**Building Community Resiliency:**

**A Proposal to Maintain Jobs and Businesses through Co-operatives**

February 2021

To: Government of Canada

From: Canadian Worker Co-op Federation

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# Executive Summary

The [Canadian Worker Co-operative Federation](https://canadianworker.coop/) (the “Federation” or “CWCF”) has a vision and a plan to strengthen communities and their economies by managing part of the COVID-19 Economic Response Plan to save small and medium-sized enterprises (“SMEs”). The Federation has the experience, the required skills, and the networks to contribute. This proposal would aid the Government of Canada to efficiently and effectively deliver support to enterprises whose owners, investors, and workers are concerned about business survival and succession.

To save jobs and businesses during the unprecedented COVID-19 crisis, the Federation is offering to partner with the Government of Canada to help restore the economy, as part of *Building Back Better*. One tool we have to relieve distressed business owners from carrying the entire burden of owning, operating and financing an enterprise, is to help them plan their succession or the transfer of their businesses to worker co-operatives[[1]](#footnote-1). Wherever possible, the prior owners would continue to be important participants in the businesses.[[2]](#footnote-2) The Federation would take on responsibility to deliver federal support to the affected businesses through its established networks, including willing allied organizations such as national, sectoral, and provincial / territorial co-operative associations.

Co‑operatives have a proven track record and a superior survival rate compared to other businesses. And, they are part of the International Co-operative Alliance which is built on the [internationally agreed-upon co-operative values and principles](https://www.ica.coop/en/cooperatives/cooperative-identity). Canada has an estimated 9,000 co-ops in many sectors of the economy providing 18 million members with products and services in [savings and](https://ccua.com/) [credit](https://desjardins.coop/) co-operatives, [insurance co-operatives](https://www.cooperators.ca/) or [mutuals](http://www.camic.ca/en/), [agri-food](https://www.lacoop.coop/en/home), and [housing](https://chfcanada.coop/)[[3]](#footnote-3). This initiative is a concrete response to [Motion M-100](https://canada.coop/en/news/motion-m-100-adopted-unanimity-house-commons) adopted unanimously by Parliament, in the spring of 2017, calling for the establishment of a federal framework to promote the recognition and development of co-operatives in Canada. The motion also calls on Innovation, Science and Economic Development (ISED) to establish a national co-operative development strategy.

The Federation’s proposal includes three key elements to address this major disruption in the Canadian economy:

1. Invest in a dedicated patient (long-term) capital fund for the development of worker co-operatives, building on the success of the Federation’s existing *Tenacity Works Fund*. ($70 million for patient capital). This Fund could support conversions as well as the development of existing and new co-operatives.
2. Support small and medium-sized business (SMEs) that wish to convert to worker co-operatives as an effective business succession strategy by facilitating the ability of employees and community members to participate in business ownership. ($19 million for technical assistance)
3. Provide funds for the marketing and promotion of the program using popular culture and other creative means, particularly online. ($2 million to support the creation and dissemination of promotional strategies).

The funds would not be one-time grants or investments, but would be sustainable and perpetual. Any enterprise that receives funds under this program would be required to place a matching amount into an indivisible reserve or trust for the worker co-operative under consideration. If the enterprise owners subsequently sold to a private firm and ceased being a worker co-operative, they would have to pay back all monies in the indivisible reserve to the *Tenacity Works Fund*. The total investment from the Government of Canada, for a national program, would be $91 million.

This program would assist the Government of Canada to help SMEs survive, facilitated by local networks. In Quebec, Worker and Solidarity Co-operatives are an integral part of the social economy. The co-operative economic model is also the pillar of economic resilience in the most prosperous, resilient regions in Europe and elsewhere, including: Emilia Romagna in Italy; Mondragon, Valencia, and Almeria in Spain; Parana in Brazil; and municipal economies in Barcelona, Preston UK, and Cleveland USA.

The Federation will invest its resources in the form of the existing Tenacity Works Fund, and its proven expertise. We will also seek additional funds from other sources to be invested in worker co-operatives to help strengthen Indigenous communities, rural communities, sectors with precarious employment, and industries that will support a just transition to a renewable energy economy. We represent worker co-operatives across the country in both official languages. We have a proven track record, infrastructure ready to go, and can scale up as required. Administrative costs will be modest, less than 10 percent.

Because the infrastructure and networks already exist to deliver this Program, it is scalable and could be rolled out on a pilot basis in one region. For example, if it were piloted in Atlantic Canada, with approximately 6.5% of the population of Canada, the corresponding contribution from the Federal Government would be just over $5.9 million.

We look forward to your response to our proposal.

# Introduction

The world around us has changed, dramatically, as a result of COVID-19. The co-operative enterprise model, especially when partnered with government, is a proven way to help people grow in the light, even in times of darkness. Canadians need this partnership to harness the co-operative potential inherent in all of us, and quickly. The Canadian Worker Co-operative Federation has been researching and incubating these ideas for decades, and feels called to partner with the Government of Canada to help people and communities save jobs and small businesses.

