Richmond Cooperative Experience

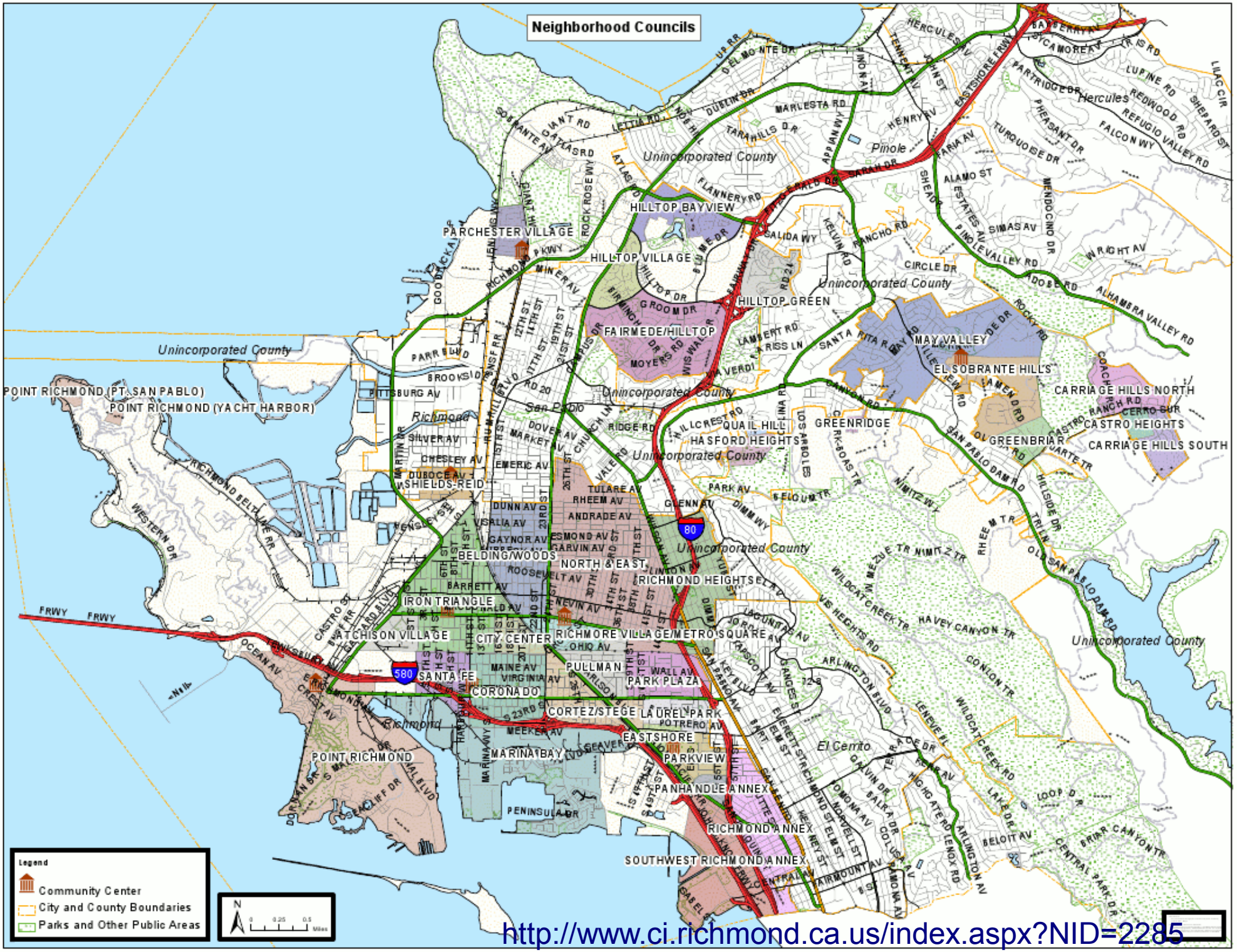
http://wiki.permaculture.coop/wiki/Richmond_Cooperative

http://www.scribd.com/doc/43797797/Richmond-Cooperative-Experience

Overview

- **Today**: Richmond Cooperative Experience
- **Future: Richmond Cooperative Complex**
- **MIT CoLab** Cooperative Complex Framework
  - **Mondragon** Cooperative (MIT CoLab, Mondragon)
  - **Evergreen** Cooperative (MIT CoLab, Evergreen)
  - **Bronx** Cooperative (Nick Iuviene, MIT Thesis)
- **Extra** Considerations
  - **Designs**, Patterns & Pathways
  - **Cooperatives**, Complexes, Federations

Richmond Cooperative Experience Today


Neighborhood Councils
Unincorporated County
Richmond
San Pablo
Pinole
Hercules
POINT RICHMOND (PT. SAN PABLO)
POINT RICHMOND (YACHT HARBOR)
PARCHESTER VILLAGE
HILLTOP BAYVIEW
HILLTOP VILLAGE
HILLTOP GREEN
FAIRMEDE/HILLTOP
MAY VALLEY
EL SOBRANTE HILLS
CARRIAGE HILLS NORTH
CASTRO HEIGHTS
CARRIAGE HILLS SOUTH
GREENRIDGE
QUAIL HILL
HASFORD HEIGHTS
SHIELDS-REID
BELDING/WOODS
NORTH & EAST
RICHMOND HEIGHTS
IRON TRIANGLE
ATCHISON VILLAGE
CITY CENTER
RICHMORE VILLAGE/METRO SQUARE
PULLMAN
PARK PLAZA
CORONADO
CORTEZ/STEGE
LAUREL PARK
EASTSHORE
MARINA BAY
PARKVIEW
POINT RICHMOND
PANHANDLE ANNEX
RICHMOND ANNEX
SOUTHWEST RICHMOND ANNEX
El Cerrito
Legend
Community Center
City and County Boundaries
Parks and Other Public Areas
http://www.ci.richmond.ca.us/index.aspx?NID=2285

WEST COUNTY HOUSEHOLD HAZARDOUS WASTE FACILITY/ LANDFILL
MYERS DRUM
SHELL REFINERY
TESORO GOLDEN EAGLE REFINERY
MARTINEZ
RICHMOND
CHEVRON REFINERY
B.N.S.F. RAILYARD
GENERAL CHEMICAL
BERKELEY
Pollution and Race in West Contra Costa County
PRODUCED BY THE
BAY AREA ENVIRONMENTAL HEALTH COLLABORATIVE
DOWNLOAD THIS MAP: WWW.BAEHC.ORG/MAPS/
RACIAL DEMOGRAPHICS*
Pct. of People of Color
5.0 - 27.0%
27.1 - 46.2%
46.3 - 69.0%
69.1 - 99.0%
* Source: U.S. Census 2000.
http://baehc.org/resources
design.christinewongyap.com

Cumulative Air Pollution and Race in the Bay Area

PRODUCED BY THE
BAY AREA ENVIRONMENTAL HEALTH COLLABORATIVE

DOWNLOAD THIS MAP: WWW.BAEHC.ORG/MAP_CUMULATIVEBAYAREA5.PDF

RACIAL DEMOGRAPHICS[1]

PERCENT OF PEOPLE OF COLOR

5.0–27.0% | 27.1–46.2% | 46.3–69.0% | 69.1–99.0%

LARGE & SMALL INDUSTRIAL POLLUTERS[2]

Large Industrial Polluters

OVER 2 TONS A YEAR OF ANY CRITERIA POLLUTANT (BAEHC CATEGORY) (E.G., PETROLEUM REFINERIES, CHEMICAL PLANTS, POWER PLANTS, CEMENT AND ASPHALT COMPANIES, GLASS FACTORIES).

Small Industrial Polluters

(E.G., AUTO AND TRUCK BODY SHOPS AND REPAIR SHOPS, RECYCLING WASTE DISPOSAL FACILITIES, GAS STATIONS, DRY CLEANERS, PRINTING SHOPS, FURNITURE MANUFACTURING SHOPS, COMMERCIAL AND INDUSTRIAL BUILDINGS WITH DIESEL BACKUP GENERATORS, INCLUDING INTERNET SERVER DEPOTS).

FREEWAYS

DIESEL POLLUTION[3]

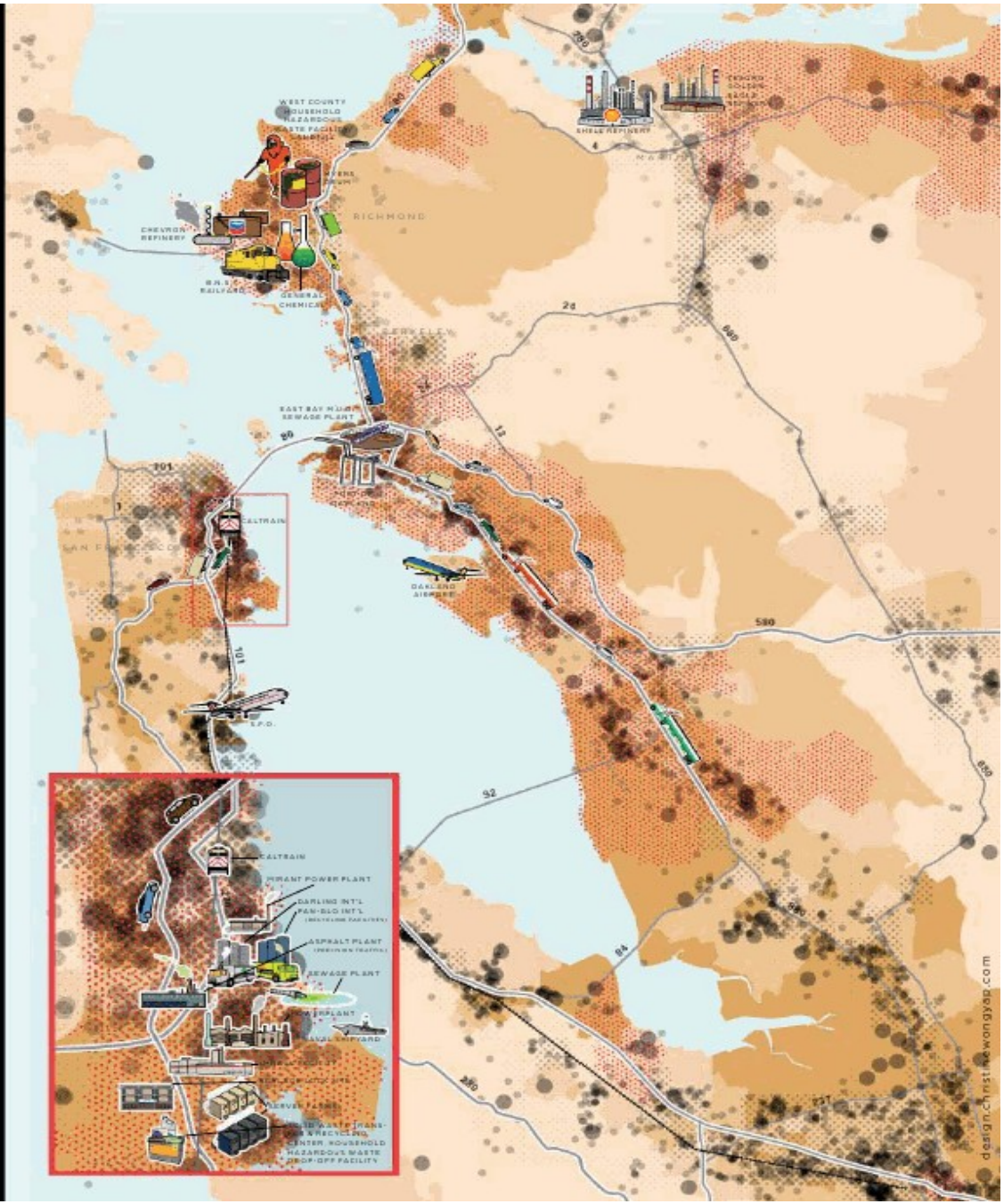
DIESEL PARTICULATE, POUNDS PER DAY

0 – 10 | 11 – 32 | 33 – 68 | 69 – 174 | 175 – 473

ASTHMA HOSPITALIZATIONS[4]

Highest rates: 13.8–78.3 per 10,000 people

1 Source: U.S. Census 2000.
2 Source: California Air Resources Board, California Emission Inventory Development and Reporting System (CEIDARS), 2005 Emissions Dataset.
3 Source: Bay Area Air Quality Management District (BAAQMD), Community Air Risk Evaluation (CARE) program database for year 2000.
4 Source: Community Action to Fight Asthma, California State Coordinating Office. June 2004. Asthma Hospitalization Rates (1998-2000, CA OSHPD data) by Zip Code. Oakland, CA.



http://baehc.org/resources

Poverty
Pollution
Dispossession

Transition

Prosperity
Regeneration
Participation

Richmond Cooperative Experience

- **Leverages existing institutions, programs etc**
  - Residents
  - Non-profits
  - City
  - Business
  - Activists
  - Organizers
  - Developers

Building a Sustainability Cooperative Complex in Richmond in 21st Century

- Uses MIT CoLab's recent publications
  - “Sustainable Economic Democracy: Worker Cooperatives for the 21st Century”
  - “Building a Platform For Economic Democracy: a cooperative development strategy for the Bronx”
- Closely references Mondragon & Evergreen
- Also references US and other cooperative complexes Arizmendi, EdVisions, Pachamama etc

Richmond Cooperative Experience Personal Statement

- Based on global sustainability worker-cooperative research work of Nicholas Roberts & Kirstie Stramler in Australia, USA, Spain, France, England and Scotland
- Nicholas Roberts essay and presentation proposal assignments for Merritt College

http://wiki.permaculture.coop/wiki/Richmond_Cooperative

Authors Contribution

- Nicholas Roberts' three activities of 1. research, 2. websites and 3. participation work together in the pre-start-up phase.
- 1. **Research**: aligning personal education and research
- 2. **Website**: free, educational, public interest social media
- 3. **Participation**: connect research with the actions

Richmond Cooperative Future

http://wiki.permaculture.coop/wiki/Richmond_Cooperative

Richmond Cooperative Leveraging Existing Institutions?

- **Non-profits**: Urban Tilth, Richmond Solar, Making Waves etc
- **Anchor Institutions**: Hospital, City, Industry
- **Leadership**: Mayor & Council, Coop Study Group, non-profit & grassroots?
- **Place**: Richmond City or define?
- **Local Economy**: define & replace imports ? Assist start-ups?
- **Network**: leverage existing informal & formal inter-cooperation

http://wiki.permaculture.coop/wiki/Richmond_Cooperative

What Industry Cooperatives?

- **Solar** – Richmond Solar
- **Weatherization** – Making Waves
- **Aquaponics** - ?
- **Bikes** – Richmond Bike Colloborative
- **Landscaping**, Food & Compost – Urban Tilth
- **Soil Testing** & Environmental Monitoring?
- **Recycling** - ?

http://wiki.permaculture.coop/wiki/Richmond_Cooperative_Proposal_Essay_Outline#Proposed_S

What supporting cooperatives?

Institutions pool resources

- **Education**
- **Training**
- **Business & Enterprise**
- **Marketing**
- **Finance**
- **Insurance**
- **Credit Union**

Mapping Existing Institutions

- Leverage existing Richmond institutions

Roles	Community-Based Organizations			Anchor Institutions		Local Government	Organized Labor	Foundations
	CBOs	CDFIs	CDCs	Universities	Community Colleges			
Education and Training	X			X	X		X	
Finance		X	X	X		X	X	X
Business Development		X	X	X	X	X		
Research & Development				X				
Leadership & Coordination	X		X	X	X	X	X	X
Policy Advocacy	X		X	X	X	X	X	X
Buying Power	X		X	X	X	X	X	X
Community Organizing	X		X	X	X		X	
Labor Recruitment	X		X		X		X	

Richmond Institutional Map

- Urban Tilth
- Making Waves
- City of Richmond
- Office of Mayor
- Community Advocates
- Richmond Solar
- East Bay Green Corridor
- Network of Bay Area Worker Cooperatives
- Peoples Credit Union
- Small Business Administration

- **+ OTHERS.....**

MIT CoLab

website colab.mit.edu
phone 617.253.3216
fax 617.258.6515
address 77 Massachusetts Avenue, Building 7-307 Cambridge, MA 02139

http://colabradio.mit.edu/

MIT CoLab or Community Innovators Lab

website colab.mit.edu
phone 617.253.3216
fax 617.258.6515
address 77 Massachusetts Avenue, Building 7-307 Cambridge, MA 02139

http://colabradio.mit.edu/

Sustainable Economic Democracy

- Sustainable Economic Democracy: Worker Cooperatives for 21st Century
- Regenerating Local Economies: Environment, Equity and Entrepreneurship in America's Post Industrial Cities

http://colabradio.mit.edu/wp-content/uploads/2010/10/Coops-CoLabOct2010.pdf

Economic Democracy

“socio-economic arrangement where local economic institutions are democratically controlled.”

“economic institutions include business, finance, research and development, and education sectors. Economic democracy does not reject the role of markets..”

MITCoLab

http://colabradio.mit.edu/wp-content/uploads/2010/10/Coops-CoLabOct2010.pdf

What is a Worker Cooperative?

