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Welsh unions back worker co-ops

Volume 2, Number 1

February 1982

The Wales Trades Union Congress (TUC) recently published a 142-page study strongly backing the use of worker co-operatives as a key strategy for economic development and job creation. As is customary in the hinterland, Wales has been hit especially hard in

the past few years by the economic debacle in which 20 per cent of Great Britain's industrial jobs have disappeared.

Tour planned of European worker co-ops

The Co-operative Housing Foundation of Canada is planning to operate a three week study-tour to England, Spain and France this fall to investigate worker co-ops. The cost for the trip, leaving from Toronto on Sept. 18, 1982, is currently expected to be \$2,300.

One week will be spent in each country: The first four days will be organized, two days will be "free" and on Sundays the group will move to the next country.

If you are interested in being among the 40 co-operators to see European worker co-ops in action, write to

Co-operative Housing Foundation of Canada
401-56 Sparks St.
Ottawa, Ontario
K1P 5A9

The study was carried out by Denis Gregory and Chris Logan, who is the co-author of a major history of the Mondragon co-op to be published shortly, in close conjunction with the Wales TUC. Mondragon constitutes the best approximation of their ideal model. Thus the Welsh project is the first to attempt to transplant the Basque model to another country.

Welsh experience

Like the Basques, the Welsh can build on nationalist sentiment, the neglect and isolation of their region, an existing network of sympathetic institutions and indigenous values compatible with co-operation.

"Emergent societal trends in organizational structures, the present ethos of the industrial valleys (in Wales) and the values of co-operativism are convergent," states this report.

After reviewing the nature and structure of worker co-ops in France and Italy and the Basque country, the report reviews the Welsh experience to date. Even

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to: Worker Co-ops Newsletter, Attention: John Jordan
5th Floor Scott, York University, 4700 Keele St.
Downsview, Ontario M3J 1R2

CONTENTS.....

FLASH! To ALL SOON-TO-BE PUBLISHED AUTHORS

ADS

Basque co-op documenta-
tion.....15

Bridgehead Trading.....16

Mondragon..... 9

New co-ops in Quebec.... 15

Press kits.....20

Research project..... 6

SCM Bookroom.....16

Tour of European worker
co-ops..... 1

EX LIBRIS

Industrial kibbutzim.... 15

Alex Laidlaw and Martin
Buber..... 18

FEATURES

Canadian federation of
community development
corporations..... 6

Co-ops in early Cape
Breton..... 11

Early Cape Breton..... 4

New Dawn Enterprises.... 12

NEWS

Carpenters aim for
energy efficiency..... 16

Co-op games..... 10

Harpell..... 10

La Préférence..... 10

Laurentian University... 6

Messagerie Coop..... 16

Mondragon deals with a
world-wide slump..... 11

New worker co-ops in
France..... 10

Newbery Canadianizes.... 17

Plan Biron..... 3

Scott Bader cuts back
workers..... 9

Tembec..... 6

Tricofil..... 20

Wales Trades Union
Congress..... 1

1. Please print, write or type your material legibly and double-spaced. The editor's eyesight is an endangered species. Sometimes also her good nature!

2. GENERAL ARTICLES should normally be no longer than about 350 words. However, we are flexible. Illustrations (tables, graphs and photographs) will be enthusiastically received.

3. NEWS ITEMS should be brief. Like this. Well, maybe a little longer.

4. REVIEWS of appropriate books and articles are welcomed. Please include both factual information about the contents and your judgements of the contents, point-of-view, tone, etc. It is also valuable to have negative (but not vitriolic) reviews of duds.

5. REPORTS ON MEETINGS. Remember that effective meetings tend to be short

and, since the columns of our newsletter are narrow, reports on meetings should also be relatively short. But filled with personality, action, evidence of progress!

6. CONTACTS. If you are new to Worker Co-ops, tell us about yourselves. Or, find a friend who will.

7. LETTERS TO THE EDITOR. You know the usual thing. Please keep the invective within bounds.

8. FINALLY, when you have written something to go into our newsletter or have an idea you think could or should be developed, please send it to:

CARLA SALVADOR,
1012-31 ALEXANDER ST.,
TORONTO, ONTARIO
M4Y 1B2

If you prefer, telephone me at (416) 960-1925 evenings or weekends.

Worker Co-ops is the newsletter of the worker owned Co-operatives Committee of the Co-operative Future Directions Project (CFDP), 5th Floor, Scott Library, York University, 4700 Keele St., Downsview, Ontario M3J 1P3

The opinions expressed in Worker Co-ops are those of the authors.

EDITOR--Carla Salvador

EDITORIAL BOARD

Chairman--Paul Jones

CFDP Liaison--John Jordan

Richard Long (Saskatoon)

Volunteer word-processing--Cassandra Fleisher

Office help--Rosemary Thompson

BIRON URGES COGESTION A TROIS FOR LONG-TERM ECONOMIC EVOLUTION IN QUEBEC

The Quebec minister of industry, commerce and tourism has announced government plans to promote small and medium-size enterprises through worker participation and stock-exchange financing (Le Devoir, le 19 sept. 1981), M. Rodrigue Biron made known his intentions to revitalize what has become known as the "Plan Biron" during a tour of the Tembec pulp and paper mill.

With the workers gathered around him in front of the machines, Biron paid tribute to their efforts as unknowing instigators of the plan and cited Tembec as an example of "cogestion à trois" (three-way management).

Tembec

At Tembec, management, the community and workers jointly financed and reopened the pulp and paper mill seven years ago. In 1980, the plant had profits of \$7 million, on sales of \$90 million, for a return of equity of 26%.

The objectives of the plan are to open up corporations and gradually change the mentality of bosses and workers so they become true partners.

"It's a long-term evolution," said Biron. "I foresee that it will take 20 years for a good part of the Quebec enterprises to enter into it. It is, possibly, also the way to create an ideal for young quebecois. We are moving towards political sovereignty for Quebec. I am pro-

posing a sort of economic sovereignty."

Changes

When Biron originally proposed his plan a year ago, business men reacted negatively. They accused him of trying to do two things at once: encourage worker and community participation, and provide financing.

However, the minister feels that things have changed over the past few months and it will be easy to find 50 PME (small to medium-sized enterprises) to participate in the program during the first year. Eligible firms should have annual gross sales of \$2-3 million, and employ fewer than 500 workers.

Stock exchange

For firms to be listed on the Montreal stock exchange several conditions are proposed. The head office must be in Quebec, ownership should be more than 50% in Quebec, worker participation in ownership is necessary and a union or collectif de travailleurs is required.

It would also be desirable to attach other conditions to prevent plant shutdowns without consultation, and perhaps to ensure that the union keeps control of a certain percentage of the shares to retain real supervisory powers.

Community and worker participation will be introduced gradually, by encouraging participation first in

management, then in profits and finally in ownership. For participation in ownership, it is necessary to have a special stock market, une bourse québécoise, otherwise the workers and individuals in the community would be unable to sell the shares, for example, when they retire.

Sodeq

The minister insists strongly on the role of the community in the firms, through individual investors, sodeq or other collective investors. Sodeq are regional venture capital companies for small business whose investors receive substantial tax credits. In time, he would like to see a 33-33-33% or a 30-30-40% division of shares between the community, workers and management.

Michel Rocard, a cabinet minister in the new Mitterrand government in France has expressed considerable interest in Biron's cogestion à trois.

