

CWCF One-year Strategic Plan, Nov. 2017 – Nov. 2018

This strategic plan has been developed through consultation with the members and the Board. Through this consultation the Board now recommends that it is timely for CWCF to accept a strategic plan for only one year and engage in deep analysis of its present context, the challenges, and visions and develop a more substantially new strategic plan for the period November 2018 to November 2021.

Vision: To be a growing, cohesive network of democratically controlled worker co-ops that provide a high quality of worklife, and support the development of healthy, just and sustainable local economies, based on co-operative values and principles.

I. TO WORK IN SOLIDARITY WITH OUR MEMBERS TO ACHIEVE OUR VISION OF A CO-OPERATIVE ECONOMY

1.1 Meaningfully engage members in CWCF

<u>Activities</u>	<u>Notes</u>
1. Engage in substantial strategic planning process	<i>Allocate \$10,000 from Reserves to secure the needed staff support</i>
2. Have a dynamic newsletter and social media presence.	<i>Bi monthly newsletters/ regular Facebook and Twitter posts/use Instagram more effectively. Update and revamp the website and newsletter look periodically. (CMSM)ⁱ</i>
3. Carry out regular member visits.	<i>Include a budget for more in-person visits. Do more email/telephone follow-up with members; maintain/build relationships with as many members as possible. (ED & CMSM)</i>
4. Offer regular webinar sessions on topics with a high level of interest for members.	<i>Offer 10 webinar sessions annually (CMSM)</i>
5. Develop a peer support system for worker co-ops.	<i>Use various strategies – consider using a peer support system for WC’s (e.g. Slack), Table of ED’s/managers; virtual coffee program, moderated forums/listservs; Use Facebook page more- Slack; move some of the developers’ information to the Facebook group, but leave out the details; by having a list of who within worker co-ops would be willing to talk to others on particular topics</i>

	<i>Put more into member visits including resources, instead of surveys. (CMSM)</i>
6. Deliver excellent regular conferences with a high level of attendance by members.	<i>Possibly every two years with just AGM by teleconference in between & encouraging members to go to the US FWC meeting in the off years. Host periodic sessions in which WC's would take turns presenting themselves, then others would give feedback. (CMSM with ED)</i>
7. Undertake a regular member survey.	<i>This will be done periodically but not necessarily annually (CMSM)</i>
8. Attempt to better engage the other types of members in CWCF, including Associate Members, RF members, and developer members/ CoopZone.	<i>Relationship with RRSP associate members: seek small changes; mostly improved communications / newsletter & AGM. Maybe an annual newsletter to Associate members with Fund and general membership information. (CMSM with ED)</i>
1.2 Provide information on best practices on governance and management	
<u><i>Activities</i></u>	<u><i>Notes</i></u>
1. Improve the information available on the web site for members and the public.	<i>Update and add new articles to website.(CMSM)</i>
2. Partner with university research organisations to advance our understanding of worker co-ops.	<i>(ED and others)</i>
1.3 Offer indispensable services to members.	
<u><i>Activities</i></u>	<u><i>Notes</i></u>
1. Provide access to capital.	<i>Worker Co-op Fund. Insert information into newsletter 2-3 times per year. (ED and Investment Committee)</i>
2. Provide access to Technical Assistance Program grants and consultation (staff) to members and potential members.	<i>Insert information into newsletter, increase amounts. (CMSM)</i>
3. Provide access to Group insurance programs.	<i>Co-operators presentations at conferences/ include more information in newsletter. (CMSM)</i>
4. Provide access to the RRSP program – including through the Investment Fund/ CEDIF approach.	<i>(RRSP PM)</i>

