

**Martin J. Frost**  
**Human Ventures Community Developments**  
**Supporting Cooperatives through Devco - Cooperative Development and Training**  
**Curriculum Vitae**

**Demonstrating a strong commitment to community values and the co-operative structure.**

**SOME PROJECTS DELIVERED:** Recently from among over 140 projects carried out over 17 years as a co-op and not-for-profit business developer...

- **Fraser Valley Transportation Cooperative** 2013 - Present: In cooperation with Cam Brewer from Restraint Consulting, carried out a feasibility analysis for a new cooperative to make co-op-owned buses available to member agencies that provide transportation services to seniors, as an alternative to individual ownership. Incorporated March 2014, anticipated launch July, 2014. Contact Janice McTaggart, Langley Seniors Resource Centre, [janicem@lsrs.ca](mailto:janicem@lsrs.ca).
- **Vancouver Island Community Investment Cooperative** 2013 – Present: working for Victoria Social Planning Council to structure and launch BC's first community investment cooperative. Designed to provide community-owned capital to local development, the co-op plans to deliver RRSP-eligible investments to members, which will be invested onward in local economic development. Contact Sarah Amyot, [sarah@communitycouncil.ca](mailto:sarah@communitycouncil.ca).
- **Better Environmentally Sound Transportation** 2010 – 2012: Assisted BEST in the design and launch of STAR – Seniors Transportation: Access and Resources. Participated in the design, development and marketing of the program, assisted 14 potential client agencies with feasibility analyses, business planning and design work for installation of STAR in the agencies. Two years from inception of the idea, STAR had four signed contracts, and another 5-6 agencies evaluating the program. Contact Steve Beck at [steven.beck@best.bc.ca](mailto:steven.beck@best.bc.ca).
- **St'sailes first Nations Fisheries Co-op:** 2011 - Present: Initial groundwork done for a native Fisheries Cooperative to provide support, processing and marketing for the inland salmon fishery on the Fraser River and its tributaries. Helped to design financial forecasting models to assist in planning annual fishery allocations. 2012 – Present: assisting in design and planning for the development of **ISPA, Inland Salmon Producers' Association**, and a related cooperative that will provide value addition and marketing for its member bands. ISPA incorporated, brand secured, co-op to be incorporated 2014. Contact Dave Moore, [dmoore@dmfishdev.com](mailto:dmoore@dmfishdev.com).
- **Aunt Leah's Independent Lifeskills Society:** 2003 – Present. Assisting with organizational review and change process over a number of years, beginning in 1998. First project objective, by the end of the project to have the Society operating out of new premises, and to launch at least one new enterprise, completed 2001. Further development work led, in 2007, to the opening of a thrift store at the corner of Broadway and Main Street in Vancouver. Currently (2013-14) coordinating plans that will see the organization launch two additional organizations in 2014; a charitable foundation that will own two of the buildings currently being used for delivery of ALILS programs, and a new not for profit subsidiary that will house the enterprises mentioned previously. Contact Gale Stewart 604-525-1204 (229).
- **La Siembra Workers Co-op, Ottawa, ON:** 2006 - Present. Manufacturers of Cocoa Camino fair trade organic chocolate, office in Ottawa. Going through a period of extremely rapid growth, and moving through the transition from the original founders to a larger membership, La Siembra hired me to do some "change management" with them in 2006. Subsequent session in June 2009 to refine strategic planning and reorient toward better

earning capacity, and in 2011 for board training and membership development. Currently providing support for recapitalisation and management transition.