Biron has also found a significant though distantly for his plan in Pope John-Paul II. In a recent encyclical, "Laborem Exercens," the Pope called for the "socializing" of the means of production by associating labour with the ownership of capital. He suggested joint ownership of the means of work and worker participation in management and profit sharing as ways of achieving this association.

LABOUR UNREST HAS A CENTURY-LONG HISTORY IN INDUSTRIAL CAPE BRETON

New Dawn Enterprises is a not-for-profit community development corporation that operates in Cape Breton. For more information, see the story beginning on page 12 of this issue.

The story behind New Dawn Enterprises began to unfold in 1893 with the arrival in Cape Breton of the Dominion Coal Company. After obtaining a 99-year lease on Cape Breton coalfields from the provincial government, the Boston financier who had created the company sold it to a consortium of financiers in Toronto and Montreal. This company was big business, not the personal locally owned kind of concern for which the Provincial Workmen's Association (PWA) had espoused a traditional working class producer ideology.

Loyalists and rebels

Since 1879, the workers of this rapidly industrializing region had been divided into "loyalists," who espoused hard work, deference, partnership and harmony between labour and capital, and the "rebels," who sought militant and ag-

gressive trade unionism to gain improved wages and working conditions. The paternalistic ideology shared by the loyalists collapsed as it grew clear that the good of the industry was interpreted by remote share-holders and capitalist management as big profits, low wages and little or no regard for the well being of the community.

The miners who came to view the relationship of labour and capital as basically antagonistic gave priority instead to earning a living wage. Many believed that the mine owners looked to immigration to keep wages depressed.

UMWA

In 1909, some miners turned from the PWA to the International United Mine Workers of America (UMWA) for the strong bargaining agent they felt was needed. However, a 10-month strike to establish a district of the UMWA was defeated by the company, with assistance from the provincial courts and the army(4). Labour organizers were blacklisted for life. The struggle for a bargaining

agent able to deal with industrial capitalism continued, however, and by 1919 the union was recognized.

BESCO

In 1920, the British Empire Steel Corporation (BESCO), a huge conglomerate with headquarters in Montreal, took control of the Cape Breton coal mines and the Sydney steel works. The coal industry had been in decline since 1917. Markets were weak and management was financially overextended. Stock watering, common fraud, was widely suspected to be partly responsible for this condition.

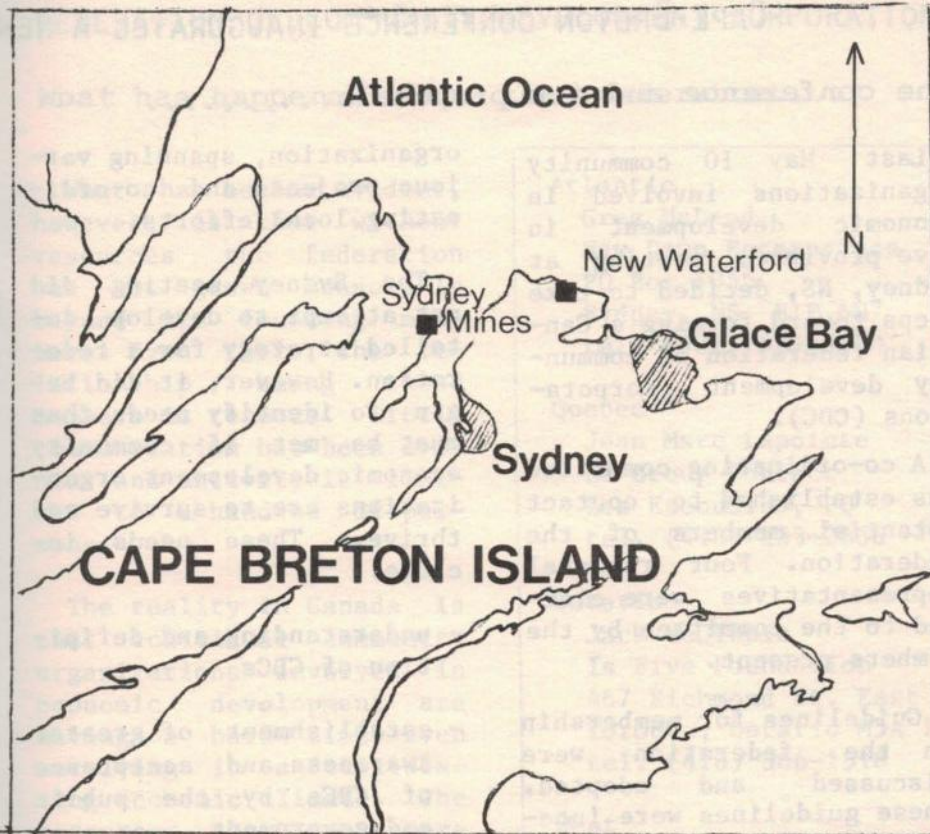
When the company tried to reduce wages by 1/3 in 1922 the 12,000 miners resisted, cutting back production by 1/3 and then going on strike. The federal government sent in 1,500 troops to protect company property and provincial courts ordered the miners back to work with a 1/6 pay cut.

Economic issues now inevitably merged with class differences. Absentee own-

cont'd on next page

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2. John Hanratty, The New Dawn Story: an experiment in economically-based community development. Printed with the assistance of Health & Welfare Canada 1981. 34 pp.
3. Ian MacPherson, Patterns in the Maritime co-operative movement, 1900-1945, *Acadiensis*, 5(1): 67-83, 1975.
4. 12,000 Men. National Film Board of Canada, 1978, 16mm color film, 34 min.



Cape Breton Island, showing the towns in which the most notable events occurred (map by Sam Smith).

In 1924, and again the next year, Besco attempted to force a 20% wage reduction on the coal miners. Miners and their families were already near starvation. On June 11, 1925 a five-month-long strike came to a head when one miner was killed and others were wounded. At New Waterford enraged workers and townspeople recaptured the town's power and water plant from the company police, who had cut off the supply. Company stores were looted and burned and again the army was sent in.

Only after the Liberal government was defeated that summer was Besco forced to settle. Again a Royal Commission approved a wage cut. Shortly afterwards revelations of mismanagement and fraud sent Besco stocks tumbling and in 1926 the company declared itself in receivership. New management assumed control in 1928 and again in 1930 but by then there was little work for anyone (1&4).

Bob Schutte

cont'd from previous page

ers were increasingly seen as idle and predatory. Consequently, sympathy for the class analysis of the "reds" grew.

Police raids

In May, 1923, provincial police raided homes in Glace Bay, with a warrant to arrest Malcolm Bruce, a labour organizer from Toronto alleged to have made remarks disrespectful to the British flag.

One month later steel workers in Sydney struck Besco to gain recognition for their own union. On Sunday July 1st, the hastily assembled and untrained provincial police ran amok in Sydney, clubbing and

riding down workers and their families on the way home from church.

Again, the army soon arrived. To protest the presence of armed forces and in sympathy with the steel workers, the coal miners' union also struck Besco.

Seditious libel

In this period one vocal leader, Jim McLachlan, was convicted of seditious libel because he drew attention to police assaults on strikers and townspeople. Although these libelous remarks were verified by a Royal Commission, the Crown argued that the statements were intended to promote and encourage the sympathy strike. McLachlan was sentenced to two years in Dorchester prison.

*The mines are as they have
ever been,
Kids are starving 'round
sixteen---
Ah, but blessed are the
meek,
Blessed with two shifts
a week.*

(1, p. 73)

SDI GRANTS \$3 MILLION TO TEMBEC FOR NEW PLANT

La societe de developement industriel (SDI) is granting \$3 million to Tembec towards the construction of a \$25 million ethyl alcohol plant.