- Worker cooperatives usually for-profit businesses jointly-owned & democratically controlled by employees known as member-owners
- Cooperatives globally employee 100 million people, have 800 million members

http://colabradio.mit.edu/wp-content/uploads/2010/10/Coops-CoLabOct2010.pdf

Worker Cooperatives USA

- “Cooperatives emerged in the mid-19th century in response to the labor abuses and inequities that resulted from the industrial revolution”
- “In the U.S., the economic recession of the 70s and 80s led to a renewed interest in cooperatives.” MIT Colab
- *“300 democratic workplaces in the United States, employing over 3,500 people and generating over $400 million in annual revenues”* US Worker Coop

http://www.usworker.coop/aboutworkercoops
http://colabradio.mit.edu/wp-content/uploads/2010/10/Coops-CoLabOct2010.pdf

Worker Cooperatives Europe

"Legacoop, founded in 1886 in Milan, now has over 15,000 member cooperatives and employs over one million people (2). Mondragon, founded in 1956, now holds 33.3 million euros in assets and employs over 85,000 people internationally (3)"

http://colabradio.mit.edu/wp-content/uploads/2010/10/Coops-CoLabOct2010.pdf

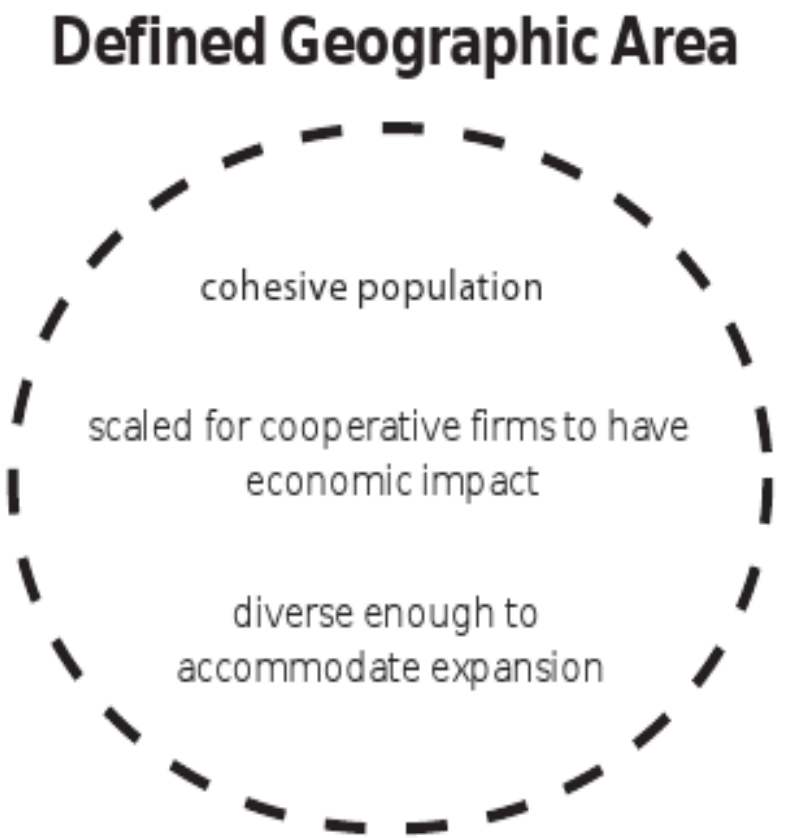
MIT CoLab Cooperative Economic Development Framework

- **Place**
  - Defined Geographic Area
- **Network**
  - Cooperative Network
- **Local Economy**
  - Endogenous Economic Development Model

http://colabradio.mit.edu/wp-content/uploads/2010/10/Coops-CoLabOct2010.pdf

Place: Defined Geographic Area

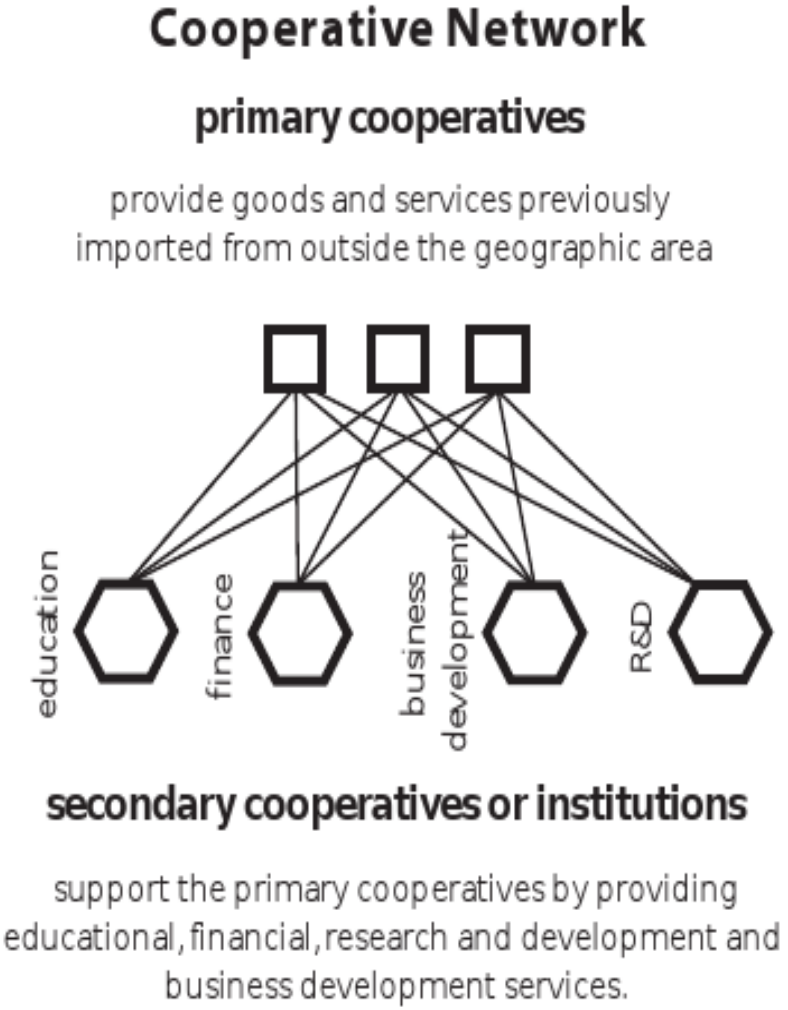
- Defined Geographic Area
- Cohesive population
- Scaled for cooperative firms to have economic impact
- Diverse enough to accommodate expansion



http://colabradio.mit.edu/wp-content/uploads/2010/10/Coops-CoLabOct2010.pdf

Network: Cooperative Network

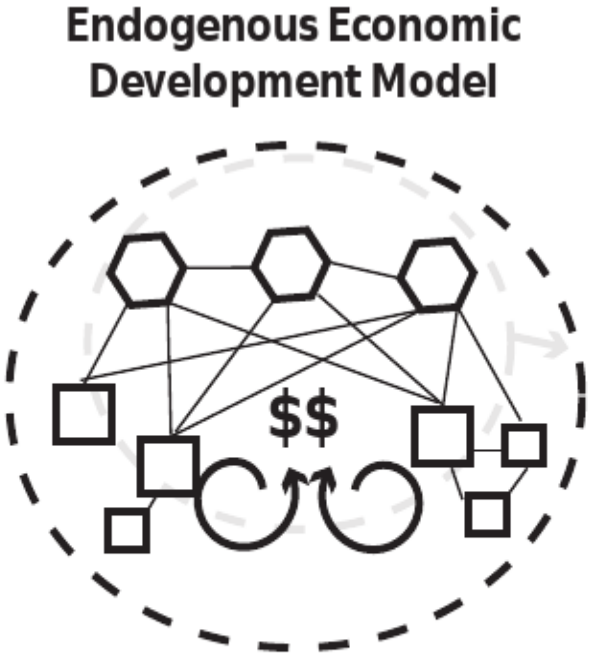
- **Primary cooperatives**
  - Provide goods and services previously imported from outside the geographic area
- **Secondary cooperatives or institutions**
  - Support the primary cooperatives by providing education, financial, research & development and business development services



http://colabradio.mit.edu/wp-content/uploads/2010/10/Coops-CoLabOct2010.pdf

Local Economy: Endogenous Economic Development Model

- Cooperatives provide goods and services that were previously imported into the area.
- The cooperative network grows through diversification (linkages & flexibility)



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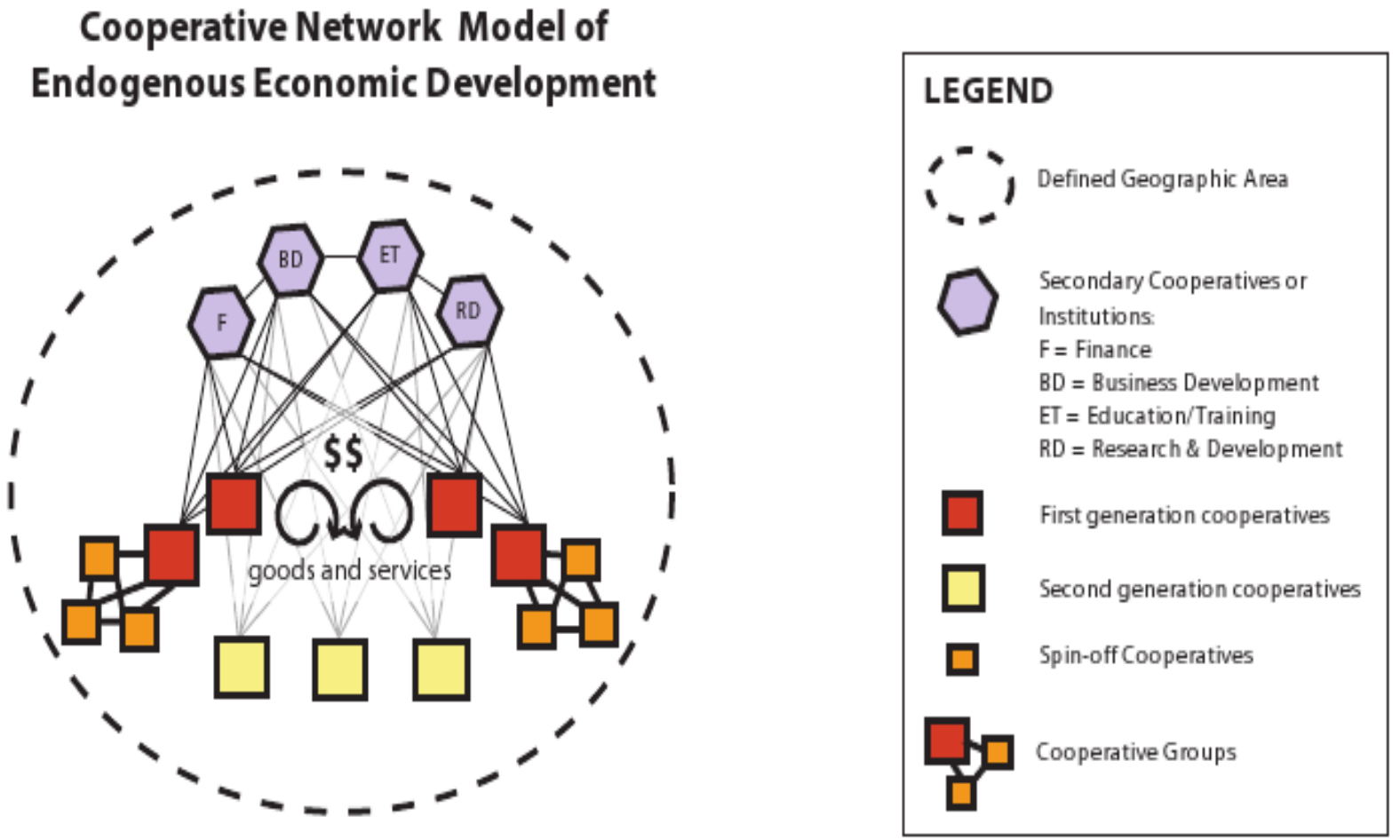
Cooperative Network Model of Endogenous Economic Development



http://colabradio.mit.edu/wp-content/uploads/2010/10/Coops-CoLabOct2010.pdf

New Terms

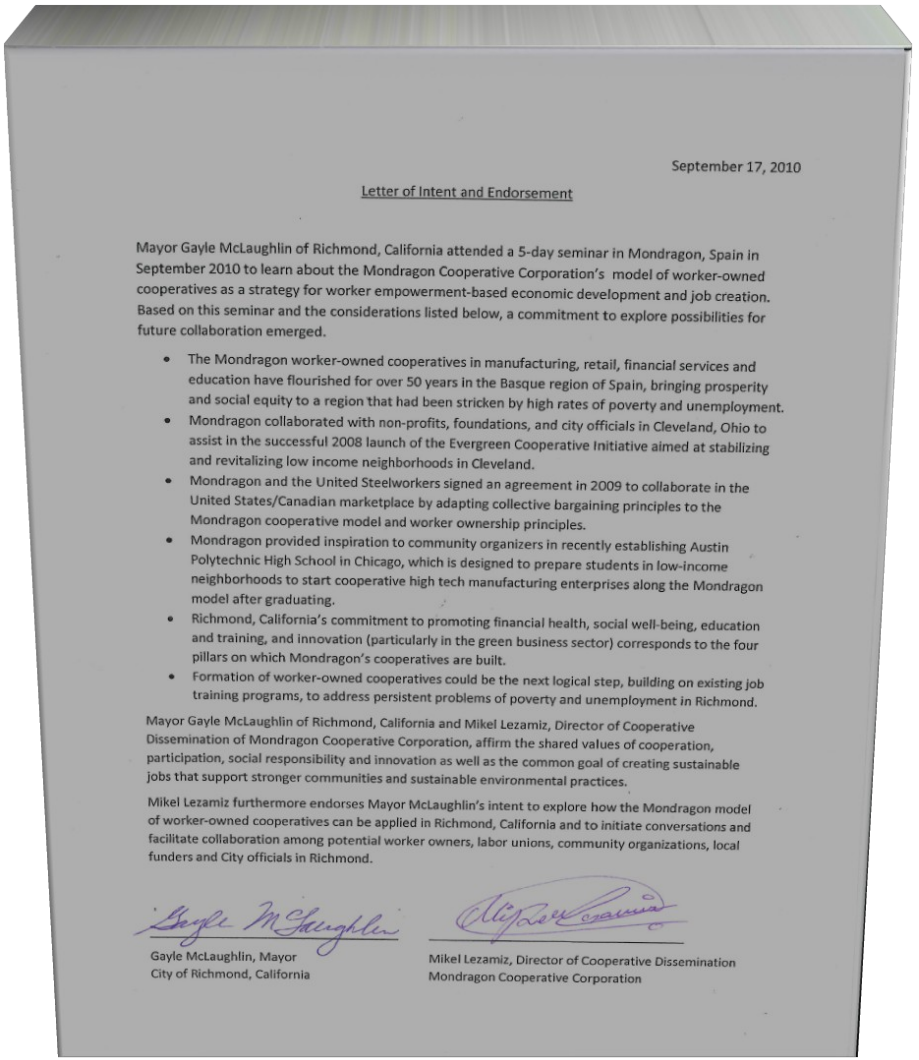
- Sustainability
- Worker Cooperative
- Cooperative Complex
- Cooperative Experience
- Economic Democracy
- Cooperative Network
- Primary Cooperative
- Secondary Cooperative
- Cooperative Groups
- Spin-Off Cooperatives

http://colabradio.mit.edu/wp-content/uploads/2010/10/Coops-CoLabOct2010.pdf

Mondragon Cooperative

Mondragon & Richmond

- “Mike Lezamiz.. endorses Mayor McLaughlin's intent to explore how the Mondragon model of worker-owned cooperatives can be applied in Richmond, California...”



September 17, 2010

Letter of Intent and Endorsement

Mayor Gayle McLaughlin of Richmond, California attended a 5-day seminar in Mondragon, Spain in September 2010 to learn about the Mondragon Cooperative Corporation’s model of worker-owned cooperatives as a strategy for worker empowerment-based economic development and job creation. Based on this seminar and the considerations listed below, a commitment to explore possibilities for future collaboration emerged.

- The Mondragon worker-owned cooperatives in manufacturing, retail, financial services and education have flourished for over 50 years in the Basque region of Spain, bringing prosperity and social equity to a region that had been stricken by high rates of poverty and unemployment.
- Mondragon collaborated with non-profits, foundations, and city officials in Cleveland, Ohio to assist in the successful 2008 launch of the Evergreen Cooperative Initiative aimed at stabilizing and revitalizing low income neighborhoods in Cleveland.
- Mondragon and the United Steelworkers signed an agreement in 2009 to collaborate in the United States/Canadian marketplace by adapting collective bargaining principles to the Mondragon cooperative model and worker ownership principles.
- Mondragon provided inspiration to community organizers in recently establishing Austin Polytechnic High School in Chicago, which is designed to prepare students in low-income neighborhoods to start cooperative high tech manufacturing enterprises along the Mondragon model after graduating.
- Richmond, California’s commitment to promoting financial health, social well-being, education and training, and innovation (particularly in the green business sector) corresponds to the four pillars on which Mondragon’s cooperatives are built.
- Formation of worker-owned cooperatives could be the next logical step, building on existing job training programs, to address persistent problems of poverty and unemployment in Richmond.

Mayor Gayle McLaughlin of Richmond, California and Mikel Lezamiz, Director of Cooperative Dissemination of Mondragon Cooperative Corporation, affirm the shared values of cooperation, participation, social responsibility and innovation as well as the common goal of creating sustainable jobs that support stronger communities and sustainable environmental practices.

Mikel Lezamiz furthermore endorses Mayor McLaughlin’s intent to explore how the Mondragon model of worker-owned cooperatives can be applied in Richmond, California and to initiate conversations and facilitate collaboration among potential worker owners, labor unions, community organizations, local funders and City officials in Richmond.