- **Cedar Opportunities Co-op/COCO Café:** 2010. A coffee shop in Cedar, a community south of Nanaimo, begun by a cooperative of families, all of whom have members with developmental disabilities. The intention is to run the coffee shop on a commercial basis, and provide employment to those family members who have disabilities to the extent of their ability to participate in the workplace. Contact Sandra Marquis at [psmarquis@shaw.ca](mailto:psmarquis@shaw.ca).
- **Great Green Growers Farm Cooperative, Whitehorse, YT:** 2008 – 2009. Working through a planning and development process with an organic farm cooperative in Yukon, we took an integrated approach with other allies in developing the whole organic agriculture system in the Yukon, from production through market development and advocacy for further local organic production, while assessing the feasibility of purchasing land and setting up an organic farm near Whitehorse. Contact Ted Dean, GGGC, (867) 633-4777, [tdean@northwestel.net](mailto:tdean@northwestel.net).
- **Advanced Co-op Developer Training:** 2007 – 2009. With a colleague and co-member of Devco (see below), led a team of six experienced co-op developers from across Canada through the design and delivery of 3 days of advanced training in cooperative development. This was delivered to government personnel, CED practitioners, and co-op developers in each of Winnipeg and Moncton as pilot sessions during February 2008. The final training module was made available to co-op developers and practitioners across the country.
- **Yukon Rural Development Team:** 2007. Prepared and delivered two 2-day sessions describing the cooperative form of business and how it can fit in regional economic development strategies. Workshops were delivered to government, first nations and members of the public in Whitehorse and representatives of the Tlingit First Nation in Teslin. Designed, prepared and delivered a comprehensive cooperative development workbook to both of these areas as part of the capacity building of the contract. Contact Shannon Albisser, [AlbisserS@inac-ainc.gc.ca](mailto:AlbisserS@inac-ainc.gc.ca), 867-667-3813
- **The Land Conservancy of BC:** 2006 - 2013. Developed an innovative cooperative land ownership and land-use model that will preserve the agricultural capacity of farms being threatened by urban development. To date have worked toward similar models with **Keating Farm** (2006-2008) in Southern Vancouver Island, **Horse Lake Community Farm Cooperative** (2008-2009) in 100 Mile House, BC, and the **Great Green Growers Farm Cooperative** (2008-2009), in Whitehorse, Yukon.
- **FOG (Finance Ownership and Governance) Research:** 2005 – 2012. Acting as Co-op resource person to five ecovillages learning about and documenting the application of the co-op model to development and ownership of consensus-based intentional communities. The research is a project of one of them, OUR Ecovillage in Shawnigan Lake. Contact Brandy MacPherson, 250-743-3067. In addition to OUR, I worked directly with Yarrow Ecovillage Cooperative, and Kakwa Ecovillage Co-op (McBride, BC) as well, helping to integrate the co-op model into their ownership and governance structures.
- **Artists Cooperative Centre, Yellowknife:** 2005. Working with a colleague for the Aurora Arts Society, I provided the market analysis and other supports for a feasibility analysis of establishing an Artists Run Centre in Yellowknife. In the end, a non-profit structure was recommended, a number of funding sources were identified, and the Society continues toward development and launch of the project.
- **Power to Be Adventure Therapy Society, Victoria.** 2004 – 2007. Working with staff and board to develop a revenue generating business as a joint venture between the charitable non-profit and a for-profit company. Launched June '06. Contact Tim Cormode, 250-478-0161.
- **Yukon River Salmon Cooperative Ltd.:** 2004 - 2007 Facilitated the incorporation of the

first new generation cooperative to be incorporated under the Yukon Cooperatives Act, and crafted a membership agreement that reflected the requirements of the structure. Members of the co-op will be the 14 fishing license holders on the Canadian part of the Yukon River, including 6 First Nations. The co-op is building and will operate a processing plant for Yukon River Salmon, located in Dawson City, Yukon. Contact Jake Duncan 867-993-4401

- **Co-op Developer Training:** Beginning in 2002, have developed and delivered training sessions to potential co-op developers in a number of regions in Canada. 2002, 2003, delivered 4-day sessions in **Vernon, BC** to CFDC economic development staff. 2004 - Developed and facilitated a 4-day session in Edmonton for co-op developers from the Prairie Provinces. November, 2005 - **Newfoundland Labrador Federation of Co-operatives:** Developed and delivered 2 day session to government agents to enable them to promote and deliver the co-operative model for businesses in the communities of Newfoundland and Labrador. March 2006 and November 2006 – Delivered 2 sessions to **Saskatchewan** co-op developers which will enable them to identify opportunities for employment of the co-op model in their Province, and the tools to facilitate this development. Now committed to further delivery in Winnipeg March 2011.