This installation will permit recycling of the liquids used in the pulp and paper process and reduce the pollution in Lake Temiskaming.

Le Devoir, le 19 sept. 1981

RESEARCHER SEEKS

CANADIAN EXAMPLES

OF EMPLOYEE OWNERSHIP

Richard Long, an associate professor at the College of Commerce, University of Saskatchewan, is conducting a research study on Canadian examples of employee ownership. However, since there is no central data source, locating these examples is a very difficult and almost random process.

If you know of any Canadian firm with a substantial element of employee ownership, or see any news clippings, magazine articles, etc. relevant to the topic, please send him the information. If you want to receive a copy of the final study, indicate this when you send the information.

Richard Long
College of Commerce
University of Saskatchewan
Saskatoon, Saskatchewan
S7N 0W0

CAPE BRETON CONFERENCE INAUGURATES A NEW

The conference and its proposals.....

Last May 10 community organizations involved in economic development in five provinces meeting at Sydney, NS, decided to take steps toward forming a Canadian federation of community development corporations (CDC).

A co-ordinating committee was established to contact potential members of the federation. Four regional representatives were elected to the committee by the members present.

Guidelines for membership in the federation were discussed and adopted. These guidelines were intended to be seen as goals that potential members would pursue, rather than strict criteria for inclusion or exclusion. They included provisions such as incorporation of the group, local community control, commitment to comprehensive community development (economic, social, cultural), not-for-profit, democratic organization, striving towards economic dependence, etc.

The group realized that there is no ideal or model organization for a CDC, and the choice of structure and organization depends on local needs and realities. The priority for CDCs was for "local enterprise" for and by the community, using local resources to meet local needs.

In addition, the CDC was to be not just a single enterprise but an umbrella

organization, spanning various projects and co-ordinating local efforts.

The Sydney meeting did not attempt to develop detailed strategy for a federation. However, it did begin to identify needs that must be met if community economic development organizations are to survive and thrive. These needs include:

- understanding and definition of CDCs
- establishment of greater awareness and acceptance of CDCs by the public and government
- lobbying and public relations efforts
- research at the operations level to provide a more valid and realistic profile of CDC activities in Canada
- exchanging information and developing linkages (networking) among CDCs
- creation of a venture capital pool, specifically for community based economic development.

The meeting ended on a high note with decisions to establish an interim fund (with pledges from organizations that attended) for use by the interim co-ordinating committee. They planned work on incorporating the federation, recruiting members, seeking funding and preparing for an annual meeting.

FEDERATION OF COMMUNITY DEVELOPMENT CORPORATIONS

What has happened since the conference....

What has become evident, however, is that without resources the federation has not grown measurably beyond its founding members. Even there, the relationship among these members is tenuous. Little communication has been evident and activity is limited to a handful of persons.

The reality in Canada is that individual community organizations involved in economic development are having a hard time even surviving in a deteriorating economic climate. The resources they can spare for building a federation are minimal, and in Canada the field of community economic development is dominated by government fund-

Robert Doyle, DSW, is program director, DEL Community Organization Services, Inc. and former co-ordinator of neighbourhood services in Toronto. He was responsible for developing the city's program on community economic development as part of Toronto's Selective Policy on Economic Development in 1980. He was also a founding member of Youth Ventures Development of Metro Toronto, a CDC involved in planning and operating businesses for youth, and a founding member of the new Canadian federation of community development corporations.

Atlantic

Greg McLeod
New Dawn Enterprises
PO Box 1055
Sydney, NS B1P 6H7
tel. (902) 539-9560

Quebec

Jean Marc Lapointe
Le Group Contact
Les Escoumins, PQ
tel. (418) 233-2856

Ontario

Jack McGinnis
Is Five Foundation
467 Richmond St. East
Toronto, Ontario M5A 1R1
tel. (416) 366-1518

West

Gerri de Hoog
Calder Action Committee
12963 - 120th Street
Edmonton, Alberta K5E 5N8
tel. (403) 488-7853

ing and program direction. It lacks strong, independent private-sector involvement and support.

The result appears to be lack of information about what is happening at the ground level, lack of communication, confusion in terminology, lack of a well focused, sustained effort by a core of key people, inadequate resources and dominance by government, with minimal private sector involvement.

The establishment of a strong federation of community development corporations at this time appears to be no more than a 'hollow hope.'

Bob Doyle

LAURENTIAN UNIVERSITY

ARRANGES A COURSE

ON CO-OPERATIVE STUDIES
FOR FRANCO-ONTARIANS

Laurentian University in Sudbury is offering a new program on co-operative studies. Available only in French, the program is oriented particularly towards Franco-Ontarians.

Three sections are planned for the course:

* Basics of Co-operatives and the Franco-Ontarian context: introduction to co-operative goals and practices, the principal features of Franco-Ontarian society, the economics of co-operation and co-op law.

* Basics of Administration: introductory courses on management, accounting, marketing and management of co-operative enterprises.

* Field Work in which the knowledge is refined and applied: group functioning and motivation, probationary training, specialized seminars and a thesis or report.

BA or certificate

Participants can either major in co-operation as part of their BA program or, after 30 credits, receive a certificate in co-operation. The program is open to full- and part-time students.

Le Temps, le 14 octobre, 1981

WALES TUC SUPPORTS WORKER CO-OPERATIVE IDEA (CONTINUED FROM PAGE 1)

though worker co-operatives are recent and few, the report concludes that they give positive support for the notions that worker co-ops can be viable, members can and should contribute a portion of the capital required, additional sources of sympathetic financing are critical and external advice and assistance are welcome and necessary.

Case studies

"The case studies unequivocally demonstrate the need for supportive structures external to the individual co-operative but providing permanent access to a range of resources," the study reports. In recognizing the need for supportive institutions, the WTUC goes beyond the more usual tendency to assume that successful worker co-ops will arise through spontaneous generation if there is supportive public policy.

Trade unionists have often been skeptical of the merits of worker co-ops and suspicious that this form of organization would be viewed as making unions unnecessary. On a visit to Mondragon, the WTUC found that "trade unionism in the Mondragon system was flourishing. Moreover, it was clear that the importance of developing a strong and orderly trade union presence was recognized."

The Mondragon co-operatives were in the process of negotiating their first general agreement with the unions, which only became legal in Spain after the

death of Franco. The Welsh trade unionists also found that the Basque union leaders strongly supported the worker co-op approach.

WTUC conclusions

The WTUC concluded that "the prime role for unions is to ensure that the gains made over the years on rates of pay and standards of working conditions are maintained in co-operatives." This echoes the conclusions of a study on the role of unions in worker co-operatives by Chris Cornforth (soon to be published by the Co-op Futures Project in the Concepts and Research series).

The report also recognizes that worker co-ops will need a strong presence to counter the tendency for power in trade unions to gravitate to the national level, a pattern brought about by the need to respond to large corporations or governments.

Specific strategy

In terms of specific strategy, the WTUC proposes to set up a support structure with two main divisions -- a resource centre and an investment fund. The resource centre would provide technical assistance and training, assess feasibility, undertake planning and provide ongoing specialized assistance to worker co-ops. The investment fund would provide pools of capital that could be made available to supplement the individual stakes of members.

The WTUC expects the support centre to start small and grow with the co-ops it helps bring into existence. The initial funding might come from a contribution of £1 from each trade unionist; this would provide an initial budget of over \$1 million.