Gayle McLaughlin, Mayor
City of Richmond, California

Mikel Lezamiz, Director of Cooperative Dissemination
Mondragon Cooperative Corporation

http://www.scribd.com/doc/42849485/Richmond-and-Mondragon-Letter-of-Intent-Signed

Mondragon & Richmond

http://www.scribd.com/doc/42850063/Mondragon-PP-on-Mayor-McLaughlin-s-Trip

Mondragon & Evergreen

http://www.community-wealth.org/_pdfs/news/recent-articles/04-09/article-oeoc.pdf

Mondragon Profit Distribution

- **Distribution of Co-op Profits**
- Gross profits (after other business costs)
- — 20% average to group reserves (ranges from 15% to 40% as determined by the group)
- — 10% to MCC investment co-op to invest in new products and co-ops (5% grants, 5% equity)
- — 2% to MCC education fund (Mondragon University and R&D projects)
- — 2% to MCC Solidarity Fund (to cover individual co-ops' losses)
- = Taxable profits

- **Taxable profit**
- — 10% tax to government
- = Net profits which are split;
- 10% to Social and Education Fund (each co-op decides how to distribute this money)
- 45% to indivisible reserves in the individual co-op
- (Statutory rate 20%)
- 45% to members' accounts

http://www.community-wealth.org/_pdfs/news/recent-articles/04-09/article-oeoc.pdf

Mondragon History

1941 - DON JOSÉ Mª ARIZMENDIARRIETA ARRIVES IN MONDRAGÓN

*** 1943 - DON JOSÉ Mª SETS UP THE PROFESSIONAL POLYTECHNIC SCHOOL**

*** 1956 – THE FIRST CO-OP IS CREATED: ULGOR (FAGOR)**

*** 1959 - CAJA LABORAL (Bank + Entrepreneurial Division)**

*** 1959 - LAGUN ARO (Own Social Welfare System)**

*** 1964 –FIRST CO-OPERATIVE GROUP (ULARCO-FAGOR)**

*** 1966 - ALECOP (Students working in a worker co-op)**

*** 1974 - IKERLAN (Research Centre)**

- Designing and Production Technologies, Information Technologies, Energy

*** 1987 -I CONGRESS of co-ops: Creation of Mondragon Cooperative Group (GCM)**

*** 1991 –III CONGRESS: MCC, AS A CORPORATION, IS CREATED**

Mikel Lezamiz http://www.mondragon-corporation.com/ENG.aspx

Mondragon Numbers

	2003	2004	2005	2006	**2007**
SALES	9.638M	10406M	11.859M	13.390 M euros	**16.300 M euro**
INTERNATIONAL SALES BY INDUSTRIES	2.555M	2.699M	54%	57%	**58%**
INVESTMENT	836M	784M	1.081M	1.243 M euros	**2.800 M euro**
PERSSONEL	**68.625**	**70.884**	**78.455**	83.601	**100.000**
NET PROFITS	411M	502M	545M	677 M euros	**792 M euro**

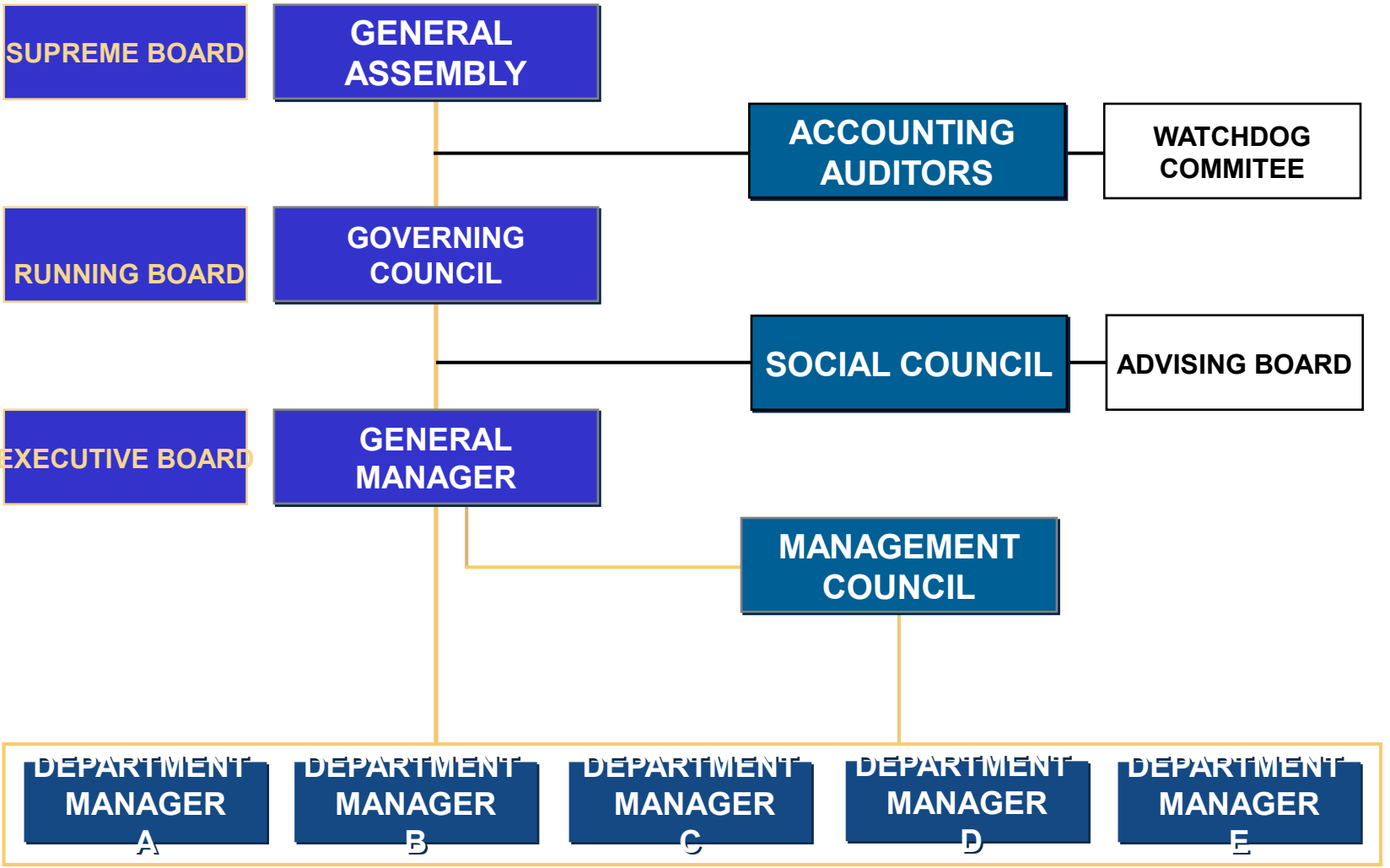
Mikel Lezamiz http://www.mondragon-corporation.com/ENG.aspx

Mondragon's Principles

1. **Open Admission.**
2. **Democratic Organization.**
3. **Sovereignty of Labor.**
4. **Instrumental and Subordinate Nature of Capital.**
5. **Participatory Management.**
6. **Wage Solidarity.**
7. ***INTERCO-OPERATION*.**
8. **Social Transformation.**
9. **Universality.**
10. **Education**

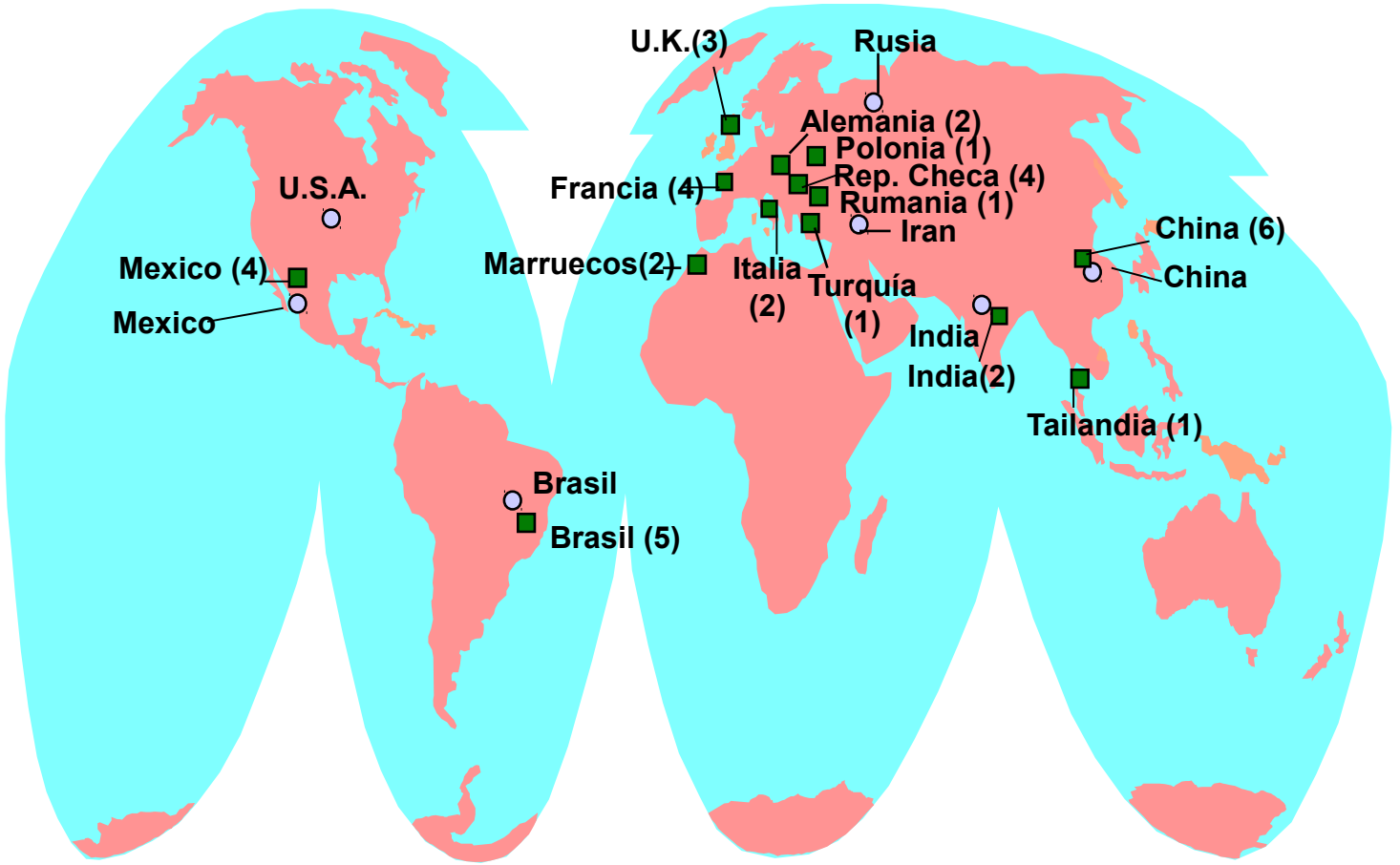
Mikel Lezamiz http://www.mondragon-corporation.com/ENG.aspx

Typical Coop Structure



Mikel Lezamiz http://www.mondragon-corporation.com/ENG.aspx

Mondragon Globally

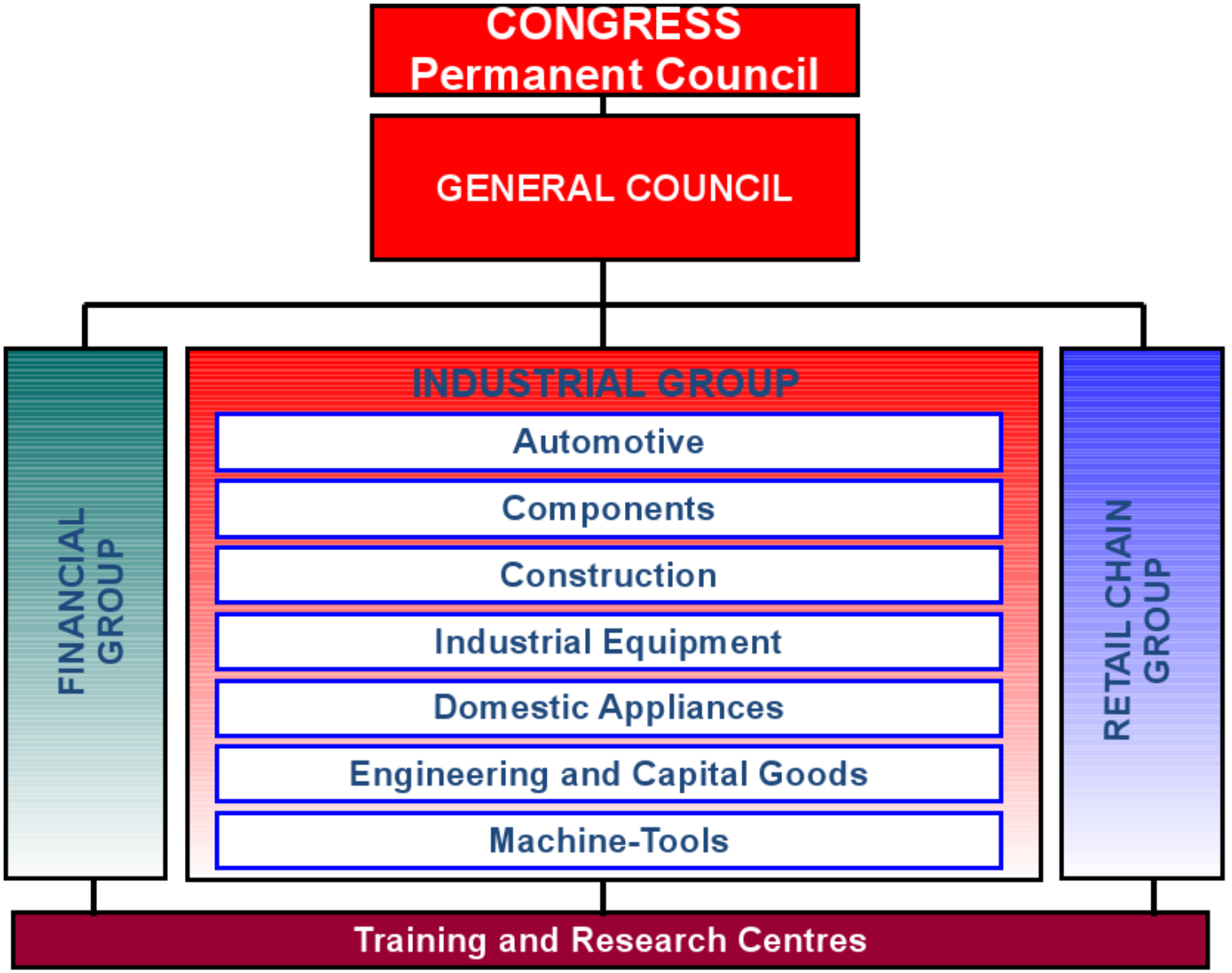


Corporate Delegations (6)

Production Plants (69)

Mikel Lezamiz http://www.mondragon-corporation.com/ENG.aspx

Monragon's Structure



Mikel Lezamiz http://www.mondragon-corporation.com/ENG.aspx

Mondragon Membership Rules

- Relocation of staff among cooperatives

- Restructuring results.
  - Within the sectorial groups (>15%-<40%)
  - Within corporative funds in MONDRAGON (Investment 10%) (Education 2%) (Solidarity 2% - for compensation In Case of losses)

- Solidarity in profit distribution (net profit of each co-op)
  - 10% Fund of Education (Law 10%)
  - 45% Fund or Reserve of Co-op (Law 20%)
  - 45% Returns to workers > Capitalize > Interest 7,5% in cash

- Initial capital (14.000 euros in 2008).

- Solidarity in remunerating managers.
-
- Reporting of data to MONDRAGON Headquarters.
  Not internal competition between co-ops within MONDRAGON.

Mikel Lezamiz http://www.mondragon-corporation.com/ENG.aspx

Mondragon Strategy

1. People are the mainstay of the enterprise (twenty-first century, century of knowledge)
2. We are all owners and protagonists
3. One person, one vote (democracy)
4. The involvement of everyone in: Management, Ownership and Results
5. Self-management
6. Decentralised organisation
7. Real inter-cooperation in funds and people
8. Reinvestment of surplus
9. Social responsibility
10. Innovation: Technical/Technological, Organisational, Financial, Social
11. Balance between job creation and financial profitability
12. Internationalization

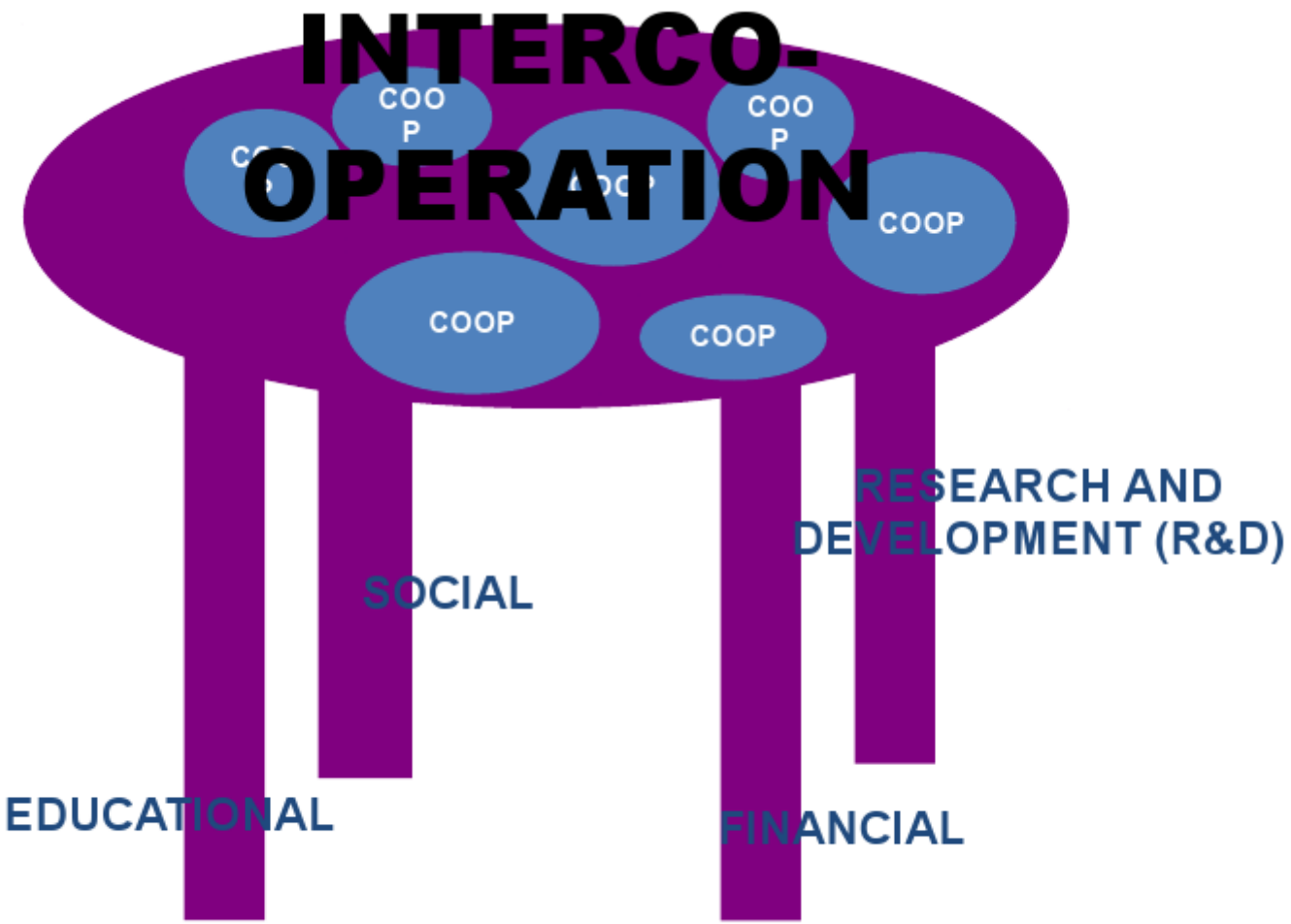
Mikel Lezamiz http://www.mondragon-corporation.com/ENG.aspx