#### **SOME ACCOMPLISHMENTS:**

- 2010/11- Part of a team of four co-op developers to design form and content for CoopZone **On-line Developers Training** program. Currently (2012-13) mentoring 3 students in the second round of training.
- 2007/11 – Selected to serve on the evaluation/review committee for the Canada-wide **Cooperative Development Initiative.**
- 2010 – Recipient of the Canadian Worker Cooperative Federation **Worker Co-operative Merit Award** for outstanding contribution to Worker Cooperatives in Canada.
- Founder (1996), member consultant of **FWC Development Co-operative (Devco).** Designed, marketed and delivered co-op training and development services to co-ops, local and provincial governments and development agencies in all Provinces except Quebec and Prince Edward Island, and in two Territories. Devco is now the leader in Western Canada in co-op development and training services, and the recipient of the 2008 **Distinguished Cooperator Award** for an organization, from BC Cooperative Association.
- 2007/08 - With my colleague in Devco, Melanie Conn (winner of CCA's Distinguished Cooperator award, 2013), was chosen to coordinate the development and delivery of an advanced co-op development training module to be made available across the country. The module was delivered in Winnipeg and Moncton in February through June, 2008, again in Winnipeg in 2009.
- 2006 – Selected as one of 10 Canadian co-op developers to contribute writings to the creation of an **“effective practices” publication** from the BC Centre for Co-op Studies.
- 2005 – Advisory group for and contributing writer to **“The Canadian Social Enterprise Guide”** © Enterprising Non-Profits Program, October 2005
- 2004 – Present: Founding member of **“CoopZone”** the national network of co-op developers. Served on the Governance and Sustainability committee leading up to the network being incorporated as a nation-wide cooperative in September, 2009. Worked as part of a team to develop on-line training modules to enable CoopZone to provide coop developers and potential coop developers with improved skills and opportunities.
- 2001 – Present: Certified Co-operative Developer. I was a Founding member of the Canadian Worker Co-op Federation Developers' Network, which provided the certification. Later became one of the first to be given the same accreditation by CoopZone
- 2001 - 2009: Founding chair of the investment committee for the CWCF (“Tenacity Works”) Development Fund, described below.

- 2001-2003 Chosen by Canadian Cooperative Association as one of a team of two to consult with Mongolian co-operative sector on worker co-ops as a means of economic development, July, 2001. I followed this up by providing 6 weeks of training sessions with a number of worker co-ops from every province in Mongolia, January/February 2003.
- 1989 – 2009: Founder and board member (16 years) of the Canadian Worker Co-op Federation. 2004-2006, coordinated development of CWCF's strategic plan, a 3-year process with outstanding member input and direction. 2000: As a board member, was part of the team that designed and obtained the Canadian Worker Co-op Federations "Tenacity Works" pilot project, a \$1.5 million dollar capital fund for the development of worker co-operatives in Canada. The project was an outstanding success, surpassing every goal that HRSDC and the fund had set. I was chair of the investment committee from Tenacity's inception to 2010.
- 1997-1999: As Human Ventures Community Developments, one of principal consultants on Enterprising Non-Profits Pilot Project, assisting ten non-profit societies in B.C. to develop for-profit subsidiary businesses as continuing funding initiatives. Enterprising Non-Profits continues today with six funding participants in five provinces, providing up to \$165,000 per year to non profit societies who wish to increase their capacity to generate revenue internally to support their program delivery.
- 1994: Chosen by Canadian Cooperative Association to travel to Lijiang, Yunnan Province, China, to deliver training in the development of co-operatives and their place in local economies as part of a celebration of the reopening of the co-op development and training centre in Lijiang.
- 1991: Working in Jakarta, Jogjakarta and Bandung, Indonesia, carried out research into application of "Canadian model" worker co-ops to the Indonesian worker co-op sector.
- 1989: Participated in a study tour of the Mondragon Co-operative system, Mondragon, Spain. Upon my return, I provided a number of discussion sessions with labour unions and community groups on the co-operative model employed at Mondragon and the possibilities for replication.
- 1984-1986: Established COHO Management Services Society, a co-op housing management service under the umbrella of the Cooperative Housing Federation of BC. As start-up executive director, I designed and marketed the service package, installed the delivery systems, and signed the first 1,000 units. COHO still operates within and beyond its original mandate, providing significant financial and other support to the Cooperative Housing federation of BC.
- 1978-1996: General Manager, CRS Workers' Co-operative: Managed transition from all-collective structure to defined management and board roles (1981-1984). Managed growth: quadrupled sales and tripled membership during 10 year term as general manager 1986-1996 (roughly \$4 million annually to \$19 million annually, 21 members to 66 members). Designed and implemented new corporate and capital structures, 1996.