Gregory and Logan visualize giving impetus to the development of credit unions, which are new in Great Britain: There are at present only about 65 credit unions but since only about 50% of the British population have a bank account, there is considerable room for financial institutions that working people see as operating in their interest.

To learn from experience elsewhere, and in recognition of the desirability of interaction and trade with co-ops in other countries, WTUC has signed a mutual assistance agreement with the Caja Laboral Popular. The agreement covers three main areas: exchange of technological and other information, co-operation in developing particular markets and products and a shared program of product research and development.

With this step by Welsh trade unionists, one can hope that the 1980s will see as many eyes turned to Wales as have focused on the Basque country during the past decade. We can also hope that there will be a similar resurgence in economic and community life.

John Jordan

SCOTT BADER CUTS BACK TO SURVIVE

Like many other businesses Scott Bader Commonwealth, a worker-owned firm, has been caught by the world economic slump. In an article in *The Guardian*, Godric Bader, the current chairman, explained how the firm confronted the realization that "substantial numbers of our members <would have> to leave the company."

All members were kept well informed about the firm's financial situation. After membership discussion, it was decided that all departures would be voluntary and that those leaving would receive a substantial departure package.

Almost 170 members left in 1979 and 1980. Bader explained in a note to the author that the average payment to those who left in 1980 was more than \$20,000. "The terms were made more attractive to the older, longer serving members."

The Scott Bader Commonwealth has already provided both inspiration and very concrete assistance to the development of British workers co-ops. The Commonwealth is the holding company for Scott Bader Company, which manufactures plastic resins. For more than 40 years the company has been a leader in developing this technology. In 1951 its founder gave the firm to its employees. It continued to prosper and by 1978 the number of employees had tripled to 438.

Healthier

After the departures, Scott Bader is leaner, but also financially healthier. It has actually acquired two other firms, which will be integrated into the commonwealth.

The whole experience has been wrenching. "It would be quite wrong to suggest that this occurred without pain," Bader wrote.

Democracy

But Bader sees the ability of a worker-owned firm to engage in amputation of this sort as an indicator of the merits of democratic enterprise.

"Democracy is only possible when the members themselves, and they alone, own and are responsible for the control of the resources of the enterprise. I think we have shown in the past couple of years that when people are given the responsibility, they act responsibly."

John Jordan

John Jordan is the Research Director of CFDP and on the Editorial Board of Worker Co-ops. He has worked in housing co-ops and was a Vice-President of the Co-operators Insurance and a member of a workers' co-op. He now teaches in the faculty of Environmental Studies at York University in Toronto.

HORIZON

The Mondragon Experiment

50 Minutes

Mondragon, in the Basque region of Spain, is a flourishing industrial town with more than 80 factories ranging from iron foundries and shipyards to printing works and saw-mill. Co-operatively owned, they are the most efficient in Spain.

The 18,000 workers run the factories, appoint the managers and decide how to distribute the profits.

The Mondragon experiment has been running for 25 years. Could co-operative groups elsewhere follow the same road to prosperity?

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FRANCE HAS NEW FEDERATION OF WORKER CO-OPERATIVES IN METAL WORKING

A new federation of worker co-operatives in France was formed in November 1980.

SCOP

La federation de SCOP transformatrice des metaux et industries connexes (FSTMIC) brings together 73 worker co-ops with about 4,000 employees. They are involved in metal working, metallurgy and associated fields.

This sector has had a large number of new organizations in recent years; in fact, half the co-ops joining the new federation are less than 10 years old.

Strengthen ties

The federation plans to strengthen the ties between the members by exchanging information and assistance in accounting, finance and administration, as well as promoting technical advice.

Three federations

The three federations now in existence (building, publishing & printing, metals) constitute almost 70% of the worker co-operatives that are members of la confederation des societes cooperatives ouvrieres de production.

ensemble! le 18 sept. 1981

FIRST WORKER CO-OP RESTAURANT OPENS IN QUEBEC SOON

This year a group of restaurant workers in Joliette, Quebec, will take their future into their own hands and open a restaurant. "La Preference" will be the first worker co-op restaurant in Quebec.

Thanks to technical and financial support of la societe de developpement cooperatif, the board of directors of the co-op have

acquired a beautiful location and plan to offer a Quebecois and regional cuisine. The restaurant will seat about 100 guests and will lead to the creation of 20 to 30 jobs. Currently the worker-owners are recruiting additional members to complete the staffing.

ensemble! le 4 sept. 1981

CO-OP GAMES FOR SALE

For some, co-operation is a way of life--housing, financing, purchasing, working. But playing? Yes, playing.

It is more than 10 years since Jim Deacove, 41, discovered that he could not buy a non-competitive game for his two daughters. So, he sat down and created one, and then others. Since 1975, when Deacove gave up his teaching career, he has developed and marketed these games full-time through his company, Family Pastimes.

The games are often adaptations of well known competitive games such as Monopoly or War but they emphasize working together, conservation and co-operative economic development. If you would like more information, write

Family Pastimes
RR4, Perth, Ontario
K7H 3C6

Globe & Mail, Oct. 8, 1981

QUEBEC LABOUR BOARD RULES ON HARPELL WAGE-EARNERS

The Quebec Labour Board has ruled that all wage-earning employees of the Harpell Co-operative Press should be part of the bargaining unit, regardless of whether they are members of the co-op. The only workers excluded in the decision are those who are members of the Board of Directors and the Supervisory Committee.

However, the co-op's management is appealing the decision on the grounds that all employee-owners should be excluded from the bargaining unit.

On the other hand, the union is appealing the exclusion of any wage-earning employees who sit on the boards. The appeals will be heard shortly.

Meanwhile, the office employees at Harpell have requested union certification.

ensemble! le 18 sept. 1981

MONDRAGON'S CO-OPS ADJUSTING TO AVOID UNEMPLOYMENT

The 80-plus co-ops in Mondragon, in Spain's Basque country, have shuffled work, cut profits and almost avoided unemployment, which in Spain has risen by more than 40% in two years.

In February, 1980, the co-ops' social welfare organization introduced its first unemployment insurance scheme. It now refunds 70% of any temporary unemployment benefit paid out by a member co-op. Benefits are fixed at 80% of the normal wage or salary. Total benefits amounted to only \$62,000 during 1980-1981, while the number of people employed in Mondragon continued to rise. There were 15,700 workers five years ago; now there are about 18,500.

Workers in other co-ops are given first refusal on these available jobs. Since Mondragon boasts a wide range of industries, it is rare for all of them to be simultaneously in financial difficulty. They have also increased their exports by almost 50% between 1979 and 1980.

Profits have not been as remarkable. Although sales have continued to grow steadily, profits have slumped and for 1981 Mondragon co-ops will probably be in the red for the first time in their 26-year history.

The workers are prepared to make sacrifices to keep their jobs. In March, members of the Ularco group, which produces domestic

appliances, voted to raise \$7.2 million from themselves. Depending on wage and salary levels each member has had to increase his capital contribution by between \$570 and \$1,700, on top of the \$3,600 entry fee.

For now co-op members prefer to put in more capital rather than cut their wages. All Mondragon's co-ops are following the terms of Spain's 1981 national wage agreement, and boosting wages by two percentage points less than the rise in prices.

The Economist, Oct. 31, 1981

CO-OPS NOTICEABLY ABSENT IN EARLY CAPE BRETON

UNION-COMPANY STRUGGLES

Through the struggles of the Cape Breton workers in the first half of this century, the co-op movement was present only in the form of co-op stores. The company store, or "Pluck-Me," was a regular feature of this kind of predatory, paternalistic industrial development.