Mondragon Coop Corporation

- INDUSTRIAL 87
- CREDIT 1
- CONSUMER 1
- AGRICULTURAL 4
- EDUCATION 8
- RESEARCH 13
- SERVICES 6
-
- TOTAL 120 cooperatives

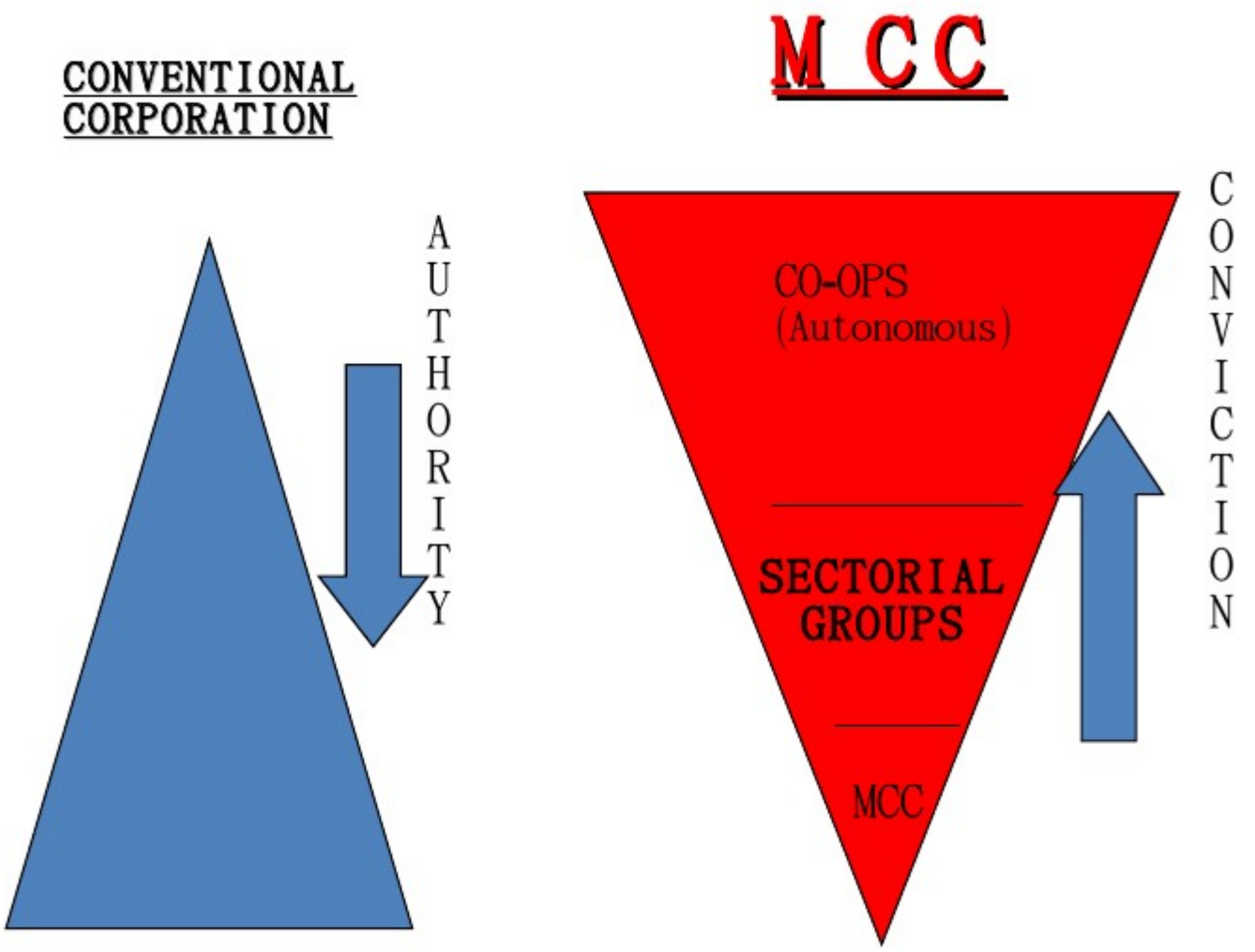
Mikel Lezamiz http://www.mondragon-corporation.com/ENG.aspx

Mondragon Intercooperation



Mikel Lezamiz http://www.mondragon-corporation.com/ENG.aspx

Mondragon Experience



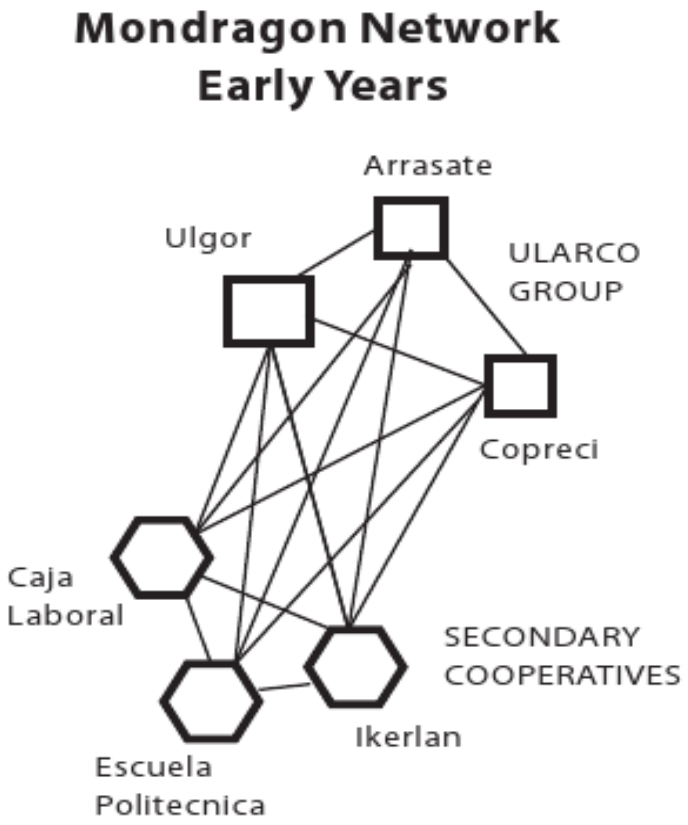
Mikel Lezamiz http://www.mondragon-corporation.com/ENG.aspx

Founder Father Arizmendi

- Youngest son of farmer
- Basque media-activist during Spanish Civil War
- Death warrant Francoist regime
- Joined Catholic Church studied social movements
- Arrasate (Mondragon) ..

Mikel Lezamiz http://www.mondragon-corporation.com/ENG.aspx

Mondragon Early Years



http://colabradio.mit.edu/wp-content/uploads/2010/10/Coops-CoLabOct2010.pdf

Mondragon Cooperative Groups

- Industrial
- Retail
- Knowledge
- Finance

http://colabradio.mit.edu/wp-content/uploads/2010/10/Coops-CoLabOct2010.pdf

Mondragon Industrial Groups

- Capital Goods
- Consumer Goods
- Construction
- Industrial Components
- Enterprise Services

http://colabradio.mit.edu/wp-content/uploads/2010/10/Coops-CoLabOct2010.pdf

Mondragon Retail Group

- Livestock and vegetable farming
- Agro-food distribution
- Food & specialty markets

http://colabradio.mit.edu/wp-content/uploads/2010/10/Coops-CoLabOct2010.pdf

Mondragon Finance

- Banking
- Social welfare
- Insurance

http://colabradio.mit.edu/wp-content/uploads/2010/10/Coops-CoLabOct2010.pdf

Mondragon Knowledge

- Education, vocational & technical training
- Research & development

http://colabradio.mit.edu/wp-content/uploads/2010/10/Coops-CoLabOct2010.pdf

Mondragon Secondary Cooperatives

- Finance & Business development
- Education & Training
- Research & Development

http://colabradio.mit.edu/wp-content/uploads/2010/10/Coops-CoLabOct2010.pdf

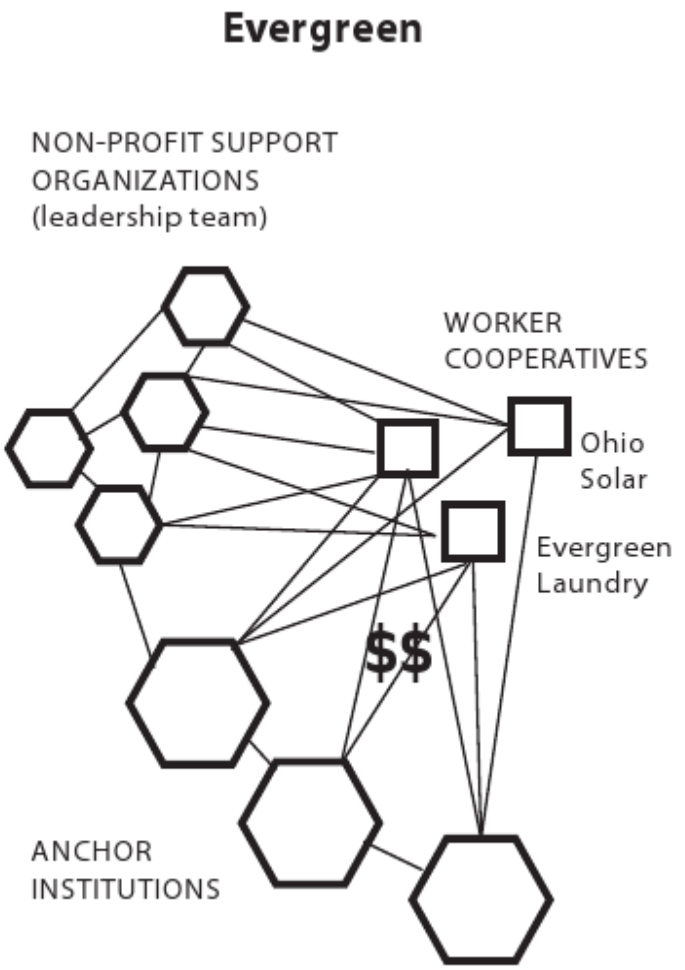
Evergreen Cooperative

Ted Howard, US Worker Coop Presentation, 2009
http://permaculture.tv/?s=evergreen
http://www.evergreencoop.com/
http://colabradio.mit.edu/wp-content/uploads/2010/10/Coops-CoLabOct2010.pdf

EVERGREEN COOPERATIVE INITIATIVE
Create Jobs
Generate Wealth for Residents
Stabilize Neighborhoods
NG COMMUNITY WEALTH TO
VELAND AND CHANGE LIVES

Evergreen Cooperative, Cleveland, Ohio

- Non-profit support organizations provide leadership team
- Anchor institutions main customers and guarantors
- Worker cooperatives owned and staffed by residents



http://colabradio.mit.edu/wp-content/uploads/2010/10/Coops-CoLabOct2010.pdf

Leveraging Existing Institutions

Roles	Community-Based Organizations			Anchor Institutions		Local Government	Organized Labor	Foundations
	CBOs	CDFIs	CDCs	Universities	Community Colleges			
Education and Training	X			X	X		X	
Finance		X	X	X		X	X	X
Business Development		X	X	X	X	X		
Research & Development				X				
Leadership & Coordination	X		X	X	X	X	X	X
Policy Advocacy	X		X	X	X	X	X	X
Buying Power	X		X	X	X	X	X	X
Community Organizing	X		X	X	X		X	
Labor Recruitment	X		X		X		X	

http://colabradio.mit.edu/wp-content/uploads/2010/10/Coops-CoLabOct2010.pdf

Mondragon vs Evergreen

		Mondragon	Evergreen
Geographic Area	Scale of Impact	City of Mondragon at first; later the entire Basque Region and nation.	Six neighborhoods surrounding University Circle.
	Culture	Homogeneous in terms of ethnicity & culture. Nationalist orientation. Tradition of political radicalism.	Racially, culturally, and economically diverse. Tradition of capitalism and big industry.
	Economic Climate	Underdeveloped economy with low-skill workforce.	Varies: Acute distress in neighborhoods. Large institutions are profitable.
	Assets	Catholic Church, Strong Labor, Long-standing Cooperative Tradition.	Anchor Institutions: Universities, Healthcare facilities, and Cutlural facilities.
Strategy	Diversification	Earliest industries: Knowledge, Capital and consumer goods. Later Industries: Industrial components, Finance	Earliest industries: Services Laundry and Renewable Energy, Urban Agriculture, Media

http://colabradio.mit.edu/wp-content/uploads/2010/10/Coops-CoLabOct2010.pdf

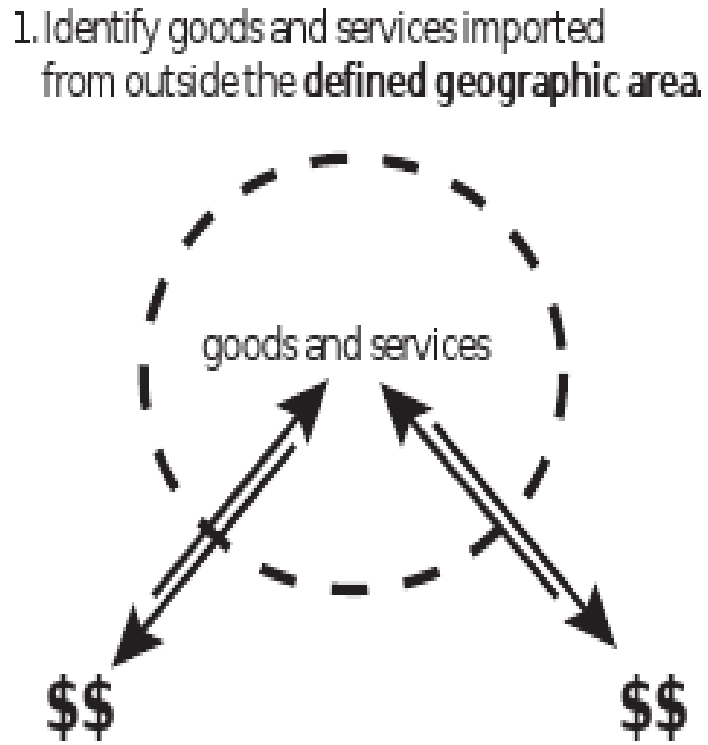
Mondragon vs Evergreen

Network	Education & Training	Escuela Politecnica (Polytechnical School) was first cooperative.	Job-readiness training and placement services provided by Towards Employment (non-profit).
	Finance	Caja Laboral Popular (Credit Union) is first secondary cooperative. Built upon member savings and social security.	Evergreen Fund managed by Shorebank Enterprise (non-profit). Capital from City, foundation grants, and anchor institutions.
	Business Development	Caja Laboral Popular (Credit Union)	Ohio Employee Center at Kent State, plus individual business consultants
	Technology R&D	Ikerlan launched roughly 20 years after first cooperative.	None at this time
	Configuration	Primary and secondary cooperatives are organized in cooperative groups.	Individual cooperatives selling unrelated products are networked with anchor institutions, non-profits, and city agencies.
	Leadership	Efforts driven by community leaders. Cooperative leadership elected by member- and worker-owners	Core leaders not indigenous to neighborhood. Secondary and tertiary leaders are neighborhood stakeholders.
	Governance	Caja Laboral Popular (itself a cooperative) sets governance	Core leadership governs. Plans to shift to an elected holding company.

http://colabradio.mit.edu/wp-content/uploads/2010/10/Coops-CoLabOct2010.pdf

1. Identify Imports for Replacement

- Identify goods and services imported from outside the defined geographic area



http://colabradio.mit.edu/wp-content/uploads/2010/10/Coops-CoLabOct2010.pdf

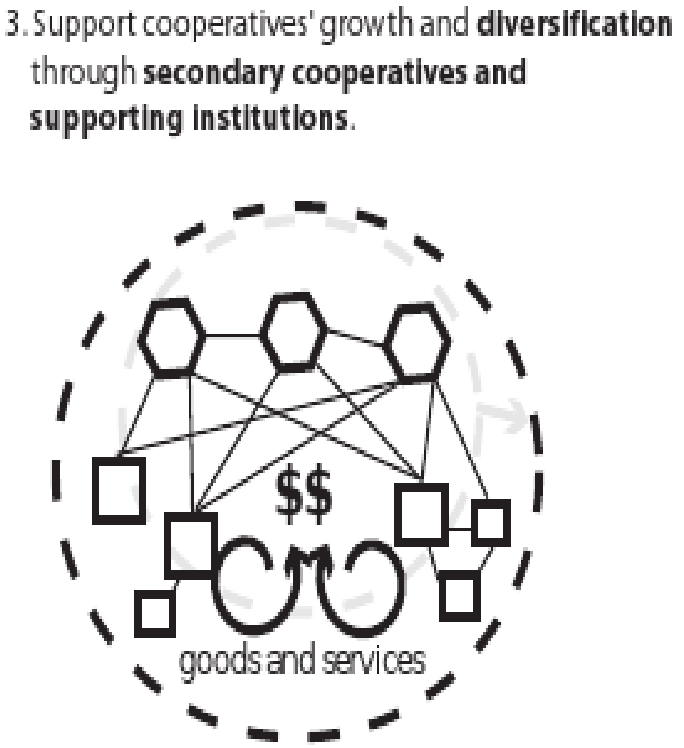
2. Seed primary cooperatives replace imports