#### **IN THE ROLE OF VOLUNTEER:**

- 2013 – Present: Director CCEC Credit Union
- 2009 – Present: Director, Treasurer, BC Cooperative Association
- 2008 – 2012: Member of the selection committee to the Cooperative Development Initiative, recommending projects for funding by the program
- 2008 – Present: Advisory committee to the board of directors, Ecovillage Network of Canada.
- 2006 - 2009: Governance and sustainability committee, CoopZone
- 2005 – 2012: Director, Treasurer, Aunt Leah's Independent Lifeskills Society
- 1993 – 2009: Board of Directors, Canadian Worker Co-op Federation (14 years as

treasurer)

- 2001 - 2009: Chair of the investment committee, Canadian Worker Co-op Federation Investment Fund.
- 1996-2000: Chairperson of the Development Committee, member of the Executive Committee of the Canadian Co-operative Association, BC Region.
- 1993 - 1996: Member of Federal Minister's Advisory Council on co-operatives
- 1993-1995: Member of BC Minister's Advisory Council, inception to conclusion. Chaired Capital Task Force.

#### **IN THE ROLE OF EDUCATOR:**

- 2007/08: Chosen to participate in the design and delivery of “advanced co-op developer training”, a country-wide program.
- 2007: Contributing writer to “Effective Practices in Cooperative Development”, a publication of BC Institute for Cooperative Studies.
- 2007: Co-Produced a training manual for the development of cooperatives in Yukon. This was followed up by training sessions in Whitehorse and Teslin.
- 2004-2005: Designed and delivered 4-day training session for potential co-op developers in the Prairie Provinces. Later adapted it for delivery to government agents in Newfoundland-Labrador, and again to government agents and community developers in Saskatchewan in spring and fall, 2006.
- 2001, 2003: Co-designed and delivered three days of intensive training to a group of people wanting to start small cooperative businesses in Ulaan Baatar, Mongolia. Delivered follow-up session including two days of training to government officials and four consecutive three day training sessions to co-op practitioners from all regions of Mongolia.
- 2000: Growing Co-ops: Participated in design and delivery of capacity-building program which saw three communities in BC with a new co-op enterprise, as well as with co-op development capacity in their community to facilitate future co-op development.
- 1999-2000: Designed and co-delivered 4-day training workshop in the co-op development process for Community Futures Development Corporation in Vernon. Subsequently delivered in Vancouver (2002), and Edmonton (2004).
- 1998-2000: Developed two-day workshop on co-operative business management and operation, delivered seventeen times to BC co-ops.
- 1997-98: One of two principal trainers, Enterprising Non-Profits project, Vancouver, B. C., a two-year project which saw ten non-profit Societies establish for-profit subsidiaries to provide discretionary income for their charitable activities. Five continue to operate their enterprises.
- 1997: Delivered a series of four workshops on Co-operatives and Community Economic Development, Victoria, B. C.
- 1994: Designed and delivered training workshops on worker democratic management and co-op structures to Co-op Education Centre, Lijiang, China.
- 1988 - 1993: Part of a team of two people who designed and delivered a one-semester course on Co-op Based Community Economic Development for the BC Native Education Centre, Vancouver.
- 1989 -1993 Based on an earlier workshop designed by Jim Crowfoot of the University of Michigan, designed and delivered a two-day workshop on Introduction to Democratic Management to NASCO Institutes in Ann Arbor, MI.

Martin J. Frost  
S44 C39 RR #2,

920 Melissa Road, Galiano Island, BC V0N 1P0

Phone 604-251-6710 e-mail: [mfrost49@telus.net](mailto:mfrost49@telus.net)