After a number of false starts, the British Canadian co-op was established at Sydney mines in 1906, by recent immigrants from England. It proved viable and expanded cautiously, maintaining close ties with the British co-op movement.

In the conflict of labour and capital however, the co-ops remained neutral.

Ian MacPherson, Patterns in the Maritime co-operative movement, 1900-1945, *Acadiensis*, 5(1): 67-83, 1975.

"Throughout the industrial crises, co-operatives had served as provisioners for trade unionism, but aside from a few conservative and hesitant comments, they had had little to say...Co-operation might feed the hungry in times of extreme unrest; but it would not be regarded by the working man, even where it was strongest, as the total solution; in the struggle for the things that mattered, it was the union that made him strong" (MacPherson, p. 72).

The initiative for new co-operative development belonged unquestionably to the Antigonish Movement. Although its leaders had harsh words for the excesses of industrial capitalism, they also had no use for militant trade unionism. Neither represented in any degree a co-operative way.

The Antigonish Movement made substantial progress in helping improve living conditions for the rural population. In Cape Breton, as elsewhere in the Maritimes, credit unions and farmers' and fishermen's co-ops were established. The movement remained essentially rural in orientation, however. For the urban industrial worker it seemed there was no co-operative way to a living wage.

NEW DAWN ENTERPRISES TAKES ON SOCIAL AND ECONOMIC PROBLEMS IN CAPE BRETON

Not-for-profit community development corporation brings employment to a depressed area

About 10 years ago a number of individuals in industrial Cape Breton began a new effort to relieve the enormous burden of social and economic problems in the region. By the end of 1980, the resulting New Dawn Enterprises, the not-for-profit community development corporation, had created employment equivalent to 80 full-time jobs and injected more than \$4 million into the local economy.

Much remains to be done. At the end of last year, official unemployment in the area stood at 17 percent, twice the national average. Where once 12,000 men worked the coal mines of Cape Breton, now only 3,000 find employment.

Original idea

The original idea for New Dawn was formulated in 1972 in a planning document entitled Cape Breton Co-op Enterprises. In 1973, a group of about 20 citizens incorporated the Cape Breton Association for Co-op Development.

This group became a non-profit society rather than a co-op for several reasons. The original idea of a multi-purpose community organization with both social and economic goals ran afoul of Central Mortgage &

Housing Corporation (CMHC) regulations. To gain CMHC financing for nonprofit housing, it could not incorporate as a co-op with economic purposes since legislation permits members of co-ops with business goals to benefit individually.

CDCs

In 1975, members of the association encountered the community development corporation concept evolved in the United States. Using this approach, in June 1976 Health and Welfare Canada agreed to fund the group as a demonstration project. New Dawn Enterprises was set up as a nonprofit corporation and a core staff was hired. The now separate Cape Breton Association for Co-op Development continues as part of the community development strategy. The idea, however, remains the same.

"Effectively, members of New Dawn see themselves as a cooperative, using econo-

Bob Schutte is an active member of the Worker Co-ops analysis committee. He has been involved in housing co-ops and lives in a co-operative house that he helped establish in 1973. Bob has worked as a programming analyst and is now a self-employed consultant programmer. He has also visited and written about Mon-dragon.

John Hanratty, *The New Dawn Story: An experiment in economically-based community development*. Printed with the assistance of Health and Welfare Canada, 1981 (34 pp).

mic means for community improvement with democratic control—one voter per member. New Dawn as an organization has become a shareholder and member of the Nova Scotia Credit Union League, and has done its financing through the credit union system" (p. 14).

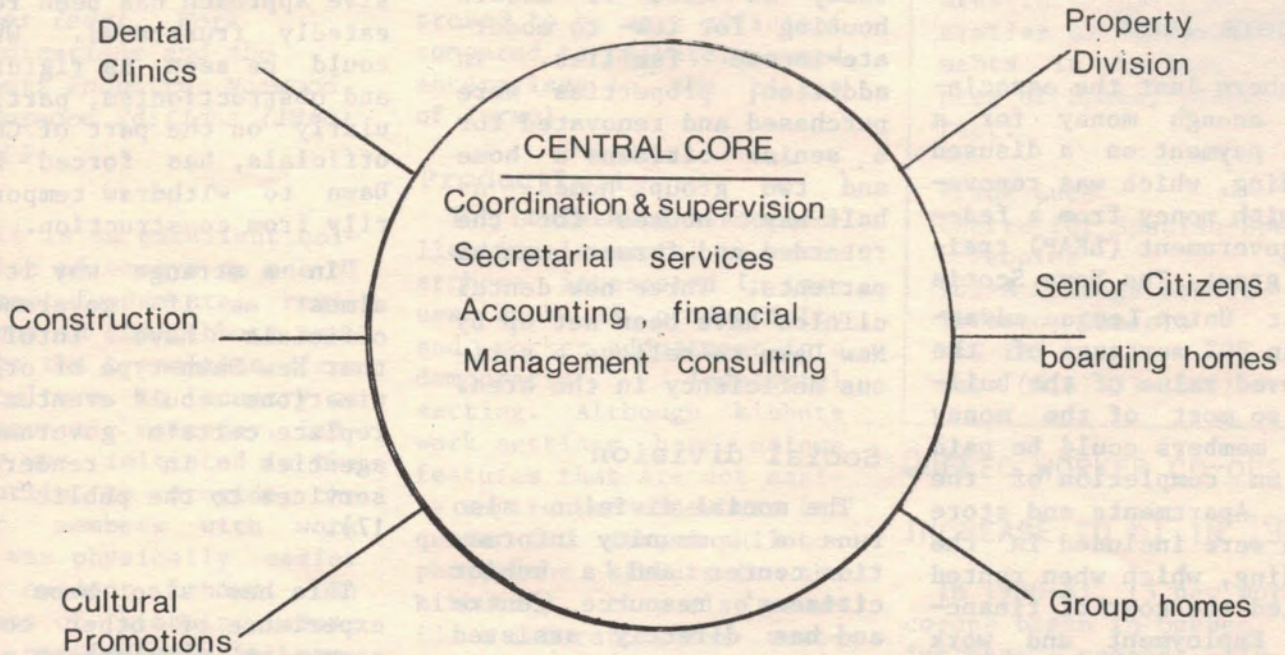
Comprehensive, integrated economic and social development under community control is the overall goal of New Dawn. A number of strategic policies are considered necessary to its implementation.

Proposed projects

Proposed projects are first scrutinized by development staff in the business division. The project must serve a real need that is currently unmet or inadequately served by private business or government, and the resources to start up must be available. Volunteer effort, government program grants, members' loans and regular financing are considered.

If start-up conditions are favourable, projects that are to be business enterprises must be judged capable of becoming self-supporting and self-financing. They must not depend on ongoing government aid,

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volunteer effort or charity fundraising. A business project also must not conflict with community improvement goals of the social or cultural divisions of New Dawn. Ideally, a project contributes something to all aspects of community development.

The umbrella organization, New Dawn itself, intends to remain free of government subsidy, to be financed by the surplus from economic projects. The overall operation is not-for-profit in the sense that surplus from economic projects must be reinvested in social and cultural services to the community.

Part of the surplus is set aside in an investment fund to finance future projects. The amount accumulated to date, however, is thought to be insufficient for significant economic projects.