- Seed primary cooperatives to replace those imports

http://colabradio.mit.edu/wp-content/uploads/2010/10/Coops-CoLabOct2010.pdf

3. Growth & Diversification

- Support cooperatives' growth and diversification (inter-cooperation, inter-trading, industrial symbiosis) through secondary cooperatives (education, finance, enterprise) & supporting institutions



http://colabradio.mit.edu/wp-content/uploads/2010/10/Coops-CoLabOct2010.pdf

Evergreen Anchor Institutions

Cleveland Clinic

- New Heart Center $450 Million
- New Alle Entrance $ 50 Million
- Two new parking Structures $150 Million
- Global Innovation / w Fairfax $ 60 Million

Veteran's Affairs Medical Center

- New Bed Tower $100 Million
- New Domiciliary $ 50 Million
- 2000 Car parking $100 Million

University Hospitals

- New Cancer Center $400 Million
- New ER $250 Million
- New parking Structure $150 Million

Cleveland Museum of Art

Renovation / Expansion $250 Million

Ted Howard, US Worker Coop Presentation, 2009

http://permaculture.tv/?s=evergreen

http://www.evergreencoop.com/

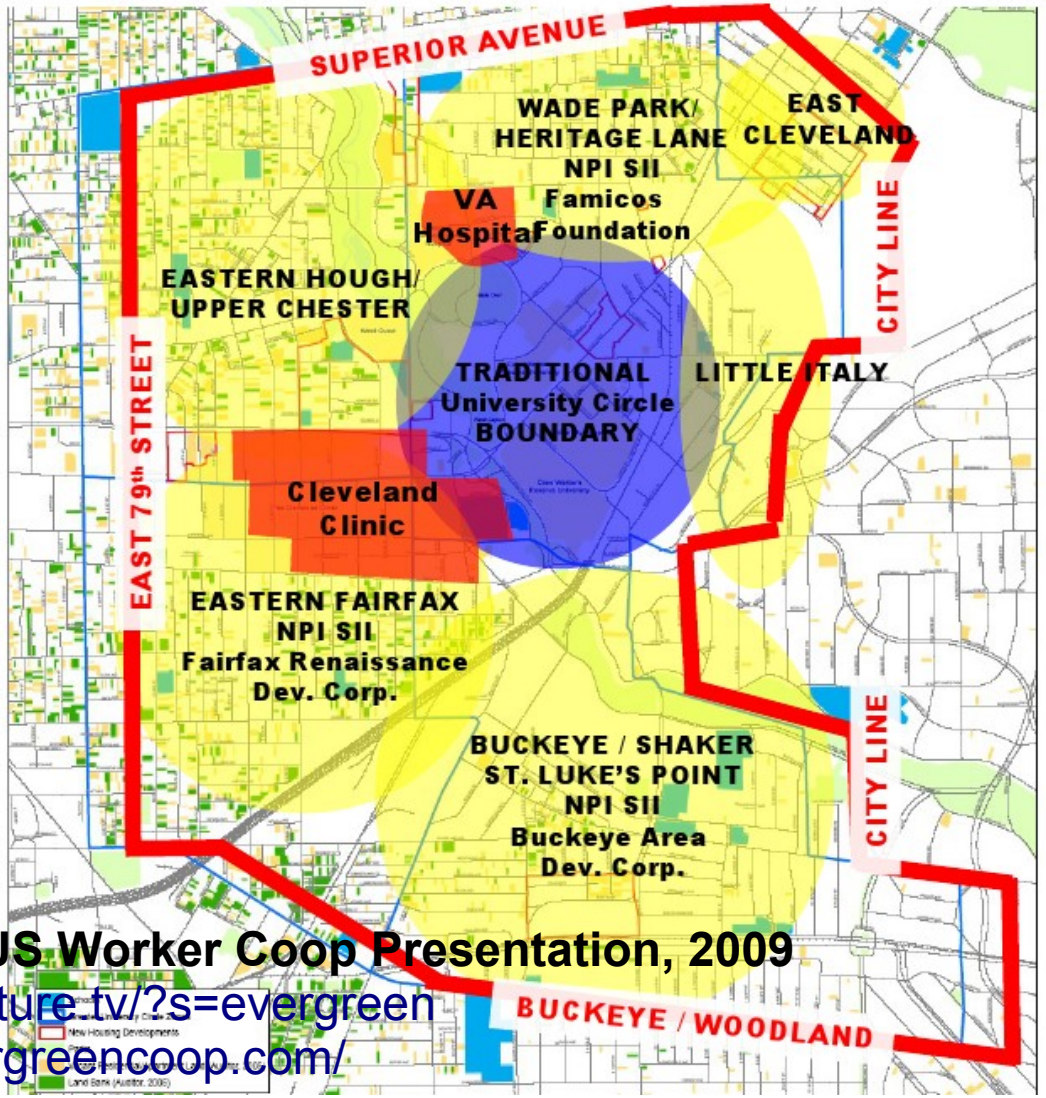
Evergreen Goals

- Create new jobs for neighborhood residents
  500 > 5,000
- Anchor capital so it doesn't get up and leave
- Promote asset accumulation ($65K/8 years)
- Stop $$ from leaking out of NE Ohio
- Stabilize and revitalize the neighborhoods (including long-term affordability)
- Develop a replicable model for national impact

Ted Howard, US Worker Coop Presentation, 2009
http://permaculture.tv/?s=evergreen
http://www.evergreencoop.com/

Evergreen Greater University Circle

"New Geography of Collaboration"



Ted Howard, US Worker Coop Presentation, 2009

http://permaculture.tv/?s=evergreen

http://www.evergreencoop.com/

NEIGHBORHOOD CHALLENGES

Evergreen Strategy

1. **Focus anchor institution purchasing locally**

2. **Create new community-based businesses**

3. **GREEN**

4. **Link to expanding sectors of the economy**
   (e.g., health, energy, food, waste & green technologies)

5. **Ensure financing and management to move to scale**

Ted Howard, US Worker Coop Presentation, 2009
http://permaculture.tv/?s=evergreen
http://www.evergreencoop.com/

Evergreen Design Criteria

- For-profit
- Hire locally & located in community
- Matched to anchor needs
- Living wage + benefits
- Green
- Employee-owned (worker cooperatives)
- % of profits to help start new businesses in the community (social mission)

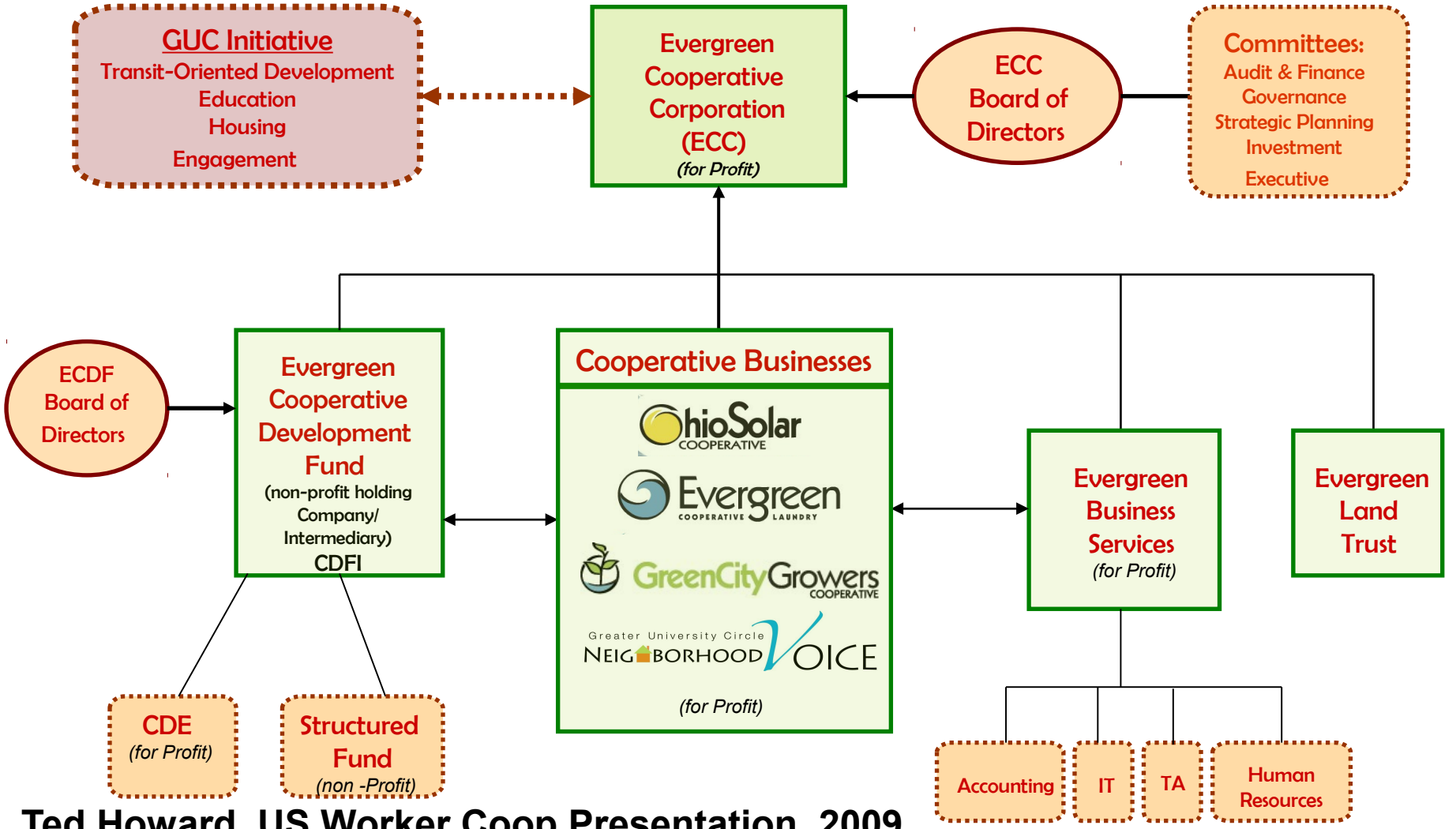
Ted Howard, US Worker Coop Presentation, 2009
http://permaculture.tv/?s=evergreen
http://www.evergreencoop.com/

Evergreen Structure

DRAFT

ECC is a for-profit owned and controlled by its members - members will include: cooperative businesses, critical stakeholders and strategic partners

EVERGREEN COOPERATIVE STRUCTURE



Ted Howard, US Worker Coop Presentation, 2009

http://permaculture.tv/?s=evergreen http://www.evergreencoop.com/

Evergreen
COOPERATIVES

Evergreen
COOPERATIVE LAUNDRY

hioSolar
COOPERATIVE

GreenCityGrowers
COOPERATIVE

Greater University Circle
NEIGHBORHOOD VOICE

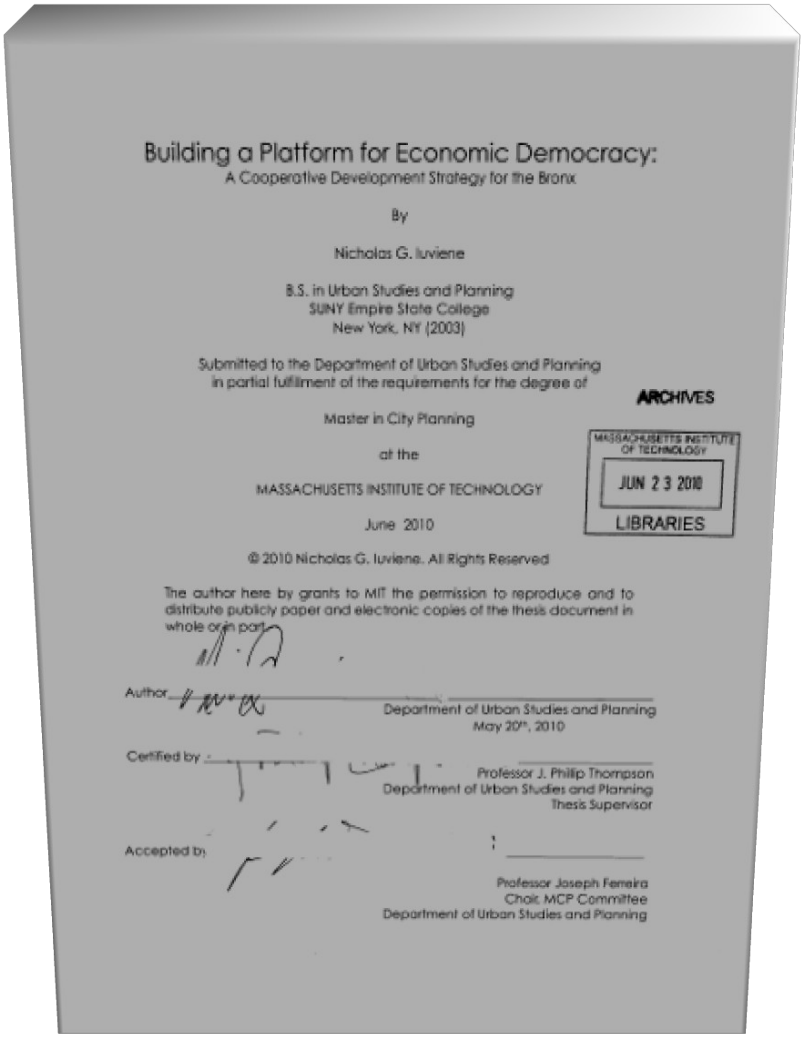
Evergreen Business Model

Ted Howard, US Worker Coop Presentation, 2009
http://permaculture.tv/?s=evergreen
http://www.evergreencoop.com/

Bronx Cooperative Strategy

Building a Platform for Economic Democracy, Nicholas G Iuviene

- **A cooperative development strategy for the Bronx**
- Compares Mondragon, Evergreen and uses MIT CoLab Coop Model for Bronx
- Green Worker Coops/Green Collar Jobs



Building a Platform for Economic Democracy:
A Cooperative Development Strategy for the Bronx

By

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B.S. in Urban Studies and Planning
SUNY Empire State College
New York, NY (2003)

Submitted to the Department of Urban Studies and Planning
in partial fulfillment of the requirements for the degree of

Master in City Planning

at the

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

June 2010

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Thesis Supervisor

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Professor Joseph Ferreira
Chair, MCP Committee
Department of Urban Studies and Planning

http://hdl.handle.net/1721.1/59744

Extra Considerations

http://wiki.permaculture.coop/wiki/Richmond_Cooperative

Worker-Coops Case-Studies

Arizmendi Association

http://arizmendi.coop/

EdVisions Cooperative

http://www.edvisions.com http://www.edvisionsschools.org

Mandela Marketplace

http://www.mandelamarketplace.org/

Pachamama Cooperative

http://www.pachamama.coop

BioFuel Oasis

http://www.biofueloasis.com/

Green Workers Cooperative (South Bronx)

http://www.greenworker.coop

Toxic Soil Busters

http://www.worcesterroots.org/

Dig Cooperative

http://dig.coop/Site_2/Home.html

Organic Lea

- UK permaculture worker-coop

http://www.organiclea.org.uk/about/ethics/co-operative/

Designs, Patterns, Pathways

Resources

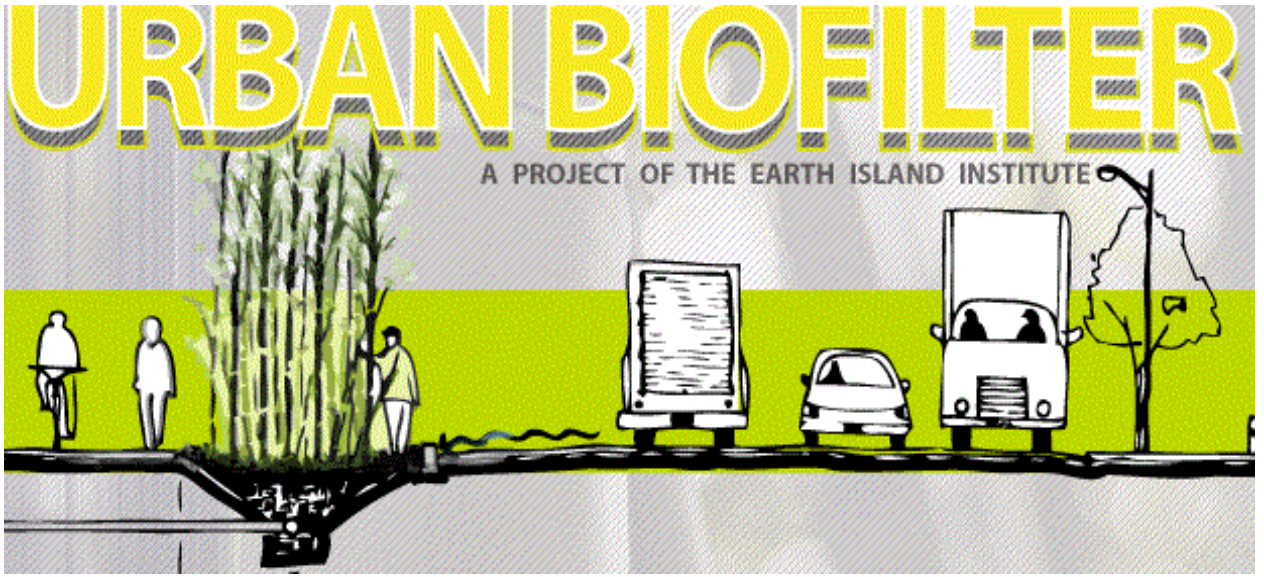
- Research
- Documents
- Organisations
- People
- Events
- Websites
- etc

