

The Preston Economic Model, Social Dreaming & The Cooperative Community



An Evening with

*Dr. Julian
Manley*

TUESDAY NOVEMBER 20, 2018

**St. Paul's Centennial Hall, Hamilton
6:00pm to 8:30pm**

**A BERMUDA COOPERATIVE
BUSINESS RESOURCE
GUIDE, NO.1**



An Evening with *Dr. Julian Manley*

Opening

Introduction of The Premier of Bermuda
Erica Smith, Executive Director, BEDC

Welcome

Premier the Hon. E. David Burt, JP, MP

Cooperative Background Remarks

Senator Jason Hayward, President, Bermuda Public Services Union

Overview

William Spriggs, Director of Economic & Cooperative Development (moderator)

Keynote, Multimedia Presentation & Social Dreaming Experience

Dr. Julian Manley

*Social Innovation Manager, Centre for SME Development,
University of Central Lancashire, Preston*

Chair, Preston Co-operative Development Network

Fellow of the Royal Society of Arts

- Mondragon Experience
- 1 Worker 1 Vote Union Cooperative
- Cleveland Model of Anchor Institutions
- Preston Model
- Q & A inclusive



AGENDA 2

Introduction to Social Dreaming & the Cooperative Community

North Hamilton Special Presentation

Summary of social dreaming sessions held with North Hamilton stakeholders on Mon., Nov. 19

- 9am Businesses
- 12noon Residents
- 3pm Non-Profits/Donors

Social Dreaming Table Reflections

Table Reflections Report Out

Summary

Closure / Call to Action

Erica Smith, William Spriggs





Julian Manley, PhD, MSc, MA, BA, DipHE

Julian Manley is Social Innovation Manager at the Centre for SME Development, University of Central Lancashire, Preston. He is Fellow of the Royal Society of Arts and Chair of the Preston Co-operative Development Network. He has a long-standing relationship with the co-operatives of Mondragón, where he has worked as a researcher, trainer and consultant. His academic work has always been focused on relationships at work and in society and the quest for rediscovering a sense of being, self and feeling of humanity that may have been forgotten in the context of contemporary social and economic systems. This investigation of relationships ranges from studies of social dreaming to the culture of co-operation. His most recent book publication is *Social Dreaming, Associative Thinking and Intensities of Affect* (Palgrave Macmillan, 2018).

The Preston Model: A Success Story In The Making / Executive Summary

Taking its inspiration from examples of community wealth building around the world – from the Anchor Institutions of Cleveland to the inter-co-operative experience of Mondragón – the Preston Model has developed a strategy for social economic development that has caught the media limelight. The large local institutions that are rooted in Preston have got together to dramatically increase local spending, generating local wealth and employment potential in the area. Preston's university, the University of Central Lancashire, is increasing its already outstanding presence in the local community. More than an Anchor Institution – increasing its proportion of local suppliers from 8% to 21% in the last three years – the University provides intellectual and cultural capital and a stream of highly skilled and trained graduates. Its SME business development Centre and its business hub are partnering with the Preston Co-operative Development Network and the City Council to work towards a community of co-operation. Preston is a city that is in the process of re-imagining itself through self-empowerment, pride of place and co-operative democracy. Its ripple effects are being felt nationally and politically.

Preston Changed Its Fortunes With 'Corbynomics' – Other Cities Are Doing The Same

Dr. Julian Manley
Research Fellow, University of Central Lancashire

Julian Manley has received funding for research from Preston City Council. He is Chair of the Preston Co-operative Development Network.

When Boris Johnson scoffed at the idea of Preston being an example of economic success, at a fringe meeting during the most recent Conservative Party conference, he couldn't have guessed that barely a month later PwC and Demos would independently assess Preston as being the most improved city in the UK in 2018.

Among other improvements, according to their report, "Preston has experienced a large reduction in its unemployment rate, measured at 3.1% in 2017 compared to 6.5% in 2014."

In Preston, several factors fell into place at once, leading to positive change that was part planned, part felicitous. Inspired by the Cleveland model, the council visited local "anchor institutions" – institutions that are rooted in Preston, such as the housing association, the university and so on – and persuaded them to spend more money locally. The results were spectacular: local procurement increased by £74m in under five years. Then, inspired by Mondragon – an international business organisation established by a group of cooperatives, which began soon after the Spanish Civil War – the council set up a framework organisation called the Preston Cooperative Development Network (PCDN), of which I am the Chair. The PCDN encourages business people to create worker-owned co-operatives, and helps them to network. The Preston Model is work in progress, yet the council has achieved a lot in relatively little time. Here are four of the factors which led to its success.

1. Adversity

The collapse of major retail investment into Preston soon after the financial crash of 2008 left the city with nothing: no money, no faith in a failing system and no alternative regeneration scheme. New ideas sometimes emerge out of necessity, and this was one of them.

2. Leadership

At the same time, Preston City Council had the good fortune to enjoy the leadership of an energetic councillor, Matthew Brown. Brown has been a councillor since 2002. He then became Cabinet Member for Social Justice, Inclusion, and Policy, and now is leader of the council.