5. Provide tools such as the Co-op Index to assist worker co-ops with governance and management.	<i>(ED/CMSM)</i>
6. Explore creation of a mentorship program.	<i>Including with help / organization by retired WC people including FME. (ED)</i>
7. Enable resource sharing.	<i>Identify method/ Manitoba Caucus indicated interest to set this up but there was no follow-up. (CMSM)</i>
II. SUPPORT THE DEVELOPMENT OF NEW WORKER CO-OPS	
2.1 Promote the worker co-operative model.	
<u><i>Activities</i></u>	<u><i>Notes</i></u>
1. Develop and create positive media opportunities for the worker co-op model.	<ul style="list-style-type: none"> • <i>Work with supportive media organizations such as the Media Co-op, Axiom News, and Rabble to promote worker co-operatives. Get CMSM to ask their editors / writers if they'll go onto our e-newsletter list, &/or accept occasional big stories. (CMSM)</i> • <i>Work with partners including trade unions, values-based business and associations, and educational co-operatives to promote the worker co-op option. (ED)</i> • <i>Create and promote videos and success story articles about worker co-ops. (CMSM)</i>
2.2 Help fledgling worker co-ops grow.	
<u><i>Activities</i></u>	<u><i>Notes</i></u>
1. Participate in the National Co-op Investment Fund and work to ensure that it meets the needs of worker co-ops.	<i>FME is on the Board. (FME)</i>
2. Provide access to capital and the Technical Assistance program in conjunction with CoopZone (items 1.3.1 and 1.3.2, above), to fledgling worker co-ops who commit to becoming members.	<i>Seek to increase or modify amounts. (ED and CMSM).</i>

2.3 Advance the business conversion agenda.	
<u>Activities</u>	<u>Notes</u>
1. Seek resources for a program to facilitate business successions using worker co-ops.	<i>Needs to be dropped, or else scaled up. Look at hiring a contract staff member, to coordinate & identify opportunities, with actual conversions done by co-op developers. We may need new partners: provinces, seniors' groups, unions, etc. Work more creatively with Alain Roy & CMC, etc. (ED)</i>
III. TO STRENGTHEN THE FEDERATION	
3.1 Enhance CWCF's financial and human capacity	
<u>Activities</u>	<u>Notes</u>
1. Encourage existing worker co-operatives to join CWCF.	(CMSM)
2. Increase Federation revenue.	<i>Increase by 10% / year, regional federation dues by 20% every year and member dues by 10% every year. (ED)</i>
3. Maintain CWCF's reserves to 1 year of core operating activities.	(ED)
4. Provide fair compensation to staff.	<i>Consider a compensation review, including pension plan. (ED)</i>
5. Enhance CWCF governance.	<i>Work to refine the style of Board meetings and decision-making: consensus? Less operational.</i>
6. Strengthen and improve our HR policies / practices.	<i>Staff/board/ HR committee/ Executive Committee (ED)</i>
IV. TO REPRESENT AND PROMOTE THE CANADIAN WORKER CO-OP MOVEMENT IN CANADA AND INTERNATIONALLY	
4.1 Participate in regional, national and international cooperative organisations to advance CWCF's vision.	
<u>Activities</u>	<u>Notes</u>
1. Engage meaningfully with CMC, The Co-operators, Provincial Associations, & ICA.	<i>Staff to talk to PA representatives to assess the value of participation per region. Convene representatives to CMC and PA's as appropriate to participate on CWCF Board meetings. (ED) Encourage PA's to all have a link re: CWCF on their web sites, reciprocally. (CMSM)</i>

2. Maintain and enhance the relationship with the US FWC.	<i>(ED)</i>
3. Actively engage in CICOPA.	<i>Ensure representation on the Executive Committee of CICOPA and maintain effective communications between the EC member and the CWCF Board and CMC. (Alain Bridault, ED)</i>
4.2 Advocate for a supportive policy environment for worker co-ops, with a focus on the federal level, and other levels where there are opportunities.	
<u><i>Activities</i></u>	<u><i>Notes</i></u>
1. Develop and review a public policy platform to strengthen worker co-ops and their development in targeted areas.	<i>(ED, and Gov't Affairs Advisor)</i>
2. Engage in lobbying at various levels for legislation and programs to facilitate development of worker co-ops.	<i>(ED, and Gov't Affairs Advisor)</i>
3. Maintain relationships with elected officials and civil servants.	<i>(ED, and Gov't Affairs Advisor)</i>
4. Coordinate with other like-minded organizations on our co-operative policy.	<i>(ED, and Gov't Affairs Advisor)</i>
5. Seek to have the party platforms incorporate our policy positions.	<i>(ED, and Gov't Affairs Advisor)</i>

ⁱ CMSM = Communications and Member Services Manager. ED = Executive Director, RRSP PM = RRSP Program Manager , FME = Fund Manager Emeritus.