Biofilters

Green Jobs Infrastructure

http://www.earthisland.org/journal/index.php/eij/article/urbanbiofilter/

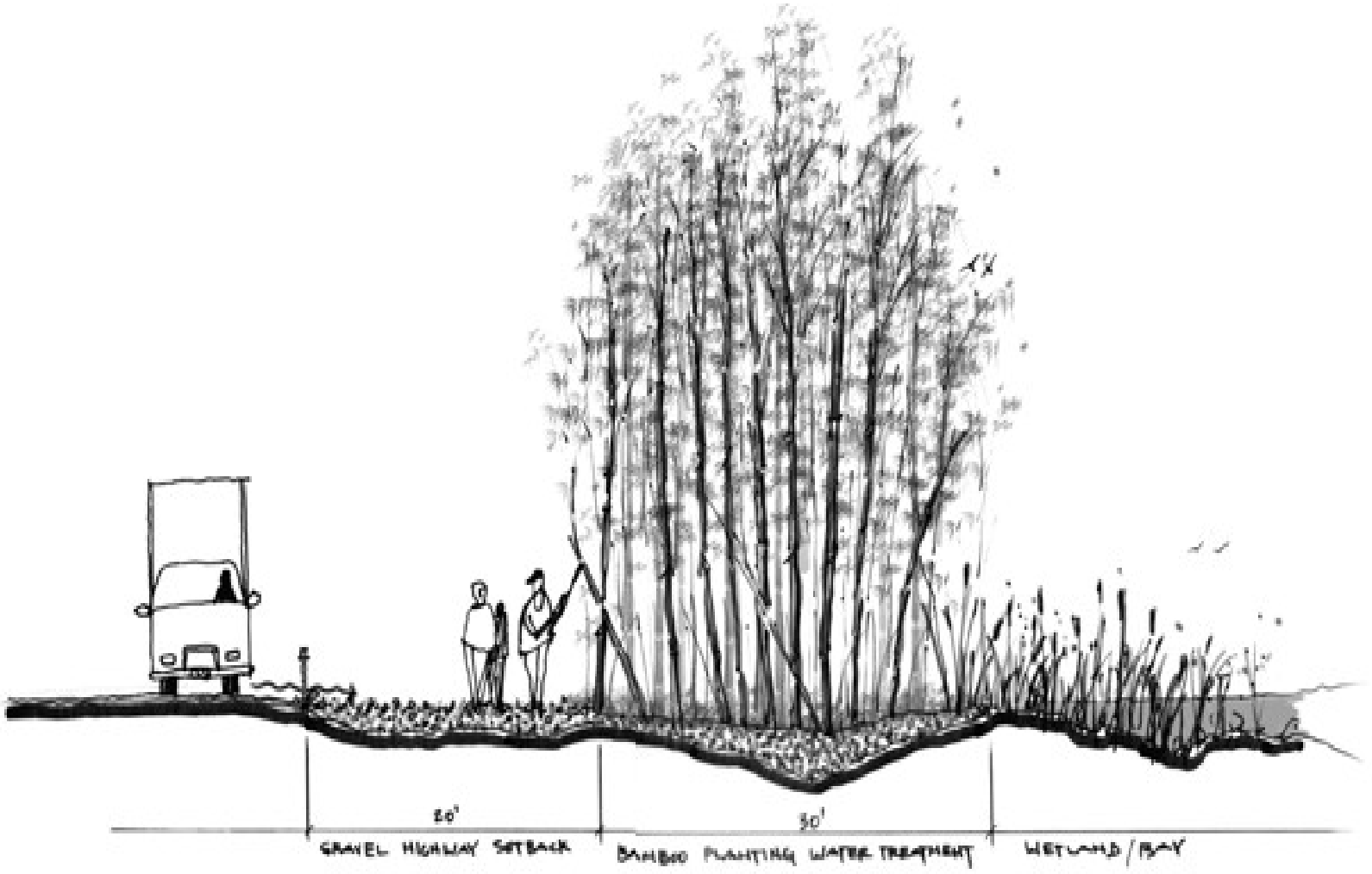
Urban Biofilter



- “Pollution is rampant: there is more particulate matter (PM) in the air than anywhere else in California and residents are five times more susceptible to cancer from diesel particulate matter (PM) than in the rest of the state.”

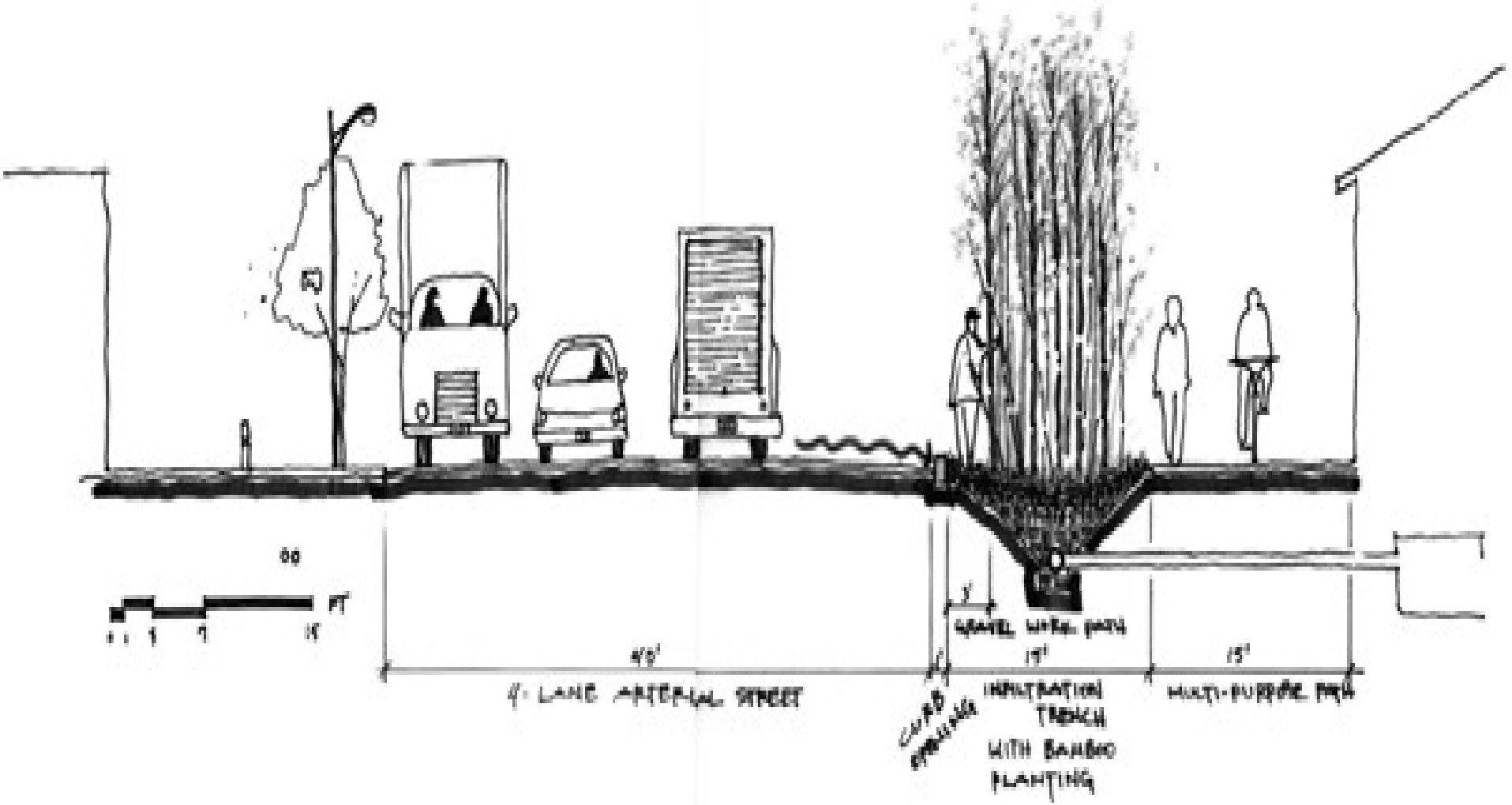
http://urbanbiofilter.org/

Bamboo dust biofilter



http://urbanbiofilter.org/projects/oakland/

Mixed Use & Height Biofilter



http://urbanbiofilter.org/projects/oakland/

Biofilter Infrastructure Plans

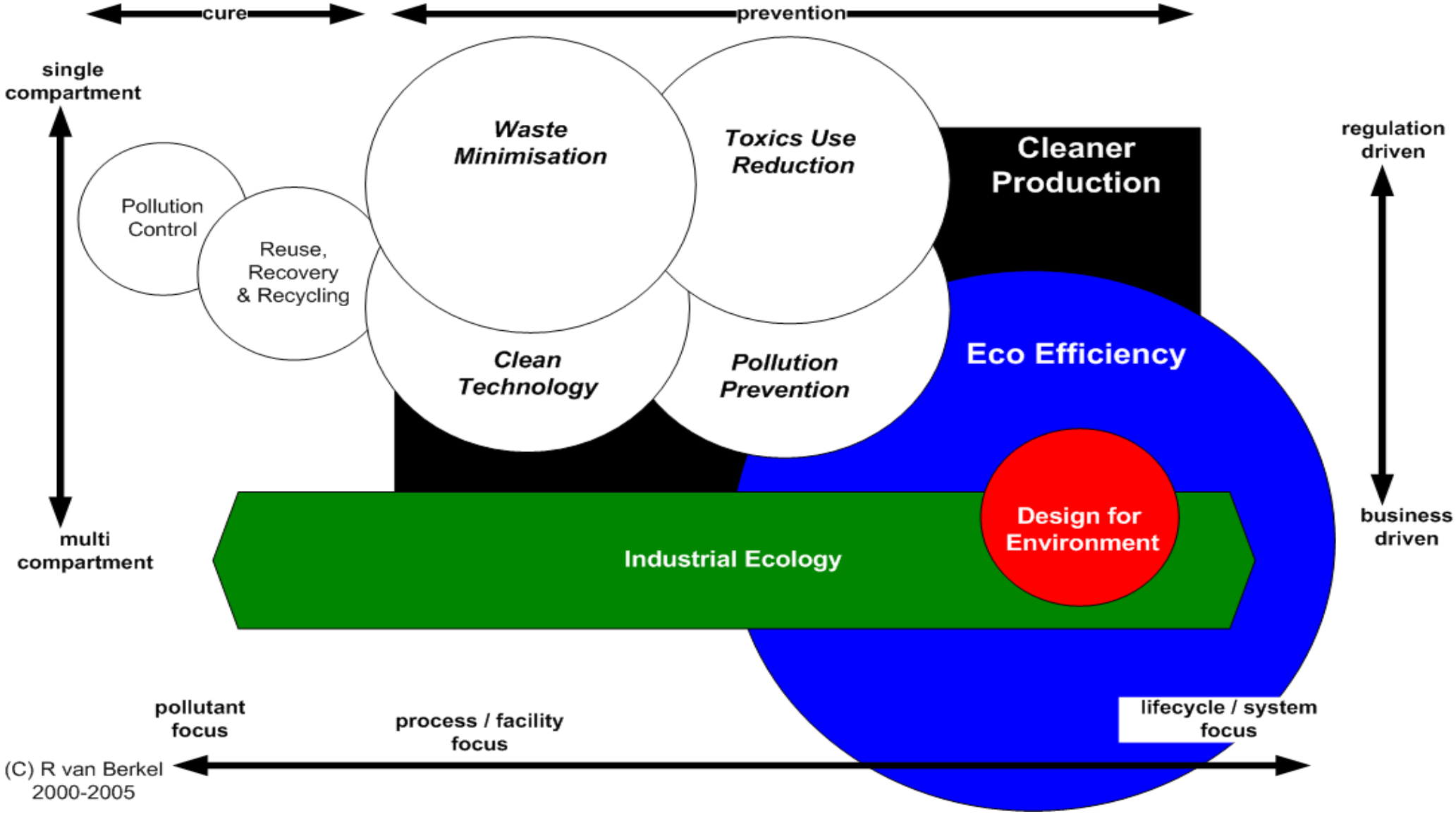
http://urbanbiofilter.org/projects/oakland/

Biofilter Infrastructure Plans

http://urbanbiofilter.org/projects/oakland/

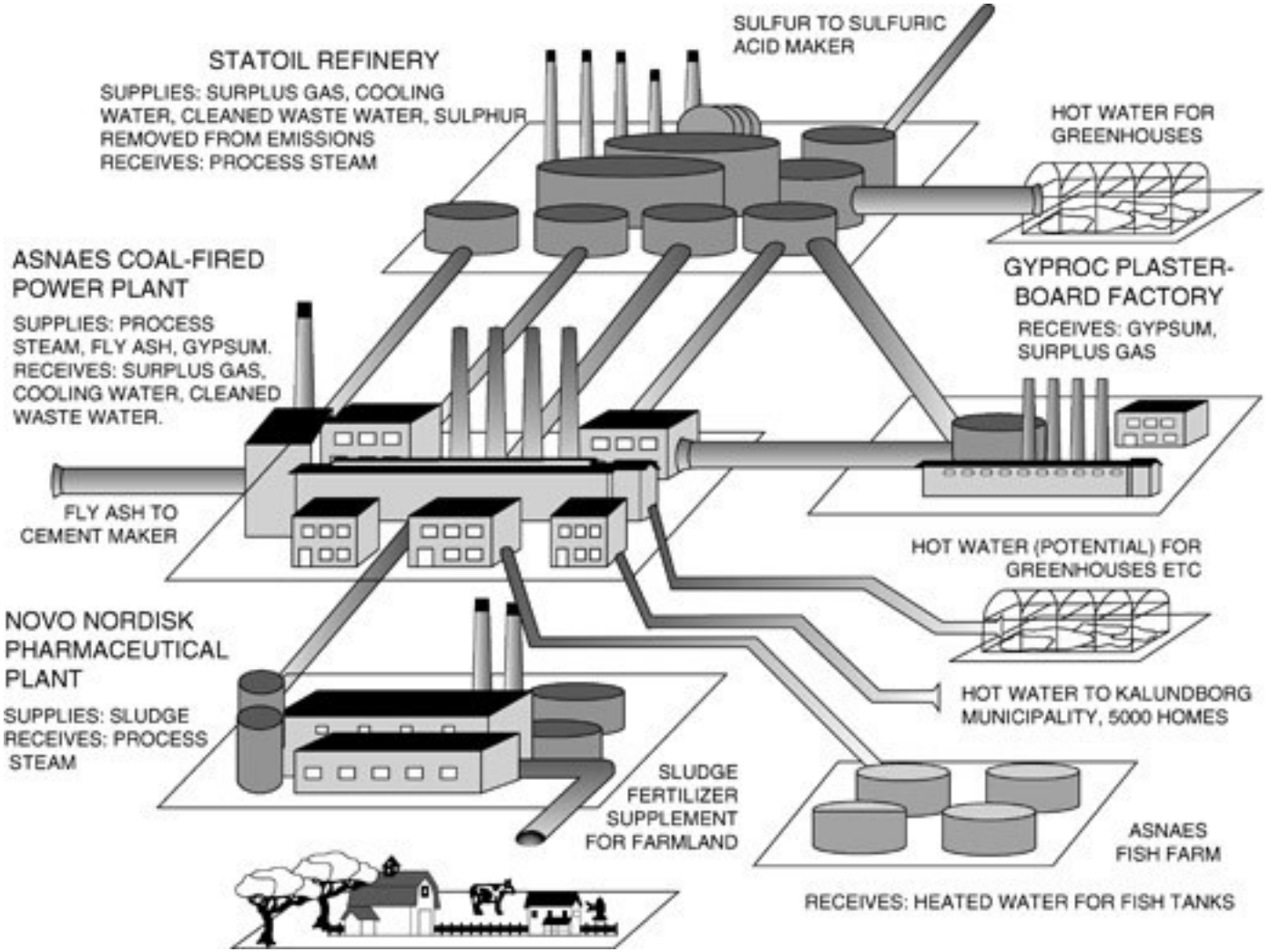
Industrial Ecology

Pollution Prevention & Cure



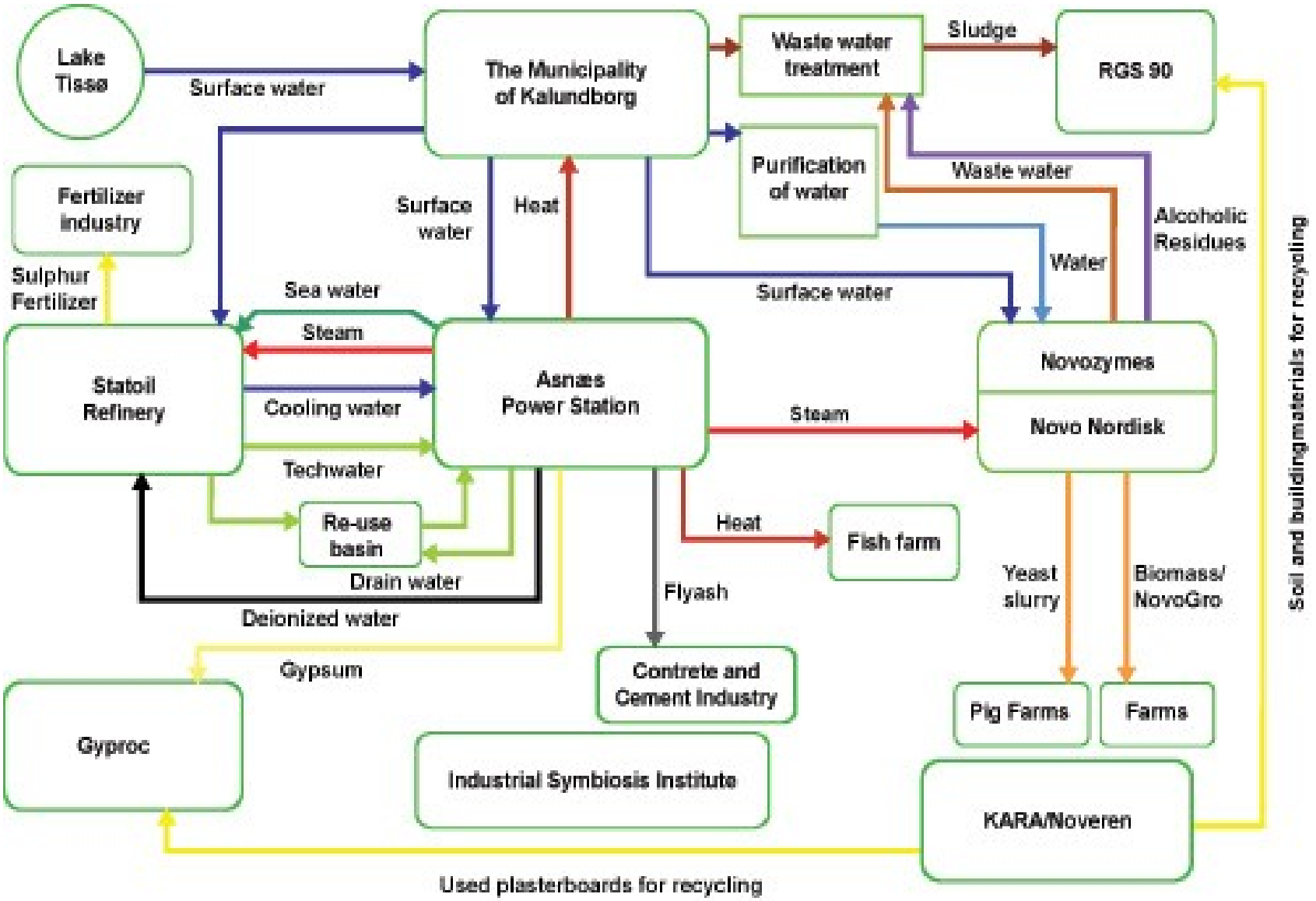
http://cleanerproduction.curtin.edu.au/ecoeff.cfm

Kalundborg's Industrial Symbiosis



http://www.libraryindex.com/pages/3318/Industrial-Ecology.html

Industrial Symbiosis



http://www.symbiosis.dk/industrial-symbiosis.aspx

Industrial Ecology for Beginners

Type I Industrial Ecology

Type II Industrial Ecology

Type III Industrial Ecology

Figure 1: The three types of Industrial Ecologies. Industrial Ecologists advocate closing loops in industry to transition from a Type I ecology to a Type III ecology.