Frustrated by the dire economic and social prospects for Preston, Brown set about scouring the world for alternative solutions for Preston, while simultaneously improving the local area. For example, it's because of Brown that Preston City Council was one of the first councils in the UK to introduce the living wage.

Preston City Council

It's #LivingWageWeek! Support the movement that's secured hundreds of thousands of people a real #LivingWage - because a hard day's work should **mean a fair day's pay**. <http://www.livingwage.org.uk>

3. Corbyn's Labour Party

Councillor Brown's ideas might never have seen the light of day without the interest and ultimately the backing of Corbyn's Labour party. In particular, Shadow Chancellor John McDonnell took a proactive interest, and was instrumental in setting up a Labour Party Community Wealth Building Unit, inspired by the Preston Model. This has helped to develop ideas – such as generating and retaining local wealth through local procurement and employee ownership schemes – which have the potential to become Labour Party policy.

4. Research, Advice & Consultation

The council was forward thinking and creative in its approach, and so agreed to fund the Centre for Local Economic Strategy (CLES) and the University of Central Lancashire (UCLan) to advise councillors and council officers on ways of executing their ideas. CLES and UCLan provided both practical advice and reports to support the council's Community Wealth Building project.

5. Can It Work Elsewhere?

According to Councillor Matthew Brown, aspects of the Preston Model are already being applied elsewhere in the UK, partly as a result of media attention and partly as a Labour Party strategy for about 50 local authorities currently governed by Labour. After Preston, perhaps the most advanced in this kind of strategy is Birmingham.

Birmingham: A City On The Move

At least eight London councils are actively pursuing some of the ideas arising from the Preston model, and there has been interest from the National Assembly for Wales and the Scottish Government.

There is often a certain scepticism about economic and social change, and the case of the Preston Model is no exception. There is talk of protectionism, a fear that perhaps the economy will become less efficient and concerns that localism will collapse, when faced with a need to expand beyond the borders of Preston.

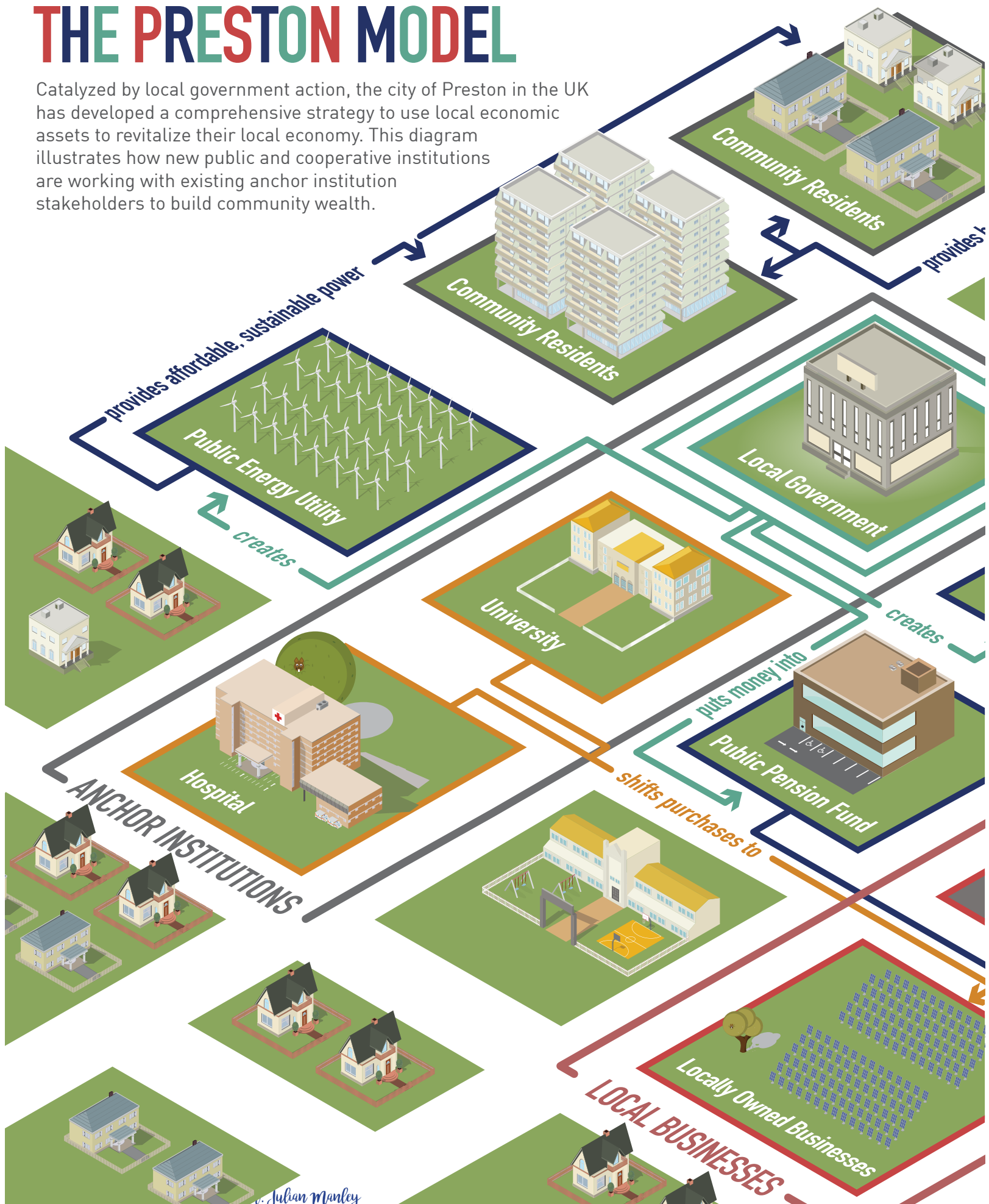
Sometimes, people ask me what it is about Preston itself that accounts for its success (and possibly, therefore, for the difficulty of exporting the model elsewhere). This is the same question that is asked of the Mondragon co-operatives in the Basque Country, since the Mondragon experience has proven difficult to export to other countries.