Manufacturing sector

New Dawn continues to be interested in entering the manufacturing sector. A number of projects have been considered and rejected and lack of access to venture capital continues to be a concern. In North America, community development corporations or co-ops generally have no legal, institutional way to put

the savings of the community to work as venture capital in the community.

A good example of what is meant by comprehensive development is the first project, completed by the Cape Breton Association for Co-op Development before New Dawn was incorporated. The Cape Breton School of Crafts now benefits from the rent-free use of 2,000 sq ft of office and classroom space in a building acquired by the association. The school has about 1,000 students per year learning traditional craft skills.

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"... if there were 10 more groups like New Dawn in Cape Breton, the contribution each would make to overcoming the problem would be important."

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Members lend

Members lent the association enough money for a down payment on a disused building, which was renovated with money from a federal government (LEAP) training grant. The Nova Scotia Credit Union League advanced an 80% mortgage of the improved value of the building so most of the money from members could be paid back on completion of the work. Apartments and store space were included in the building, which when rented carried the cost of financing. Employment and work training was provided by the renovation.

Originally, the association hoped to organize the construction trainees into a carpenters' or jobbers' co-op but Canada Manpower regulations made this difficult. Only disadvantaged workers could be hired, and only below-market wages could be paid under the training program grant. Since workers moved on to better paying jobs as soon as they could, a cohesive group was never formed.

Construction projects

To date, the business ventures of New Dawn have been in the area of construction and property. Properties built and managed on a business basis serve other community needs.

Thus, two small apartment buildings were built in

nearby coal-mining towns badly in need of modern housing for low- to moderate-income families. In addition, properties were purchased and renovated for a senior citizens's home and two group homes as half-way houses for the retarded and former mental patients. Three new dental clinics have been set up by New Dawn to relieve a serious deficiency in the area.

Social division

The social division also runs a community information center and a senior citizens' resource centre and has directly assisted projects of more than 50 other community groups. In the cultural division, as well as supporting the School of Crafts, New Dawn has sponsored public concerts by local musicians and published a popular songbook.

Besides struggling to overcome organizational problems inherent in combining social and economic goals as well as paid and volunteer workers, New Dawn has experienced problems with external relations. While engaged in construction, it encountered objections from both the local contractors' association and the construction trades council. Amicable agreements were negotiated in both cases.

Responsibility

In dealing with the fragmentation of responsibility within governments, how-

ever, New Dawn's comprehensive approach has been repeatedly frustrated. What could be seen as rigidity and obstructionism, particularly on the part of CMHC officials, has forced New Dawn to withdraw temporarily from construction.

"In a strange way it is almost as if government officials have intuited that New Dawn-type of organizations could eventually replace certain government agencies in rendering services to the public" (p. 17).

This has also been the experience of other co-op community development efforts (see the featured articles on the JAL co-op, Worker Co-ops, Sept 1981), as they replace government clienthood with local control.

The future

For the future, New Dawn would like to return to construction and expand into manufacturing and rural development with projects "to make better use of forest and agricultural resources" (p. 32). However, it is not intent on going beyond its own regional community. It supposes instead that "if there were 10 more groups like New Dawn in Cape Breton, the contribution each would make to overcoming the problem would begin to be important" (p. 25).

Bob Schutte

INDUSTRIALIZATION IN THE KIBBUTZIM MOVEMENT IN ISRAEL REPORTED IN A COLLECTION OF ESSAYS

Uri Leviatan and Menachem Rosner (eds). *Work Organizations and the Kibbutz Industry*. Norwood P. Norwood Editions (1980) 205 pp.

This is an excellent collection of essays on one of the most fundamental revolutions in the kibbutz movement: the transition from agriculture to industry as the economic mainstay. Industry was initiated in the kibbutzim to provide the older members with work that was physically easier than outdoor labour. The success of kibbutz industry, particularly its economic stability relative to agriculture, has led to its expansion, until at present virtually all kibbutzim have at least one factory.

Industrialization

The industrialization of the kibbutz should be of interest to the worker co-operative movement in the West. Unlike in most worker co-operatives, the means of production on the kibbutz are owned by the community rather than the workers per se. Nevertheless, management in kibbutz enterprises is very democratic, following the practices of community election, rotation, decentralization, and regular meetings. There are no individual monetary incentives: rather consumption is distributed relatively equally, with small variation according to individ-

ual need. This model has proved to be very efficient compared to privately-owned enterprises in the cities of Israel.

Productivity

The Leviatan & Rosner collection is useful to researchers interested in issues such as productivity and worker adjustment in a democratic industrial setting. Although kibbutz work settings have unique features that are not easily replicated elsewhere (to quote the street philosopher, "the kibbutz is the kibbutz"), they also provide a laboratory for testing hypotheses about worker ownership and industrial democracy. As a movement of about 100,000 members spanning three generations, the kibbutz offers both inspiration and practical knowledge to the worker co-operative movement in the West.

Jack Quarter

Jack Quarter is an associate professor at the Ontario Institute for Studies in Education, Toronto, who is interested in co-operative forms of education. He recently spent a year studying the Israeli Kibbutz. He is the author of the Student Movement of the Sixties and co-editor of *Must Schools Fail?*

CAN ANYONE HELP?

Anyone who has any documents, information or pictures relating to the co-operative or national movements in the Basque provinces of Spain, please contact:

Frank Luce
Centre for Spanish-Speaking Peoples
582-A College Street
Toronto, Ontario
M6G 1B3
tel. (416)533-8545/6

QUEBEC WORKER CO-OPS

INCREASE TO 61 IN 1981

In 1980-81, 13 new worker co-ops began in Quebec, an increase second only to that of housing co-ops in the province. As of March 31, 1981, there were 61 worker co-ops in total, according to a brochure published by the Quebec ministry of financial institutions and co-operatives.

Altogether, excluding financial groups, there were 1141 co-ops in the province, a net increase of 87.

The free brochure, *L'activité coopérative au Québec*, which describes the activities, membership and other features for each type of co-op, is available from:

La Direction des communications
Ministère des institutions financières et coopératives
800 Place d'Youville, 10e étage
Québec, P.Q.
G1R 4Y5

BRIDGEHEAD TRADING IMPORTS THIRD WORLD TEA & COFFEE

Bridgehead Trading is a Canadian Alternative Marketing Organization (AMO) that is part of a growing international network of AMOs. It was established by four Toronto residents to:

*help establish new trade links between farmers and food-industry workers in

CONSERVATION WORKERS

CO-OP CARPENTERS AIM

FOR ENERGY EFFICIENCY

The Conservation Workers Co-operative in Saskatoon is nearly one year old. This workers' co-op is a group of young carpenters who want to have meaningful, ongoing employment without competing with each other.

Treasurer Brian Krempien is hopeful about the co-op's future.

"People hear about us through word of mouth, and because we strive for quality in our work, the publicity that we do get comes from happy customers," he reports.

The group is committed to conservation of energy and their insulation designs often surpass minimum building requirements.

Co-op president David Littman says that "the designs are drawn up to do the job, not necessarily to be the low bid."

Co-operative Information
Vol. 9. NO. 3. Dec. 1981

the Third World and consumers in Canada,

*help workers in the Third World develop economic self-reliance and

*bypass multinational food corporations.

In keeping with this purpose, Bridgehead Trading imports vacuum-packed, filter-ground, pure Nicaraguan coffee. This product is roasted, ground and packed by a Dutch AMO in Amsterdam since there are no vacuum-packing facilities in Nicaragua.

From Tanzania comes instant coffee processed in east and central Africa's only instant coffee factory. The factory is owned jointly by the Tanzanian government and the co-ops of small-scale coffee farmers who supply it.