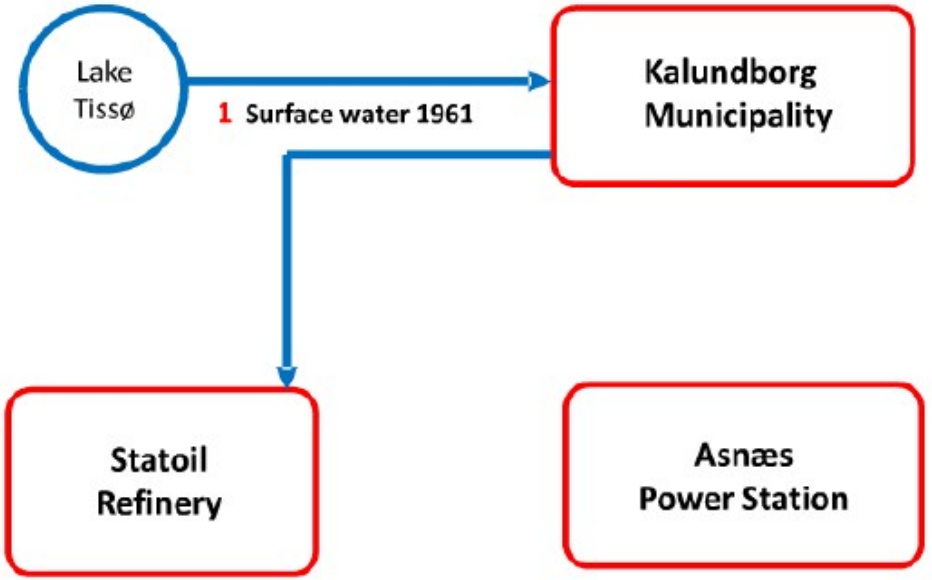
1. Unlimited Resources > Industrial Activity > Unlimted Space for Waste

2. Energy & Limited Resources > Industrial Activity with Some Recycling > Limited Waste

3. Energy > Industrial Activity & Total Resource Conservation

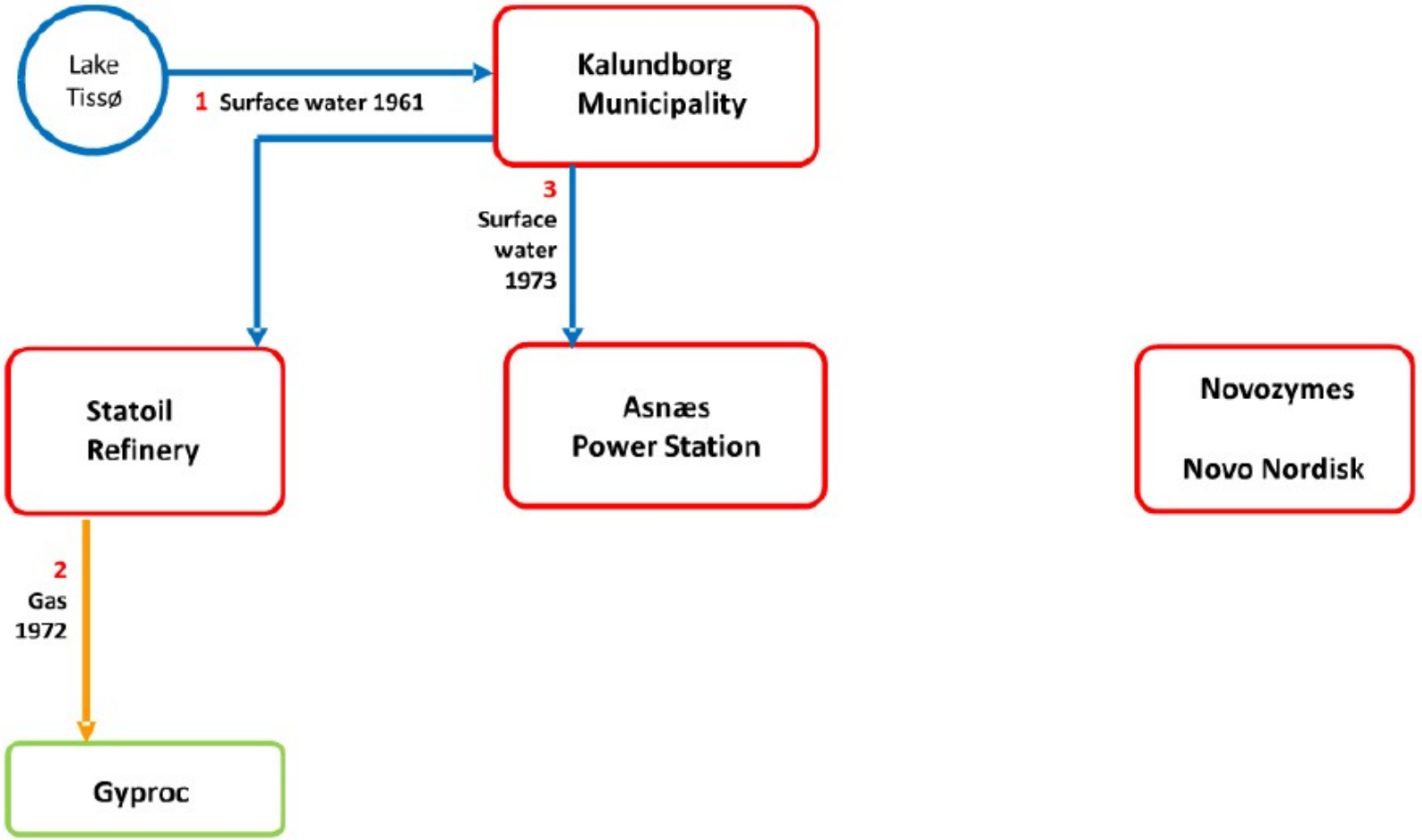
http://web.mit.edu/murj/www/v15/v15-Features/v15-f6.pdf

kalundborg 1961



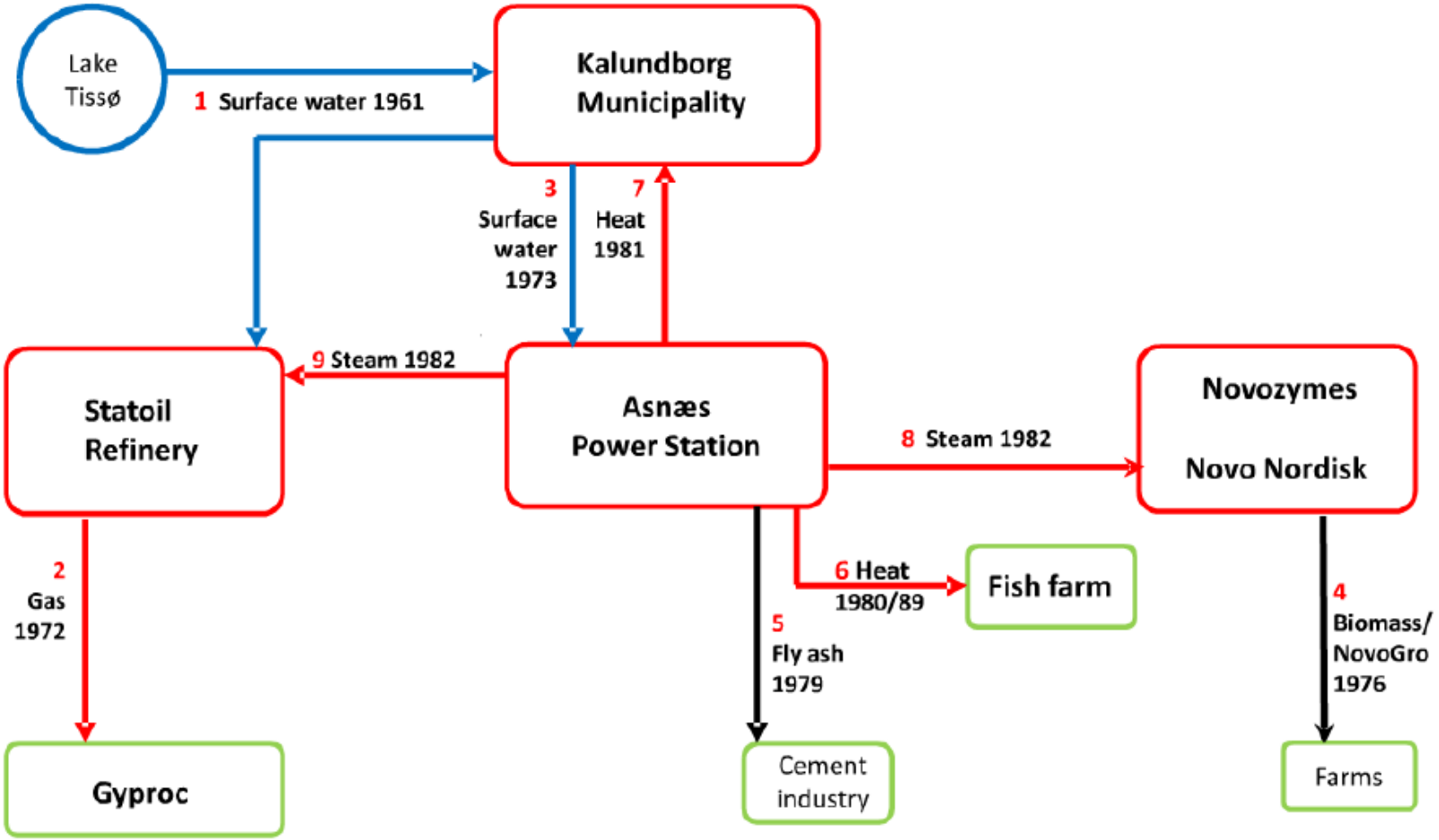
http://www.slideshare.net/slaura/industrial-symbiosis-1973612

kalundborg 1972



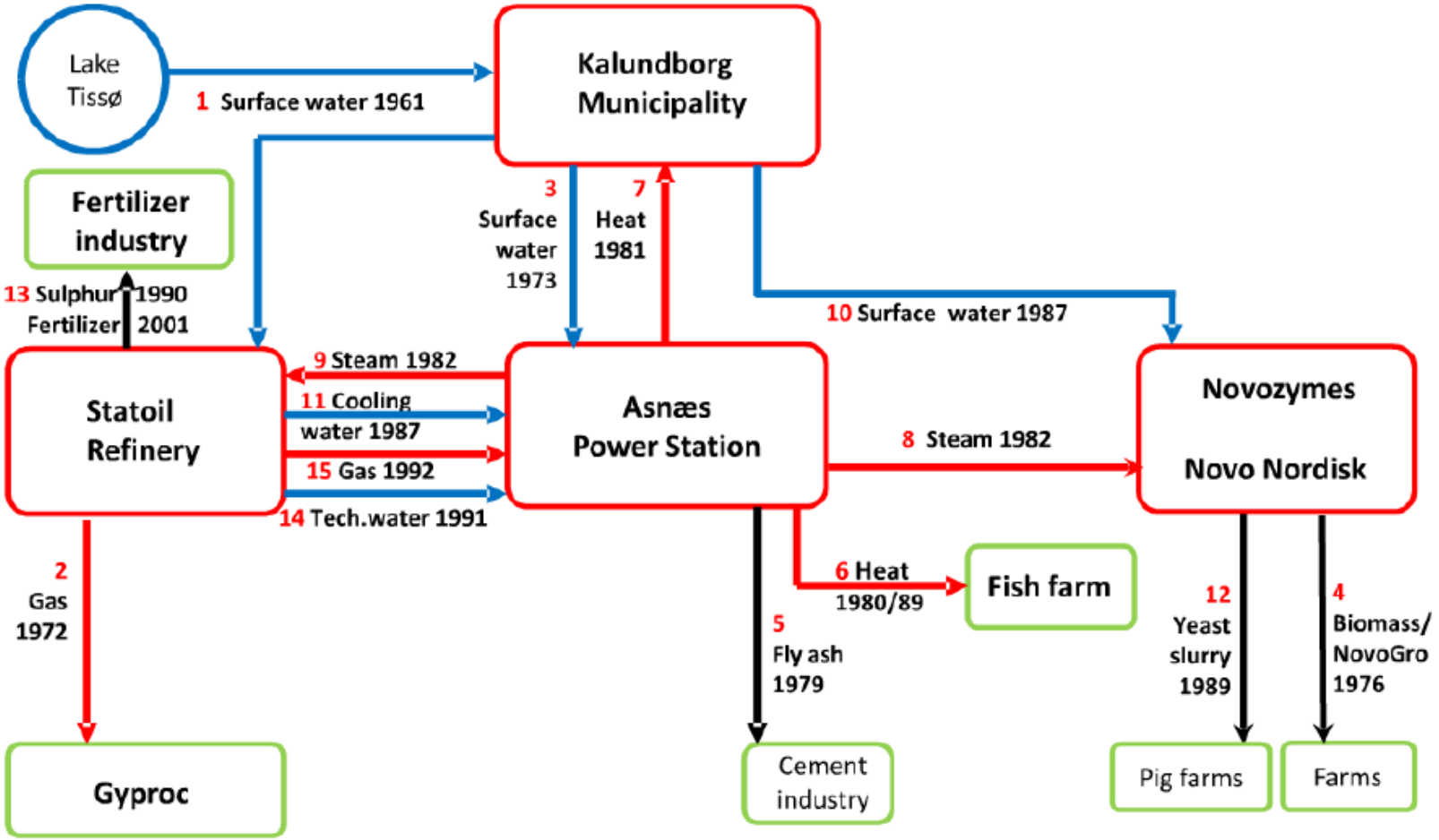
http://www.slideshare.net/slaura/industrial-symbiosis-1973612

kalundborg 1982



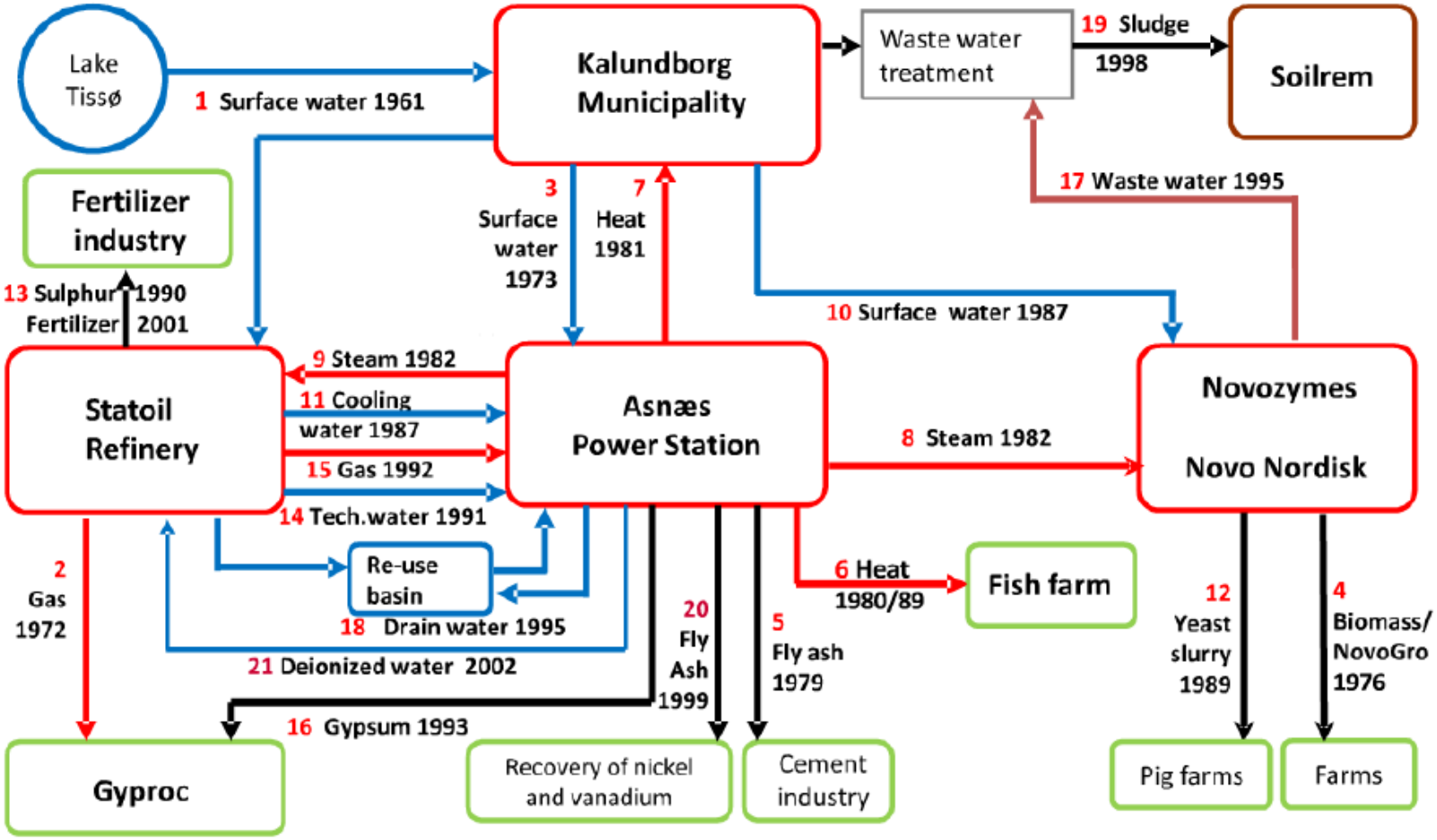
http://www.slideshare.net/slaura/industrial-symbiosis-1973612