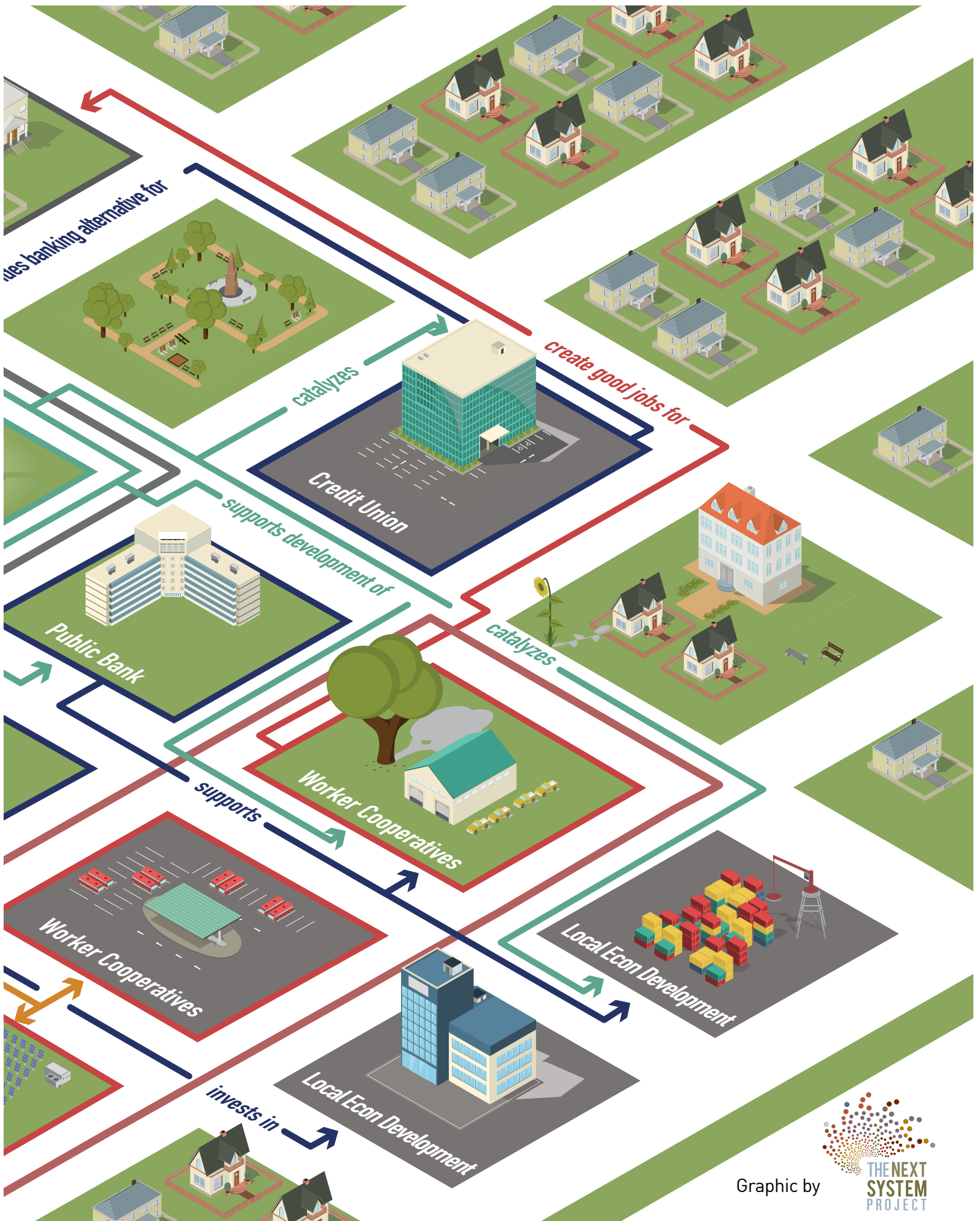
But change is in the air, as popular economists such as Yanis Varoufakis and Thomas Piketty have forewarned. Journalists such as Paul Mason talk of a “post-capitalist” future. Meanwhile, academics Pickett and Wilkinson critique the social value of growth and Kate Raworth's “doughnut economics” suggests that there's a safe and just space for humanity, where no one falls short of life's essentials and the ecology of the planet is not compromised by rampant consumerism.

