

# Three-year Strategic Plan, Nov. 2014 – Nov. 2017

(Presented at 2014 AGM)

**CWCF 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 and sustainable local economies, based on co-operative principles.

## I. STRENGTHEN OUR WORKER CO-OPS

### 1.1 Meaningfully engage members in CWCF.

1. Offer regular tele-learning sessions on topics with a high level of interest for members.
2. Develop a peer support system for worker co-ops including the creation of listservs and other strategies.
3. Deliver excellent annual conferences with a high level of attendance by members.
4. Undertake an annual member survey.

### 1.2 Provide information on best practices on governance and management.

1. Redesign the CWCF web site and include a members' only section.
2. Improve the information available on the web site for members and the public.
3. Engage members and supporters on social media and with a dynamic newsletter.
4. Partner with university research organisations to advance our understanding of worker co-ops.

### 1.3 Offer indispensable services to members.

1. Provide access to capital.
2. Provide tools such as the Co-op Index to assist worker co-ops with governance and management.
3. Provide access to Group insurance programs.
4. Provide access to the RRSP program.
5. Provide new services as identified.

## II. SUPPORT THE DEVELOPMENT OF NEW WORKER CO-OPS

### 2.1 Promote the worker co-operative model.

1. Work with supportive media organizations such as the Media Co-op, Axiom News, and Rabble to promote worker co-operatives.
2. Work with partners including trade unions, values-based business and associations, and educational co-operative to promote the worker co-op option.
3. Create and promote videos and success story articles about worker co-ops.

## **2.2 Help fledgling worker co-ops grow.**

1. Continue to provide the Technical Assistance Program, through both staff support and small grants to hire CoopZone developers and others.
2. Provide loans to eligible worker co-ops through the Tenacity Works Fund.
3. Participate in the National Co-op Investment Fund and work to ensure that it meets the needs of worker co-ops.
4. Explore creation of a mentorship program between successful and new worker co-ops.

## **2.3 Advance the business conversion agenda.**

1. Seek resources for a program to facilitate business successions using worker co-ops.

# **III. REPRESENT THE CANADIAN WORKER COOPERATIVE MOVEMENT**

## **3.1 Participate in regional, national and international cooperative organisations to advance CWCF's vision.**

1. Participate actively in CMC, The Co-operators and Provincial Associations.
2. Liaise with regional federations and facilitate inter-regional dialog amongst worker cooperatives and between regional organisations.
3. Maintain and enhance the relationship with the US FWC and CICOPA-Americas.
4. Ensure representation on the Executive Committee of CICOPA-World and maintain effective communications between the EC member and the CWCF Board and CMC.
5. Participate in CICOPA/ICA meetings.

## **3.2 Advocate for a supportive policy environment for worker co-ops.**

1. Develop and review a public policy platform to strengthen worker co-ops and their development in targeted areas.
2. Engage in lobbying at various levels for legislation and programs to facilitate development of worker co-ops.
3. Maintain relationships with elected officials and civil servants.
4. Coordinate with other like-minded organizations on our co-operative policy.
5. Seek to have the party platforms incorporate our policy positions.

# **IV. STRENGTHEN THE FEDERATION**

## **4.1 Enhance CWCF's financial and human capacity**

1. Encourage existing worker co-operatives to join CWCF.
2. Increase Federation revenue by 10% / year, regional federation dues by 20% every year and member dues by 10% every year.
3. Build up /maintain CWCF's reserves to 1 year of core operating activities.
4. Provide fair compensation to staff.
5. Enhance CWCF governance.