A recent public opinion poll asking for Canadians’ perspectives on the pandemic found that: [[4]](#footnote-4)

* 40 per cent of Canadians believe this is the biggest crisis Canada has faced since WWII,
* 75 per cent say that the pandemic is an opportunity to make some “major changes to Canadian society”.

A poll last spring found that:[[5]](#footnote-5)

* 75 per cent want to see a willingness to set aside profit for the public good, and
* 63 per cent favour Canadian ownership.

The impact and contribution of co-operatives within various parts of our economy align closely with Canadians’ desire for economic recovery and resiliency, community development, and making life more affordable. Co-op enterprises offer a lower risk profile than conventional small-business ownership and are founded on principles of collective ownership, democratic governance, profit sharing, and community impact. Principles that most Canadians share.

The Federation’s proposal has three inter-related components: 1) Support the conversion of 180 SMEs to co-operatives together with owners who would like or need to transfer the business to the employees and other community stakeholders; 2) Scale up our *Tenacity Works Investment Fund* to support the conversion, start-up and growth of 175 worker and multi-stakeholder co-ops, and enable the fund to become financially self-sustaining; and 3) Promote the option of converting businesses to worker co-operatives.

We would like to clarify that it is not our Federation itself which seeks resources. Rather, we are seeking resources which would flow through the Federation in order to save small businesses at risk, by converting them to worker and multi-stakeholder co-op enterprises.

With an investment of $91 million from the Government of Canada, $5 million from SMEs that convert to co-ops, and $5 million in-kind from the Federation and partner organizations, we intend to retain and create an estimated 4,950 jobs at an average cost of $20,400.

# Economic and Social Impacts of the Pandemic

We are all aware of the devastating impact of the pandemic on communities and workplaces. Older and more frail people in long-term care homes, and their caregivers, have been among those who have suffered the most. Also harder hit are women, Indigenous people, newcomers, racialized Canadians, and youth. As the economy carefully re-opens, people are confronting their fears, and businesses and governments are working hard to support economic recovery in a way that protects the health and safety of workers and the public.

The impact of most Canadians staying at home is readily apparent in our economy, and there are also hidden costs on the emotional and mental well-being of Canadians. The uncertainty and constant barrage of new information regarding the pandemic is creating growing anxiety, as is the economic downturn, with deflation, growing unemployment, and unheard-of government spending. The economic statistics are all sobering, and the changes in the economy are exacerbating inequality, notably for women, racialized Canadians, youth and all who were already marginalized.

The Conference Board of Canada estimates that the Canadian economy contracted by 5.3% in 2020, “the deepest recession in modern times.”[[6]](#footnote-6) The International Monetary Fund (IMF) “warned that the world economy continued to face ‘exceptional uncertainty’ and new waves of COVID-19 infections and variants posed risks, and global activity would remain well below pre-COVID projections made one year ago. Meanwhile, the IMF had a more dire outlook for Canada’s economy. It slashed its 2021 GDP outlook for the country to 3.6% from 5.2%.”[[7]](#footnote-7)

Statistics Canada reported that the unemployment rate in December 2020 was 8.6%, having been much higher in the spring, but up from 5.6% in February 2020.[[8]](#footnote-8)

The Canadian Federation of Independent Business (CFIB) estimates that 58,000 businesses became inactive in 2020, and that one in six remaining businesses, or “181,000 small business owners are now seriously contemplating shutting down. Based on the organization's updated forecast, more than 2.4 million people could be out of work — a staggering 20 per cent of private sector jobs.”[[9]](#footnote-9)

Once the government supports to businesses and individuals wind down, there will be a dramatic need for innovative solutions to facilitate saving businesses, jobs, and services.

**Co-operative Enterprises Build a Better World**[[10]](#footnote-10)

As people worldwide find ways to help each other in their communities during this pandemic, the idea of co-operating to fulfill our needs is gaining traction. In a March 2020 survey, 95 percent of Canadians agreed that the world would be a better place if people collaborated more with each other,[[11]](#footnote-11) and 83 per cent would rather buy their products at a co-op than at a private business.[[12]](#footnote-12)

Around the world, co-operative enterprises have demonstrated resiliency during previous economic crises, protecting consumers, producers, and workers in the long-term, while ensuring that goods and services continue to be available. Globally, there are 2.6 million co-ops with more than a billion memberships, and they generate $3 trillion in revenue annually from their $20 trillion in assets.[[13]](#footnote-13)

To help drive Canada’s pandemic economic recovery and resiliency, we need to engage more Canadians as members of these locally focused enterprises. Co-operatives generate 3.4% of Canada’s GDP (more than mining, telecoms or utilities), a volume of business of more than $85 billion per year, representing nearly 200,000 jobs (larger than the automotive industry).[[14]](#footnote-14) The 32 million co-operative membership cardholders represent about 8.7 million Canadians.