Pure Ceylon tea from Sri Lanka is grown on an estate owned by a trust that runs six homes for mentally and physically handicapped children.

Income above the running costs of Bridgehead Trading is used to support development projects in these three countries. Anyone interested in finding out more about Bridgehead Trading or ordering their coffee or tea should contact

Peter Davies
Bridgehead Trading
54 Jackman Avenue
Toronto M4K 2X5
tel. (416) 463-0618

SCM SEEKS CO-OP BOOKS

The SCM Bookroom, a non-profit retail bookstore, welcomes suggestions for our recently established section on co-operatives. We include books on consumer co-ops but in view of our interest in labour studies, the primary direction will be worker co-ops. The Bookroom itself has operated as a worker-controlled organization for the past five years or so. We are located at:

333 Bloor St. West
Toronto, Ontario
tel. (416) 979-9624/5

MESSAGERIE COOP EXPANDS

La Coopérative des travailleurs en messagerie du Montréal-Métropolitain has decided to add a new service--24-hour delivery. As we noted earlier (Worker Co-ops June & Sept. 1981), the co-op specializes in urgent messages (delivery in one hour).

This new service will allow the group to maximize returns on the market established to date and develop a new category of client.

Since its creation one year ago, Messagerie Coop has grown steadily and now has hired a manager. With the help of the courier co-op in Quebec City, the Montreal group appears to have found a permanent role, despite stiff competition in its market.

ensemble! le 27 nov. 1981

NEWBERY ENERGY BEGINS TO 'CANADIANIZE' ITS SUBSIDIARY

BY SELLING OFF 13% OF SHARES TO WORKERS IN THE SASKATOON OPERATION

Richard Long is Associate Professor of Organizational Behavior and Industrial Relations in the College of Commerce, University of Saskatchewan in Saskatoon. He works with firms converting from conventional to employee ownership. He points out that "an ill-conceived plan to convert to worker ownership that does not meet the needs of all involved parties fairly and equitably will not produce the expected benefits." Mr. Long helped Newbery design and implement their plan to Canadianize their company.

Proponents of employee ownership of the equity of all or part of a business enterprise argue that it can lead to a variety of beneficial consequences. These include a decreased worker alienation and turnover, and increased satisfaction, enhanced employee identification with the organization and improved labour-management relations and organizational effectiveness.

Employee participation

Some also see it as a means of enhancing employee participation in decision-making and promoting industrial democracy. Unfortunately, the tax incentives that have helped employee

ownership plans flourish in the United States are lacking in Canada and the rate of adoption of such plans here has been much slower.

Powerful impetus

However, a new potentially powerful impetus for employee ownership has recently emerged in Canada, due to the need perceived by foreign-owned firms to "Canadianize" their operations in this country. By allowing Canadian employees to acquire a majority interest in the subsidiary, the company receives preferential tax treatment and other benefits while employees and Canadian society in general realize the advantages already noted in employee ownership.

One company that has embarked on this process is Newbery Energy Ltd. of Saskatoon, Saskatchewan--a firm involved in construction, contracting, foundry and fabrication work. Wholly owned by Newbery Energy Corporation of Tempe, Arizona, last summer the firm sold 250,000 shares (13%) of the Canadian company to employees at \$1.00 a share. (The company's auditors valued the shares at \$3.00 each.)

Unrestricted purchase

Purchase was not restricted to certain types of

employees. Among others, clerical and foundry workers participated in the plan. In all, nearly 70% of eligible employees purchased from 200 to 5000 shares each, with demand exceeding availability. Approximately 25% of the employee-owners are members of senior or intermediate management and the remainder are supervisory or nonmanagerial employees.

Full profits

Full profit and voting rights are attached to all shares and the Canadian employees are permitted to appoint two members of the board of directors.

The company expects to make more shares available to Canadian employees next fall and eventually it will sell off more than 50% of the subsidiary to the workers.

Until now there have been two major hindrances to the spread of such plans. The first is a general lack of awareness about the possibility of using employee ownership as a vehicle for Canadianization. Second, and perhaps more importantly, little specific knowledge about exactly how to set up and structure such a plan has been widely available.

Richard Long

LIDLAW'S 'CO-OP COMMUNITY' MORE PRACTICAL THAN BUBER'S CO-OP COMMONWEALTH? BUT IS A THIRD OF A LOAF ENOUGH?

Alex F. Laidlaw. *Co-operatives in the Year 2000: A paper prepared for the 27th Congress of the International Co-operative Alliance.*

Co-operative Union of Canada
237 Metcalfe St.
Ottawa, Ontario
K2P 1R2 (1980) \$5.00

In 1945 Martin Buber completed his classic study of principles he termed Utopian or voluntarist socialism (*Paths in Utopia*, 1949, Boston, Beacon Press). Among its exponents he naturally found the leaders of the co-op movement's "heroic age."

Commonwealth

A theologian and an ardent opponent of central-state models for a just society, Buber called for the renewal of an organic commonwealth, a voluntary community of communities. By this he meant worker and consumer co-ops in leagues and integrated in community development-oriented full co-operatives, which in turn combine for common purposes in ever expanding federations, ever changing to meet the needs and aspirations of people.

"If the principle of organic restructuring is to become a determining factor the influence of the full co-operative will be needed, since in it production and consumption are united and industry is complemented by agriculture", (*Paths of Glory*, p.78)

In 1980, the late Alex Laidlaw cited Buber's *Paths in Utopia* in his paper for the 27th congress of the International Co-operative Alliance (ICA).

"If Buber is right in his analysis, the consumers' co-op must be connected to its membership in a more intimate and organic way than through the mere purchase of goods," said Laidlaw. It "needs a new orientation as well, and a setting in which it will be only one of a wide range of community services" (pp. 62-63).

Third sector

Clearly the "third-sector" is a realistic description of the co-op movement as it exists today. The new ICA priorities reach well beyond what we now have and thus are visionary. But this plurality of separate organic commonwealths in microcosm is perhaps better seen as having unlimited scope for development rather than being in principle limited to a third-sector.

As Laidlaw himself asserted in the context of defending the third-sector approach, "Let us be clear and unequivocal about it: the ideology of co-operation is threatened from two sides, extreme statism on the one hand, and overpowering, grasping capitalism on the other" (p. 43).

Examples of extremes of statism and capitalism are unfortunately not all in the very distant past, nor all very far removed from us. It would perhaps be too optimistic to expect that things can only get better. A perpetual third-sector co-operative movement does not tell us what will remove such extremes from our future.

Commonwealth vision

It is to this question above all that the vision of a co-operative commonwealth is addressed. It is a vision of a co-operative society in which political and economic power is so diffused yet so diversely integrated that it can never again be concentrated or taken by force.

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"Community is never a mere attitude of mind, and if it is feeling it is an inner disposition that is felt. Community is the inner disposition or constitution of a life in common, which knows and embraces in itself hard 'calculation,' adverse 'chance,' the sudden access of anxiety. It is community of tribulation and only because of that community of spirit; community of toil and only because of that community of salvation" (*Paths of Glory*, p.134).

"Society is naturally composed not of disparate individuals but of associative units and the association between them... Only a community of communities merits the title of commonwealth" (*Paths of Glory*, pp. 15, 137).

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"The vision of a co-operative commonwealth can probably never be realized on a macro-scale, at least not by the end of the present century. But in countless communities it can be established at the micro-level" (p. 35). Laidlaw seems to plead for the necessary cell-tissue of an organic commonwealth without taking up the vision of a whole body.

