worried that some of the options mentioned here will be too onerous on the staff. Want board to be respectful of the staff and their expertise.
- implement accountability process – scorecard, quarterly board report.

#### CARDS:

- become financially responsible. Engage with membership and non-member co-ops more. Will members pay more? And for what specifically
- make financially responsible decisions in how the ACCA decides to grow and engage with its members. Focus on a few specific tasks versus a laundry list of items that have a lower chance of being successful
- youth leadership needs to be ACCA's "calling card" ... it is their (our) flagship and primary reason for existing. Grow this program – become more recognized for this delivery – do it well and then develop secondary objectives.
- Keep calm and carry on. Today was a first step, but we didn't trip.
- ACCA must operate within its budget. Unfunded programs must not be undertaken. Improve member engagement and recruit directors. Implement an accountability process – board scorecard, monthly ACCA report, and a quarterly board report
- I am concerned that some of the options mentioned in this meeting would be too onerous on staff and the budget (monthly newsletters etc.). We should support staff. It appears a number of the priorities need to be measurable. Youth leader on board.

- set clear attainable goals and develop a scorecard to be shared with the members for accountability. Do not try to do too many things. Set membership dues that will raise more funds.
- the scope/vision/mission of ACCA is too broad and uncorrelated: youth leadership and being a service organization are two distinct operating models that need to be addressed separately.
  - 1. Not for profit model: Youth – grants, government support → foundation structure model.
  - 2. Service – service provider, value added → fee for service structure model
- member engagement makes a board successful
- promote organization within co-op system. Be more visible within media. Be out front in dealing with issues that affect our organization and/or members. Be vocal, be proud, be loud.
- positive energy is contagious.
- member engagement is very powerful and appreciated – encourage that to continue to help create a stronger provincial co-operative sector! Keep a clear and manageable set of priorities.
- keep members informed; don't be afraid to make the tough choices; ask for help. As part of the co-operative movement we need the ACCA to push our message forward and be "loud and proud"! A good day! Could have even used more time to openly discuss issues. Finally thank you and the ACCA staff!
- please send out a clear communication regarding the financial situation, as it is distracting members from going forward. People want to know how things went awry and what plans exist to address it.
- stay the course – be focused on your priorities and communicate your success and failures often to members
- Determine the type of organization ACCA should be; determine and set a reachable membership scale; reach out to members and re-organize the board; develop an urban outreach strategy.
- I need a good, clear explanation as to why my organization should be a member of ACCA and the benefits we would receive from being a member. What can they do for us and vice versa.
- Do a few things very well. Think Covey's habits of being effective: stop doing what is not urgent and not important; focus on important not urgent. Develop a scorecard and don't get distracted. Develop real measurable (SMART).
- today's meeting is very informative. Hopefully the brainstorming we did today will help the organization become better and stronger. Thank you!

**Stony Plain – What final key message do you wish to pass on to the Board of ACCA before you leave today?:**

**OUT LOUD:**

- measurable actions and results
- plan for the future – educating youth should be top priority

**CARDS:**

- Focus. Resist the urge to be all things to all people or to chase every opportunity or perceived need. Be willing to make change.
- Communicating, and providing members with services they can use is key to keeping support
- Focus on cooperatives and member needs/requirements
- continually lead your actions by asking, how can this activity we are doing enhance value for our members?
- keep focusing on growth and development of co-operatives. Network and support.
- Focus priorities down [to] 3-4 items
- being relatively new to housing co-ops professionally, I appreciate the movement as [it] is something my life requires in order to be motivated in selfless efforts to assist and enhance my team and community
- Keep up the good work
- constant improvement in process and communication are true key requirements
- communicate better to the membership to increase the engagement of our members
- need metrics to measure value. Focus on areas of strength or need. Can't do everything. Need to remain relevant to members to be sustainable. Not an easy challenge as everybody has different priorities. It will take courage but you can do it.
- continue to approach municipalities for membership. The partnership goes both ways for many go hand in hand. Keep up the great work!
- measurable actions and results
- plan for the future; youth are the future. Educating youth should be top priority.
- Focus heavily on co-op education primarily through youth and promotion to students entering postsecondary schools. If the co-operative "bug" catches them at that stage everyone will benefit.