The desire for change is part of the energy of the Preston Model. It's not just about local money. It's about participating in democracy as cooperative structures demand, it's about citizenship and pride of place. Anchor institutions opt to spend more locally, in part because procurement officers and the institutions they represent feel all these things. And these things don't belong to Preston alone.

THE PRESTON MODEL

Catalyzed by local government action, the city of Preston in the UK has developed a comprehensive strategy to use local economic assets to revitalize their local economy. This diagram illustrates how new public and cooperative institutions are working with existing anchor institution stakeholders to build community wealth.





Graphic by



BEDC Economic & Cooperative Development (ECD) Unit

Vision

To brand Bermuda as a progressive, cutting edge cooperative development ecosystem experiment that contracts short and long-term resource inputs from world class practitioners for iterative gold standard gains to be valued and adopted by the wider cooperative world.

2018/19 Over-Arching Goals

1. Community Engagement / Knowledge Centre
2. Partnering / Strategic Alliances
3. Best Practice Model
4. Cooperative Ecosystem Developers
5. Sustainable Funding
6. Success Measurement

Developing Partnerships / Strategic Alliances

National Cooperative Business Association (NCBA), Washington, DC

Founded in 1916, the National Cooperative Business Association, CLUSA International (NCBA CLUSA) began as the Cooperative League of America until it was renamed the Cooperative League of the USA (CLUSA) in 1922, and then rebranded as NCBA in 1985. Today, now known as NCBA CLUSA, we are the oldest not-for-profit cooperative development and trade association in the United States, fostering cooperative and international economic and social development in the United States and abroad. As a U.S. trade association, NCBA CLUSA provides cross-sector education, support, and advocacy that helps domestic cooperatives thrive. U.S. membership includes leading primary cooperatives and national associations active in a broad range of cooperative sectors including agriculture, telecommunications, electricity, banking and finance, insurance, housing, health care, consumer goods, purchasing, student services, and worker-owned enterprises. <https://ncba.coop/>





**Dr. Julian Manley FRSA &
The University of Central Lancashire,
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Vice Chair & Trustee Gordon Lawrence Foundation for the promotion of social dreaming

The Gordon Lawrence Foundation for the promotion of Social Dreaming

(<http://www.socialdreaming.com>)

Executive Committee member Climate Psychology Alliance

(<http://www.climatepsychologyalliance.org/about>)

Chair Preston Co-operative Development Network

(https://www.facebook.com/pg/PrestonCDN/photos/?tab=album&album_id=346017039194503)



G Street Collaboratory Consulting Practitioner Team

Michael Alden Peck, G Street Collaboratory - Mondragon North America delegate since 1999

www.mondragon-corporation.com

1worker1vote

www.1worker1vote.org

www.cincinnatiunioncoop.org – the prototyping “living lab” for the 1worker1vote movement

www.mapagroup.net

The Ohio Employee Ownership Center (OEOC)

www.oockent.org

NYC Bronx Cooperative Development Initiative via MIT / NYC Bronx & Vital Brooklyn initiatives

www.commonwise.nyc

bronxchange.com

CUNY Law School's Community Economic Development Clinic (CEDC)

<http://www.law.cuny.edu/academics/clinics/ced.html>

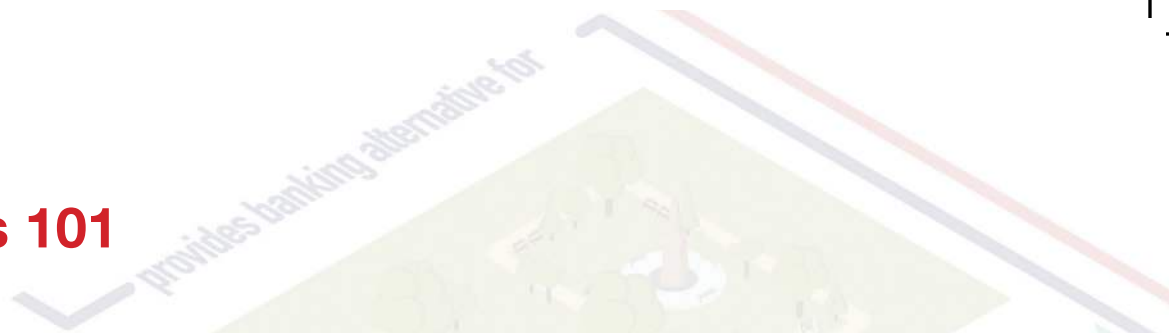
Cincinnati Union Cooperative Initiative/CUCI

www.cincinnatiunioncoop.org

Mondragon's Management Cooperative Consultancy

www.mondragon-corporation.com & www.lks.es

Cooperatives 101



What is a Co-op?