kalundborg 1992



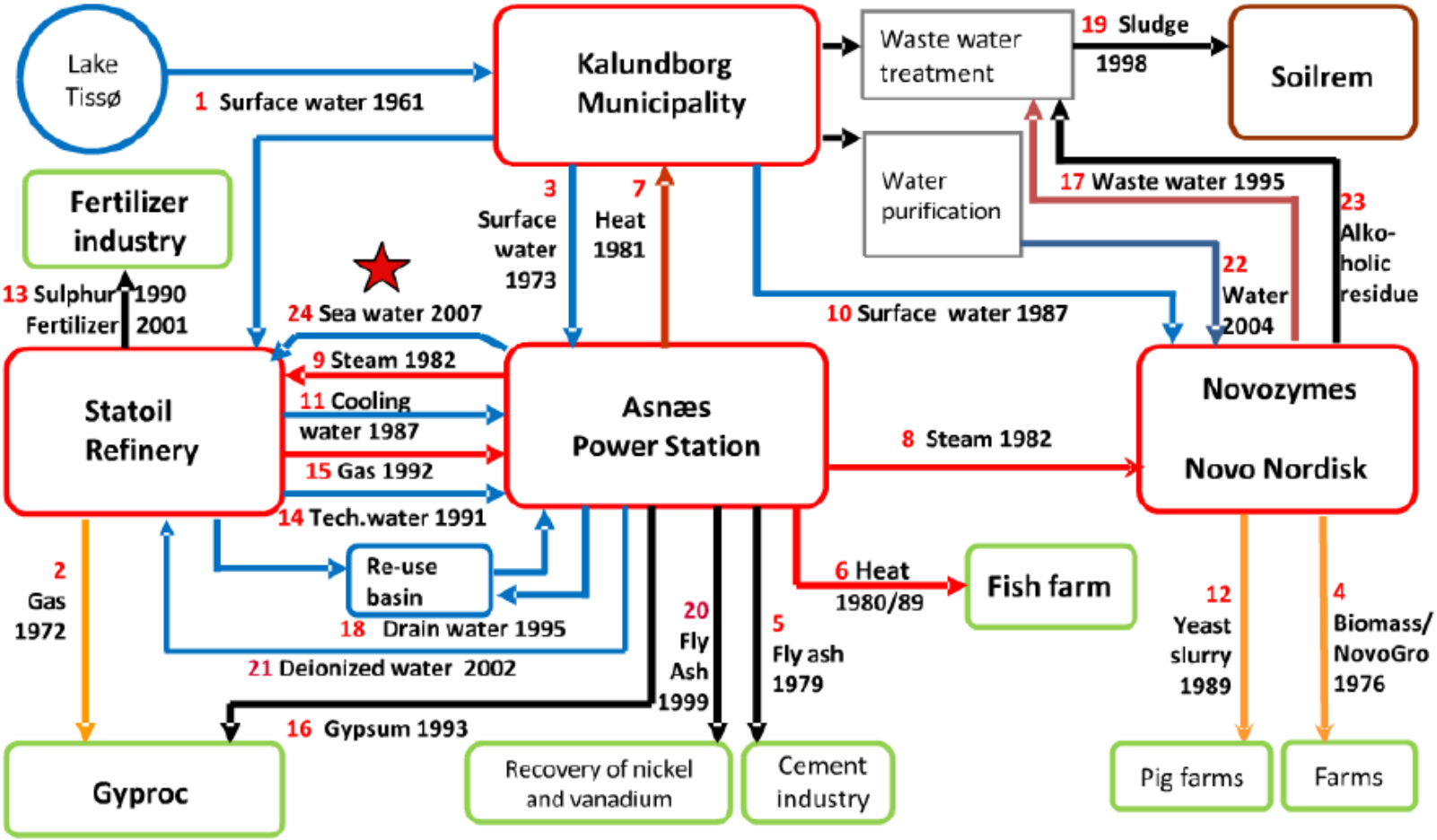
http://www.slideshare.net/slaura/industrial-symbiosis-1973612

kalundborg 2002



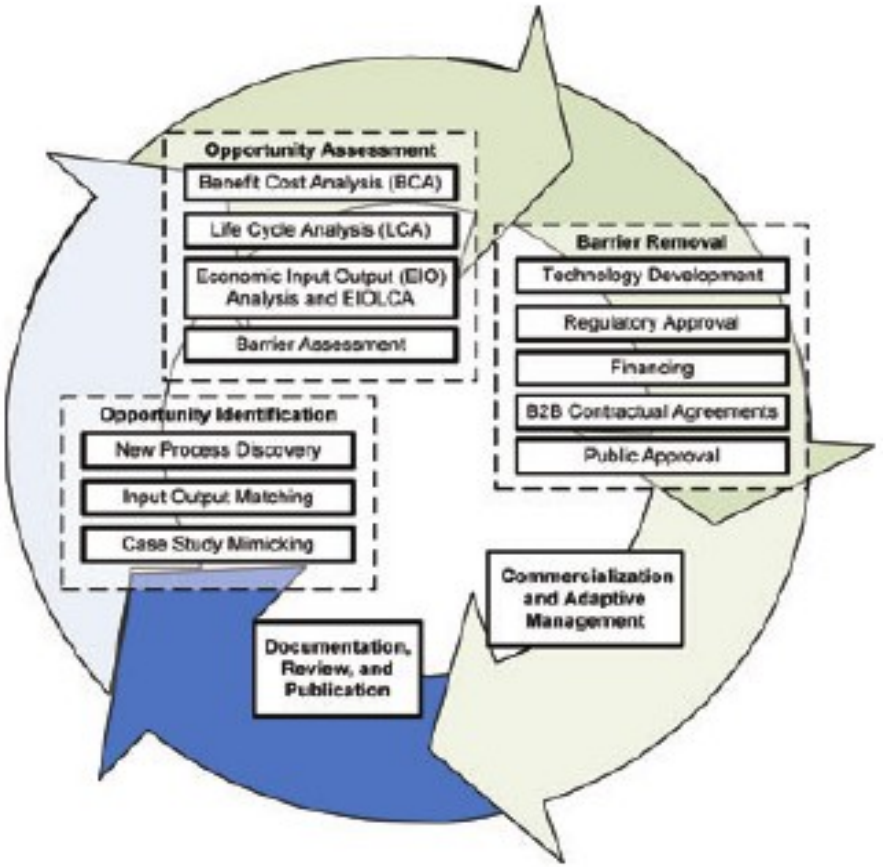
http://www.slideshare.net/slaura/industrial-symbiosis-1973612

kalundborg 2007



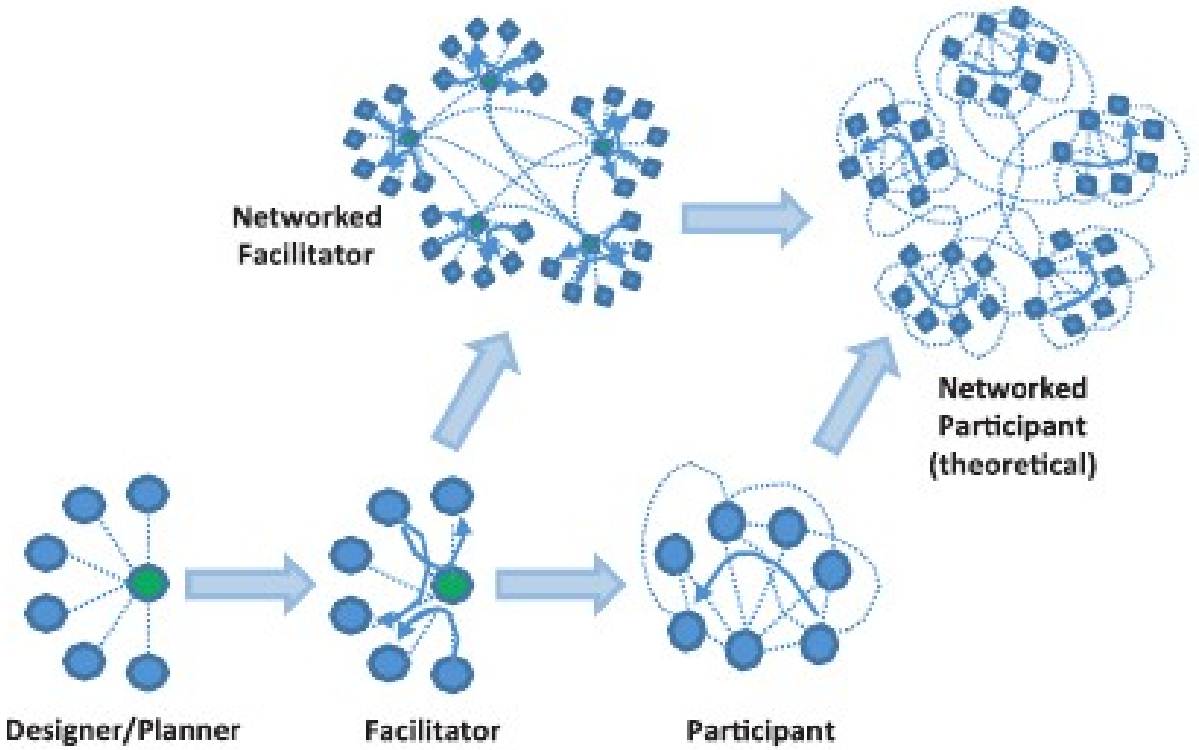
http://www.slideshare.net/slaura/industrial-symbiosis-1973612

Industrial Symbiosis Process



http://onlinelibrary.wiley.com/doi/10.1111/j.1530-9290.2010.00273.x/abstract

Industrial Symbiosis Social Media



http://onlinelibrary.wiley.com/doi/10.1111/j.1530-9290.2010.00273.x/abstract

Eco-Industrial Park Knockout

- Diversity: Are there in the (industrial) cluster more than two different industrial sectors present? See list
- Industrial focus: Does the cluster have a main industrial focus, and if connected to residential area is there production for the market outside this residential area?
- Industrial Symbiosis: Are there two or more apparent symbiotic relationships between firms or industrial sectors?
- Byproducts: Energy cascade, (Waste)water
- Shared infrastructure/services (water or waste treatment, conference/training facilities, etc.)
- Information & environmental orientation
- Is there in the information a clear attention for the environment (on website, in publications)? Is the environmental character of the park communicated?

http://ie.tudelft.nl/ie/index.php/KnockOutCriteria

UK National Industrial Symbiosis

- “NISP is a free business opportunity programme that delivers bottom line, environmental and social benefits and is the first industrial symbiosis initiative in the world to be launched on a national scale.”

http://www.nisp.org.uk/publications.aspx

Household Industrial Ecology

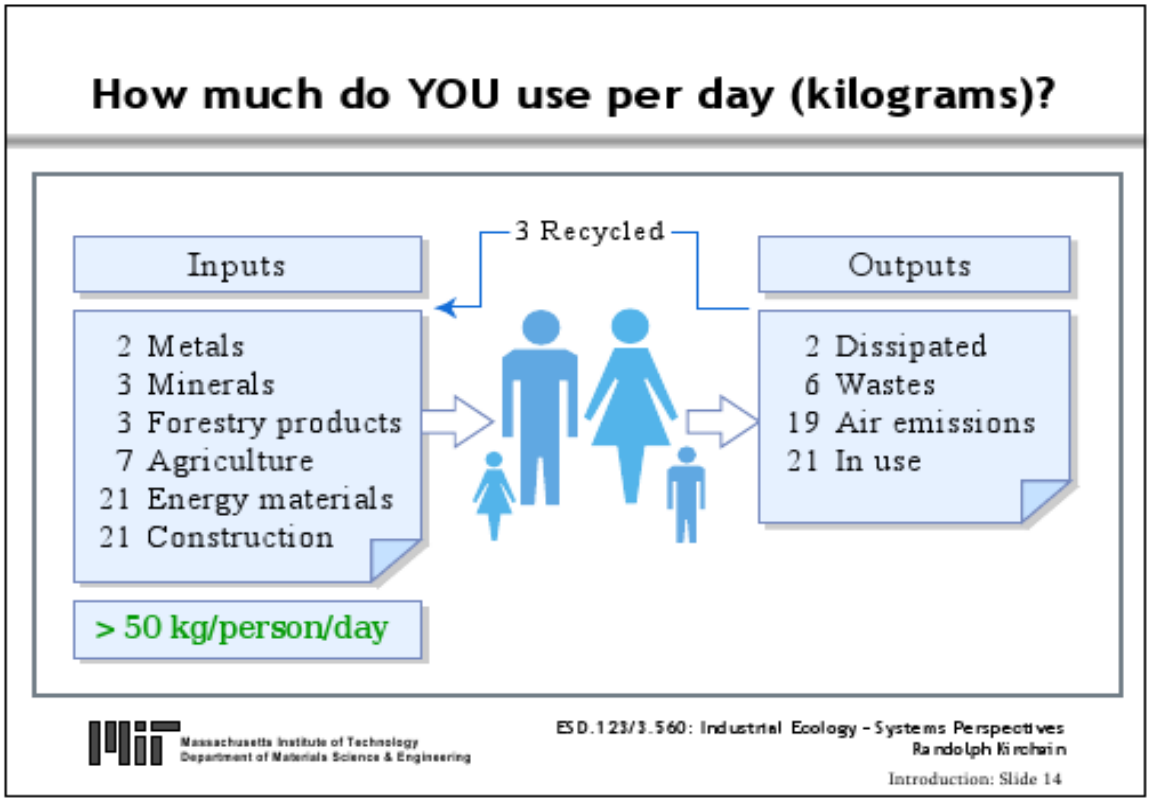
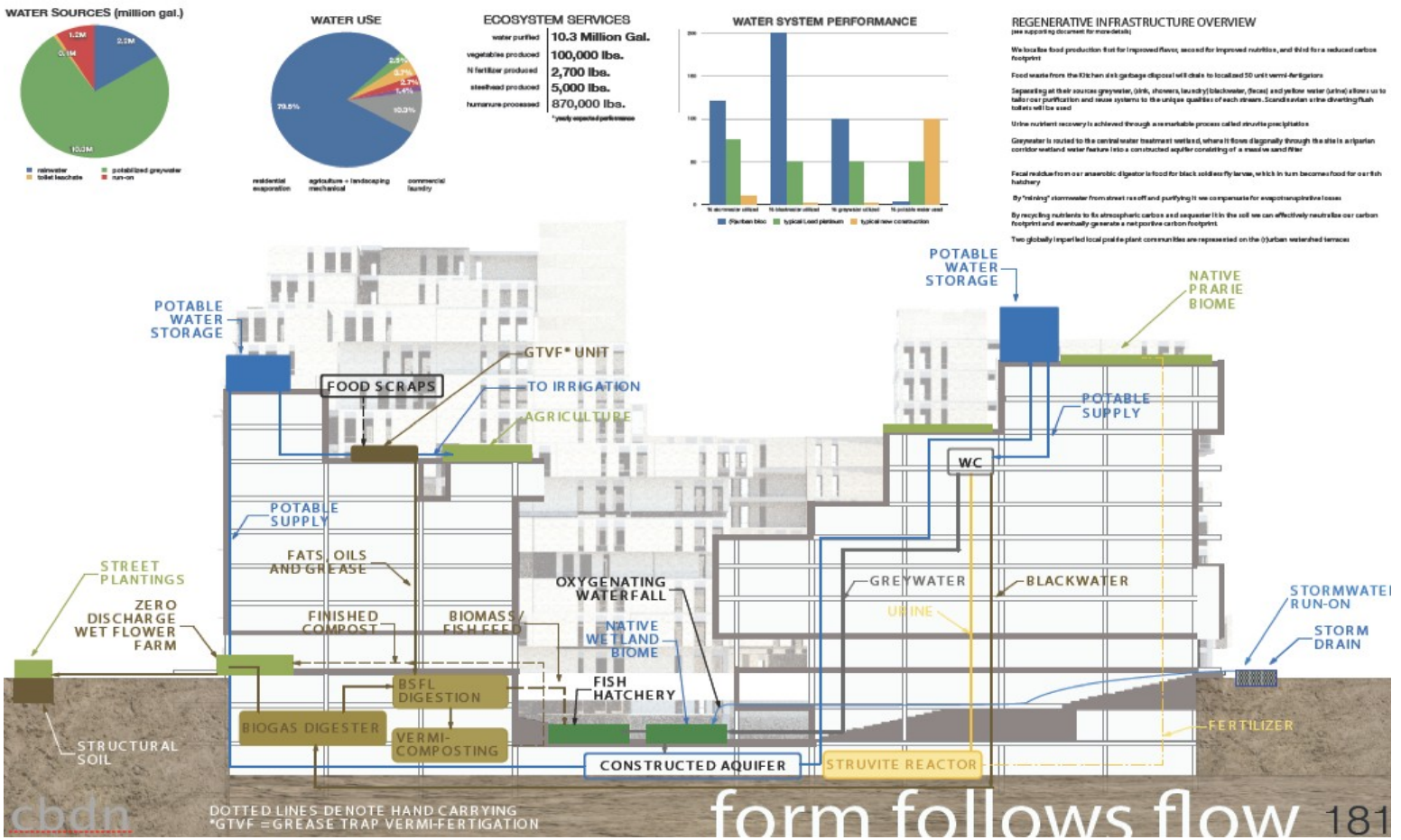


Figure by MIT OCW.

(R)urban



http://hyphae.net/journal/?p=103

http://wiki.permaculture.coop
permaculturecoop@gmail.com

http://wiki.permaculture.coop/wiki/Richmond_Cooperative