"Revolution is not so much a creative as a delivering force whose function it is to.... perfect, set free, and lend the stamp of authority to something that has already been foreshadowed in the womb of pre-revolutionary society... It is this growth and nothing else that 'destroys' the state by displacing it" (*Paths of Glory*, pp.45, 48).

The operative phrase in Buber's analysis is the "organic restructuring of society," that is, from the bottom up, community by community. This is not an either/or proposition, but the vision of a future that he believed can and must be built, however long it takes.

Network of settlements

"For this it is necessary, however, that in place of all the isolated experi-

ments...there should emerge a network of settlements, territorially based and federatively constructed, without dogmatic rigidity, allowing the most diverse social forms to exist side by side, but always aiming at the new organic whole" (Buber, p. 79). It is necessary for Buber to have a vision of the whole body giving essential meaning to the existence of its cellular units. Buber viewed salvation not as individual or regional but of necessity as embracing all human society.

Two of the goals Laidlaw recommended to the ICA seem to be in accord with Buber's vision. These are promotion of industrial co-operatives and creation of multipurpose urban "community" co-operatives. The latter form has much the same function as Buber's full co-operative.

The great objective

For Laidlaw, "the great

"The more a group lets itself be represented in the management of its common affairs...the less communal life there is in it...for community declares itself primarily in the common and active management of what it has in common, and without this it cannot exist" (*Paths of Glory*, p.133).

objective of co-operatives should be to build community, create villages, many hundreds of them, within the larger urban setting... To make a strong impact on the urban population, to the point of creating what would be regarded as a co-operative community the approach must be comprehensive" (pp. 65-66).

In a way this reference is remarkable. For Buber, the full co-operative, integrating both worker and consumer co-ops in a community context, was the basic unit from which the co-operative commonwealth would be realized. Laidlaw, on the other hand, has always associated himself with a pragmatic, "third-sector" philosophy of the co-operative movement, "operating in co-existence alongside both public and private enterprises" (p. 41).

It is clear from his paper for the ICA that Laidlaw still saw the co-operative commonwealth tradition as overreaching practical possibilities.

"The real living together of man with man can only thrive where people have the real things of their common life in common; where real fellowships and real work guilds exist" (*Paths of Glory*, p.13).

TRICOFIL IS SOLD, WORKERS OPEN A NEW SPINNING MILL AND PLAN TO START A KNITTING OPERATION THIS YEAR

La coopérative des tisseurs des Laurentides, the new organization of Tricofil's ex-workers, will open its new factory in St. Therese this month. When Tricofil's old premises - the Regent Knitting factory - was sold, the new co-op bought back some of the machinery for its own use.

At a general meeting, the co-op approved the purchase of equipment and the leasing of an industrial building in St. Thérèse (Le Devoir, le 6 novembre, 1981). Now the co-op only has to restart its operations.

Starting anew

"We are starting anew," reported co-op president Jean-Guy Frenette.

"It's the first time the workers have been able to start a project without adversities. They have competitive machines and a modern building that avoids down time and limits energy costs." The annual rent is about \$240,000.

Frenette predicted that the new co-op will not experience the political pressure felt by Tricofil.

Consulting report

Based on a report from Craimer Lécuyer, a consulting firm specializing in the textile industry, the co-op has developed a clear strategy. Pinatel, their "subsidiary" in Joliette, provided technical support

under general manager Richard Bourget for the installation of equipment in the new factory.

Production will begin in the spinning mill this month, employing 30 people. The co-op plans gross sales of about \$2.5 million for its first year.

The knitting mill will not restart until the end of this year. By then, the co-op expects to know which line of products to start. Tricofil's market, velvets and corduroys, has completely collapsed and there is uncertainty in other areas.

"All textile manufacturers are impatiently awaiting the federal policy on textiles and clothing," said Frenette.

Modernization program

From November to summer 1983, the co-op will embark on a modernization program. For example, it will buy modern weaving machinery, financed by the Quebec textile modernization program.

At the end of 1982, the new group will decide whether to equip its own installations with finishing equipment or send material to Pinatel, where the finishing machinery from Tricofil will be moved, creating five or six jobs.

Credit lines

The co-op plans to negotiate lines of credit with

Paul Jones, the Co-ordinator of the Worker Co-ops analysis committee, came originally from British Columbia. He has worked in developing housing co-ops for the Labour Movement and in various management capacities for credit unions. He is now a first year law student at the University of Toronto.

the Bank of Nova Scotia, which gave short-term financing to Tricofil and is now salvaging the inventory and accounts receivable. As well, it will negotiate a loan with the Société de développement coopératif. While production is restarting, the workers will continue to invest 5% of their wages in the co-op.

Paul Jones

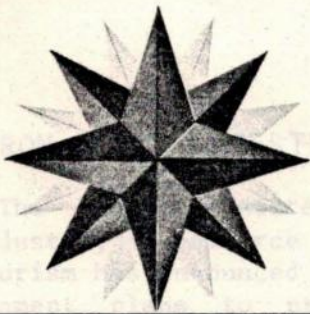
CFDP'S MONDRAGON FILM

AND PRESS KIT AVAILABLE

Have you seen the BBC film about Mondragon yet? Why not? We still want to hear about groups that might enjoy learning about Mondragon. Also needed are volunteers to help distribute and preview our copy of the film.

If you are interested or know anyone who might be, write today to Bob Schutte, co-ordinator of the film committee, c/o the editor, for a press kit or to arrange to screen the film.

Remember: the film is free!



CO-OPERATIVE FUTURE DIRECTIONS PROJECT

Project Office: 5th Floor, Scott Library,
York University, 4700 Keele Street,
Downsview, Ontario, Canada, M3J 2R2

Providing an inter-organizational
focus on the future for the
Canadian Credit Union and
Co-operative System.

Phone: (416) 667-3007
Telex: 065-24736

March 1982

Dear Co-operator:

We would like to introduce you to a new idea in co-operation. . . Worker Co-operatives. This issue of "WORKER CO-OPS", the newsletter of the worker-owned co-operatives analysis committee of the Co-operative Future Directions Project, is being mailed to all participants in the project.

As you know, the CFDP will soon come to an end. However, we in this analysis committee wish to continue working towards the vision of the future that we have developed over the past two years. A key initial strategy for developing worker co-ops in Canada is to create a network of people interested in the concept and get them to share their ideas and experiences. "WORKER CO-OPS" was devised as a vehicle to generate and perpetuate this network.

Each issue of the newsletter has been a labour of love for a number of busy people--writers, typists, graphic artists, editors, couriers, etc.--but even so, its production costs money. Up until now the costs have been borne by the CFDP. If "WORKER CO-OPS" is to continue, we the readers, must arrange for new financing.

Accordingly, we are doing a "market survey" to discover if our readers would be willing to subscribe to the newsletter. If you are interested in worker co-ops and willing to pay \$9/year for four issues, let us know by filling out the form below and mailing it to us.

Yours sincerely,

National Coordinator
Worker Co-ops Analysis Committee

I want to subscribe to "WORKER CO-OPS" for one year (four issues) for \$9.00. Cheque or money order (payable to Worker Co-ops Newsletter) is attached.

NAME: _____

ADDRESS: _____

Postal Code _____

Date _____ Signature _____

Please return to: Worker Co-ops Newsletter, Attention: John Jordan
5th Floor Scott, York University, 4700 Keele St.
Downsview, Ontario M3J 2R2