A cooperative is a private business organization that is owned and controlled by the people who use its products, supplies or services. Although cooperatives vary in type and membership size, all were formed to meet the specific objectives of members and are structured to adapt to member's changing needs. Cooperatives are formed by individuals who coordinate among themselves (horizontal coordination) to achieve vertical integration in their business activities.

Although people have been working together for their mutual benefit throughout human history, the cooperative form of business organization began during the Industrial Revolution. Cooperatives were useful for promoting the interests of the less powerful members of society. Farmers, producers, workers, and consumers found that they could accomplish more collectively than they could individually.

Why a Co-op?

The cooperative is operated to benefit its members, not to maximize profits for outside investors. People who use the cooperative own their cooperative because they finance it in a variety of ways. They share in both the business risks and the business profits. Each cooperative determines what level of financial participation is required to establish membership status in the co-op. Members democratically control their cooperative by exercising the voting rights that come with membership. Members benefit for the cooperative because they have access to the products and services that they need. Net earnings are distributed based on proportional use, or patronage, rather than on investment.

Five General Types of Cooperatives

- Consumer: owned by consumers who buy goods or services from their cooperative
- Producer: owned by producers of commodities or crafts who have joined forces to process and market their products
- Worker: owned and democratically governed by employees who become co-op members
- Purchasing: owned by independent businesses or municipalities to improve their purchasing power
- Hybrid: a combination of co-op types, where people with common interests band together.

Facts about Cooperatives

- 29,000 cooperatives operate in every sector of the U.S. economy.
- 1 billion people are members of cooperatives worldwide.
- 1 in 3 Americans are co-op members holding 350 million co-op memberships worldwide.
- U.S. coops generate 2M jobs each year, contribute \$652 billion in sales and have \$3 trillion in assets.
- 92M Americans turn to 7,500 credit unions, which are cooperatives, for their financial services.
- Most of America's 2M farmers are co-op members providing 250,000 jobs/\$8 billion in annual wages.
- 1.2 million U.S. families of all income levels live in homes owned/operated through coops.
- 42 million Americans rely on electricity from 900 rural electric co-ops in 47 states – making up 42% of the nation's electric distribution and covering 75% of our land mass.
- 233 million people are served by co-op-owned and affiliated insurance companies.
- 1.2 million rural Americans are served by 260 telephone cooperatives in 31 states.
- 50,000 U.S. families rely on coop daycare facilities and preschools for the care of their children.

Cooperative Finance Basics

1. Selling member common stock or certificates

While this typically is a requirement for membership, it is not a significant source of ongoing equity capital for established cooperatives, nor the primary source for start-up capital for a new co-op.

2. Selling preferred stock to members and non-members

When larger amounts of capital are needed for start-up or expansion, cooperatives may sell preferred stock to members and non-members. Preferred stockholders may receive dividends based on the performance of the cooperative and the approval by the board of directors. Most state cooperative statutes limit dividends at 8% or under.

3. Allocated and unallocated equity

To meet the ongoing need for capital, established cooperatives, like other businesses, will reinvest some portion of annual net profits back into the business. In the case of a cooperative, this type of equity can either be allocated or unallocated.

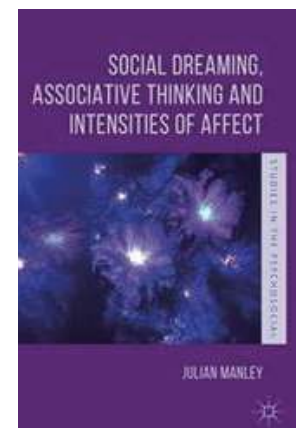
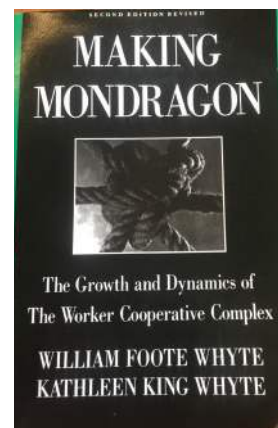
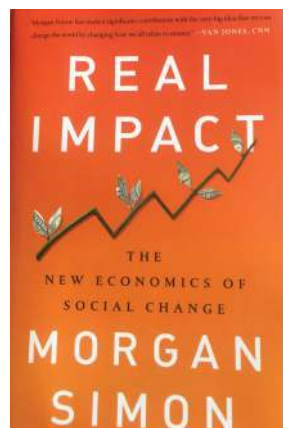
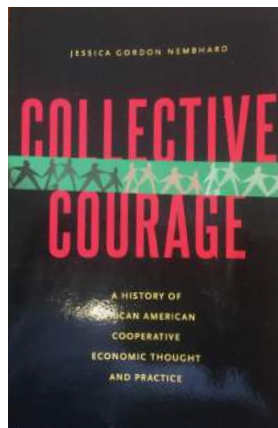
Allocated equity is the portion of the annual net profit that is credited to each member's account based on the member's use, or patronage, of the co-op that year. Allocated equity is distributed in several different ways, depending on the cooperative's capital needs, its tax position and type of business. The portion that is distributed back to the patron is often referred to as the patronage refund. Allocated equity rarely earns interest for the members. However, there is the expectation that the cooperative will redeem allocated equity at some point in the future, based on a redemption plan developed by the board of directors. Equity redemption plans can be one of the most challenging aspects of cooperative finance.

A portion of the net profit may also be designated as unallocated equity. Unallocated equity is not credited to individual member accounts, and is directly reinvested in the cooperative, which is responsible for the taxes. Another source of unallocated equity is from the profits earned by doing business with non-members.

4. Per unit retains

Per unit retains is another way for members of agricultural cooperatives to contribute equity to the co-op. The cooperative retains a portion of each transaction it makes with a member for products received or purchased. The retained payments are credited to a member's equity account and are treated similarly to allocated equity accounts. As with allocated equity, the cooperative is obligated to redeem this equity at some point in the future.

Must Reads!



10 Mondragon Cooperative Principles



www.1worker1vote.org

www.facebook.com/1worker1vote

www.cincinnatiunioncoop.org

www.law.cuny.edu/academics/clinics/ced.html

www.mondragon-corporation.com

Mondragon adopted a version of the ten founding principles paraphrased below in 1987. These are also the principles of the United Steelworkers-Mondragon union-cooperative collaboration agreement signed in October 2009.

Sixty years of the Mondragon cooperative experience showcase pathways to overcoming Labor commodification through wider, deeper and more inclusive worker ownership practices.

1. OPEN ADMISSION

The co-op will not discriminate in the admission of new worker-owners. Anyone who can do the work and supports these 10 principles can become a worker-owner. There will be no discrimination.

2. DEMOCRATIC ORGANIZATION

The principle of “one worker, one vote” shall prevail throughout the co-op, including the annual General Assembly and the election of the Board of Directors. Every worker-owner owns an equal share and has an equal vote through “one class” ownership.

3. SOVEREIGNTY OF LABOR

The co-op is centered around labor, around the people doing the work. Created wealth is distributed in terms of the labor provided and there is a firm commitment to new family and community sustaining jobs. Worker-owners receive competitive and just salaries and dividends based on the profitability of the cooperative.

4. INSTRUMENTAL AND SUBORDINATE NATURE OF CAPITAL

Only profitable enterprises provide the workplace freedom for Mondragon cooperatives to align principles with practice. Generally, a corporation sells shares of ownership and management to raise capital, and then hires labor. The Mondragon Cooperatives do not sell shares to raise capital. Instead, the workers own their cooperative enterprises, choose their management and rent sustaining capital. Within the Mondragon ecosystem, capital is labor's instrument, not its master.

5. PARTICIPATION IN MANAGEMENT

The practice goal is for “Ownership” to become more than just the value of a share. Workers undertake the responsibilities of ownership in their co-op by participating in management positions and as members of the co-op's board of directors, by striving for inter-cooperation and competitive excellence, and by ensuring that the co-op remains accountable to its worker-owners.



“Labor is prior to and independent of capital. Capital is only the fruit of labour, and could never have existed if labour had not first existed. Labour is the superior of capital, and deserves much the higher consideration”

- Abraham Lincoln

6. WAGE SOLIDARITY

Wage solidarity means there is less disparity among workers and the communities in which they live, reinforcing the equality and quality of ownership. In most cases, the highest paid worker in the Mondragon co-operatives makes no more than 8 times the lowest paid worker. The Mondragon Cooperative Experience declares sufficient payment based on solidarity to be a basic principle of its management. Solidarity is manifest both internally and externally, as well as at the corporate level.

7. INTER-COOPERATION

Just as workers benefit from working cooperatively in a business, so too can co-ops benefit from working cooperatively with other co-ops. Such an interdependent system of co-ops allows each co-op to create and share common resources such as financing, research and development, and training, to support each other through cross-training, job placement, and capital infusions during down-turns and up-turns in local and global markets.



“There is always another step to take”
- Father José María Arizmendiarieta

8. SOCIAL TRANSFORMATION

A key part of the co-op's mission is to support and invest in the economic, social and cultural development of its hosting, local-living community. Creating jobs, funding development projects, pursuing education, and providing opportunities cooperatively brings about a freer, fairer and more caring society.

Mondragon coops reinvest a high proportion of their profits, including regular investments, in community funds for job creation:

- 10% of the net profit of the Cooperatives is donated to non-profit organizations;
- Mondragon's Lagun Aro Mutual cooperative (owned by other cooperatives) provides social security, unemployment, and health insurance benefits (as a cooperative owned by the other cooperatives), and
- Mondragon cooperative members serve as committed community activists.

9. UNIVERSALITY

The co-op supports all efforts to promote workplace democracy, the co-operative model and cooperative culture to achieve social and economic justice, individual freedom and self-fulfillment through ownership, and higher, broader and deeper levels of civic equity.

10. EDUCATION

Continuous and relevant education and training have played a decisive role in the creation sixty years ago and sustained unfolding of the Mondragon Cooperative Experience. Mondragon's founder and pioneering driving force, the Catholic priest José María Arizmendiarieta, was clear that education, understanding complex ideas and concepts adopted by humanity, is the key to the development and progress of a people and that 'knowledge has to be socialized to democratize power.' Education and lifelong learning provide the tools for worker-owners to adapt and improve the cooperative so that it endures and inspires.

Elements of an Ecosystem

Essential Elements: Building Blocks For Scale



SKILLS & CAPACITY

- Management skills and expertise
- Core job skills and governance skills
- Growth-oriented entrepreneurial leadership

FINANCING



- Availability/experience of loan capital
- Availability/experience of investment capital (equity)
- Availability/experience of grant funding



TECHNICAL ASSISTANCE

- Supply, quality and affordability of professional service providers

COOPERATIVE DEVELOPERS



- Co-op developers—experience, business acumen, scale orientation
- Co-op networks/associations

Important Elements: Accelerate Growth



BUSINESS SUPPORTS

- Business advisory services, incubators, industry peer networks
- Quality, accessibility of public workforce, economic development programs

CONNECTION TO MARKET



- Anchor institutions and key clients
- Supply chain possibilities and connections
- Key industries for cooperative development
- Local government contracting & community benefit agreements



POLICY

- Tax/business barriers/incentives
- Government funding or support
- Pro-cooperative laws/regulations

ADVOCACY PARTNERSHIPS



- Government officials advocating for co-ops
- Shared issues, partnerships with social movements
- Advocacy by worker-owners, co-op movement, partners

Environmental Elements: Legitimize And Popularize



VALUES-DRIVEN BUSINESSES

- Strength, embeddedness, and reach of worker co-op sector
- Other co-ops, B Corps, ESOPs, social enterprises

ATTITUDES & CULTURE



- Desire/momentum for change
- Cooperative awareness



COOPERATIVE EDUCATION

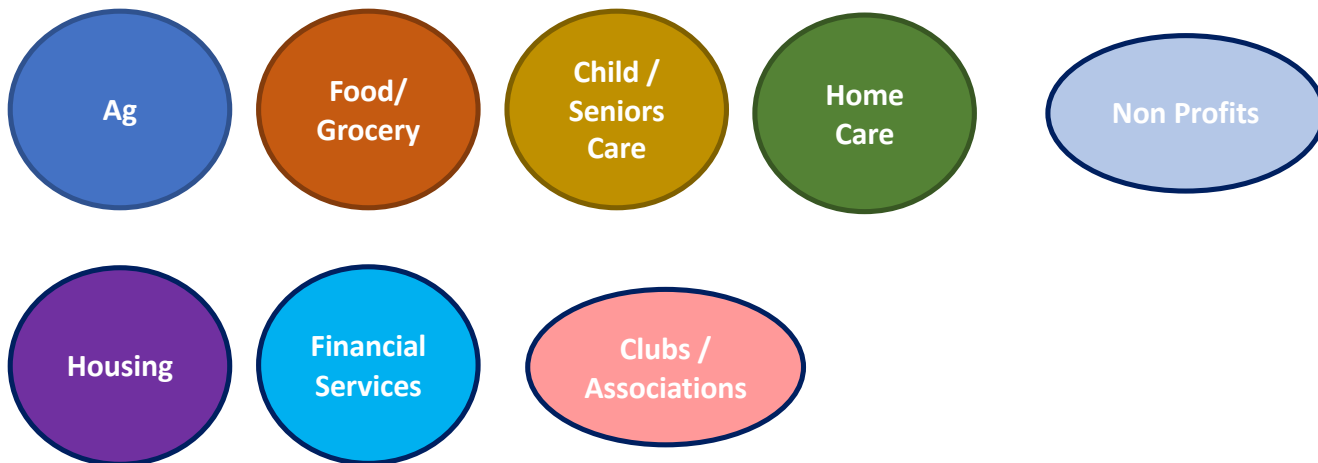
- Institutional education programs
- Integration of co-ops into SBDCs and entrepreneurship education

What does a
robust, thriving
COOPERATIVE
ecosystem look
like?

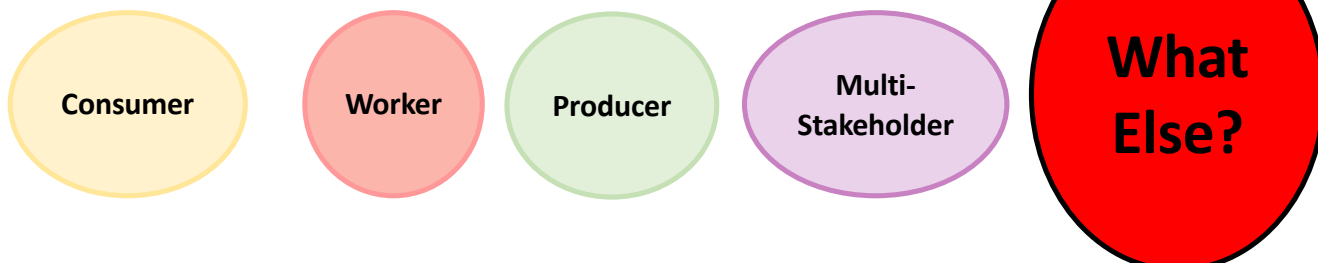


Take 15 minutes to envision your ideal
cooperative ecosystem and put it on paper!

THINK ABOUT SECTORS...but not limited to



THINK ABOUT OWNERSHIP...keep in mind the principles



Cooperative Essential Elements: Skills, Capacity & Financing

Do the people doing the work have the necessary skills?

- Co-op specific skills – like democratic governance
- Management and entrepreneurial skills
- Core business and job functions

Are there professionals well-versed in cooperatives?

- Attorneys
- Accounts and CPAs
- Board trainers and facilitators, governance
- Conflict resolution specialists, mediators

Is there money available for cooperatives to take root and to grow?

- Equity – what can co-op member owners contribute? Community members?
- Debt – what are banks, credit unions and BEDC willing to loan them?
- Grants – what philanthropic funds are available for startup assistance?



- **29,000** Cooperatives in the US
- **2 million** jobs
- **\$652** billion in annual sales
- **\$3** trillion in assets

Established in 1916, **NCBA CLUSA** is the **oldest** and **largest** U.S. trade association for cooperative businesses in the U.S. and an international development agency

- **60 years** in international development supporting small farmers and cooperatives
- NCBA CLUSA has worked in over 80 countries in Africa, Asia, and Latin & Central America
- Currently working in 17 countries



NCBA CLUSA

www.NCBA.coop

Eager to learn more about the **POWER** of Cooperatives?

SAVE THE DATE for these next level public seminars



Tuesday, December 4th
Public Seminar (venue TBC)

- History of Cooperatives
- Mondragon success story
- What is a Cooperative? Is a Cooperative for me? 10 Mondragon Cooperative principles
- Models of successful Cooperative ecosystems



Wednesday, December 5th
Public Seminar (venue TBC)

- Cooperative governance 101
- Financing your Cooperative
- Local Cooperative development thoughts, partnerships & development opportunities
- Housing, clubs, transportation, youth, healthcare PLUS

Can you spot the difference between the 10 Mondragon (Spain) Cooperative Principles detailed on pages 11 and 12 and the below 7 Cooperative Principles embraced by many US Cooperatives?



COME CELEBRATE WITH THE



AT THE

2018

GLOBAL ENTREPRENEURSHIP WEEK
FESTIVAL OF
ENTREPRENEURSHIP

Sunday November 25th 2018

2:00 PM - 5:00 PM | FREE EVENT

Lawn of The Cabinet Building
105 Front Street, City of Hamilton

MASTER OF CEREMONIES

Qian Dickinson

JOIN US AT THIS FREE FUN EVENING

CELEBRATING **Entrepreneurship!**



GLOBAL
ENTREPRENEURSHIP
WEEK
GOMBEYS

DIGNITARIES & SPEAKERS
GEW EVENTS INFORMATION

DJ RICO

MUSIC & ENTERTAINMENT
VENDORS OF BERMUDA-MADE
AND BERMUDA-INSPIRED
PRODUCTS

LOCAL FOOD & BEVERAGES

NETWORKING

GIVE-A-WAYS

FUN ZONE

PLACE'S GOMBEYS

MAJORETTES

B2B

NETWORKING EVENTS

BE a HUNTER EVENT

Scavenger Hunt around the City of Hamilton.

Network with other entrepreneurs to find the CLUES!

NOVEMBER 23rd
5:30 - 8:30pm | \$30 PP
Max 5 per team (\$135)

Starts at BEDC Headquarters
 Sophia House, 48 Church Str.

Part proceeds to
Tomorrow's Voices Autism Centre. Charity #816



**BOOK BOTH
 EVENTS AND GET
 10%
 OFF TOTAL!**

BE a BOWLER EVENT

Bowl for Business at Strykz Bowling Lounge.

Network with other entrepreneurs while rolling a STRIKE!

NOVEMBER 30th
6:00 - 9:00pm | \$30 PP

STRYKZ Bowling Lounge
 Southside, St. David's

DON'T FEEL LIKE DRIVING?
 Catch the Event Bus (\$40 PP includes bowling cost).
 Bus leaves BEDC 5:30pm, departs South Side at 8:30pm.



FUN FESTIVE FEARLESS FRIDAY NETWORKING EVENTS FOR ENTREPRENEURS
 WIN GREAT PRIZES | GOODY BAGS & GIVEAWAYS | COCKTAILS & FOOD
 TO REGISTER CALL 292-5570 OR EMAIL: RECEPTION@BEDC.BM

Call to Action!



Sign up this evening to receive information on the December 4th and 5th public seminars.



Ready to move forward with your Cooperative business idea? Contact BEDC to set up a confidential meeting to discuss.



Love the Cooperative space and want to learn to facilitate educational seminars and be a part of our 2019 Train-the-Trainer workshops?

State your interest on the information sheet this evening.



Want to receive the quarterly Bermuda Cooperative Development E-News, starting Feb. 2019? Simply tick the box.

Yours in cooperation,

**Economic & Cooperative Development Unit
The Bermuda Economic Development Corporation (BEDC)**

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www.bedc.bm