Right across this country, Canadians benefit from agricultural co-ops, food co-ops, health care co-ops, childcare co-ops, housing co-ops, credit unions, rural utility and telecom associations, renewable energy co-ops, funeral co-ops, worker co-ops, and multi-stakeholder co-operatives (known as “solidarity” co-ops in Quebec). And, co-ops are set to grow. A majority of Canadians (57%) have a deep connection to the values of the co-operative sector. Six out of 10 Canadians:

* like to support local businesses whenever they can,
* want a say in how the place they work runs,
* agree that those who support or work in a business should benefit from its success, and
* agree that when people co-operate to address what they need, it produces better outcomes.

# Worker and Multi-stakeholder Co-operatives

All of the Federation’s member co-ops are either fully owned by the workers, or by workers and other stakeholders. As business owners, the workers (and other stakeholder owners) elect representatives to the board of directors. For example, a multi-stakeholder food co-op may have worker, producer and consumer owners on the board. Although only a minority of Canada’s thousands of vibrant co-operative enterprises, the 280 active worker co-operatives are also among the most stable – as has been shown in a variety of studies, including in Quebec, BC, Alberta, as well as in Europe.

Worker-owners have roots in their communities, unlike outside venture capital or multinational firms. And, because worker-owners have a say in how their businesses are run, they generally have good working conditions, decent hours, and livable wages. These co-ops also have extra strength and resilience in dealing with market downturns, as the workers find creative solutions in work-sharing and using indivisible reserves to provide needed cash flow.

Over 100 studies across many countries indicate that employee ownership (in co-operatives and other legal forms like Employee Stock Ownership Plans or “ESOPs”) is linked to :

**Multicultural Health Brokers Co-op** (mchb.org) began 25 years ago to support its diverse membership.  Today, the 75 worker-owners serve over 2,000 families in Edmonton and area. The goal was to enhance the health and well-being of families, and foster their efforts at building community so they could thrive, and actively contribute to society. The co-op’s cultural brokers are from immigrant communities, and know first-hand the social, economic, and language difficulties that immigrants and refugees face. This places the co-op in a unique position to bridge the gap between newcomer families and Canadian society.



1. increases in enterprise performance and productivity, particularly where ownership includes increased participation in decision-making,
2. greater job stability and increased skills development with fewer layoffs in recessions,
3. significant potential to alleviate income inequality, and
4. improved quality of work life due to workers having greater control and more aligned incentives.[[15]](#footnote-15)

Worker co-ops offer a way into the economy for those who need jobs, and a way to sustain jobs in businesses threatened by changing circumstances. CWCF also supports co-ops of independent contractors who don’t want to be sole proprietors, because they prefer working alongside colleagues. CWCF has a plan and program to help employees take ownership of businesses facing closure, and we want to multiply these efforts.

# Demographic and Sectoral Opportunities for Co-operative Enterprises

Statistics Canada’s December Labour Force Survey, “Employment remained farther from pre-pandemic levels for youth (-10.5%) than for all other demographic groups in December…” The unemployment rate of visible minorities was 9.9%.[[16]](#footnote-16)

Maclean’s reported in December that, “The world’s first recession that hit women (and low-paid, racialized and young) workers first continues to hit women hardest. In February, before the pandemic hit, women made up half of payroll, but – except for the levels of part-time employment – women’s metrics were lower than men’s on virtually all paid-work parameters (average actual hours worked, employment rates, full-time employment, participation rates). By November, women had fallen even further behind on every front…”[[17]](#footnote-17) The Canadian Human Rights Commission has stated: “These disproportionate impacts could have long-term and far reaching consequences. If we are to restore momentum in our efforts to bring about gender equality in Canada, social and economic recovery efforts must take a feminist approach.”[[18]](#footnote-18)

We need to look closely at how some of these hardest hit workers – women, Indigenous people, newcomers, racialized Canadians, and youth – can be supported to build jobs that pay living wages and provide opportunities for democratic participation in their workplaces.

Given the impact of the pandemic on the health (including long-term care and homecare), service and retail sectors of the economy, CWCF is interested in working together with the Federal and Provincial governments to identify potential sectoral opportunities for business conversions (or start-ups) to worker or multi-stakeholder co-ops.

In addition to the health, service and retail sectors, there are growing opportunities for the development of platform co-operatives, innovative tech enterprises that are owned and democratically controlled by their members.[[19]](#footnote-19) Professor Trebor Scholz of The New School in New York City estimates that there are currently 500 projects under the platform cooperativism banner.[[20]](#footnote-20) Among them are Eva, an Uber-like service in Montreal aimed at people who want to support a local business; and Stocksy United, a stock-photo platform based in of Victoria, British Columbia that’s collectively owned by nearly 1,000 photographers.[[21]](#footnote-21)

**Eva** is a cooperative ride-sharing application based on blockchain. Eva launched in May 2019 in Montreal with financial support from Desjardins, Canada’s largest credit union. It’s like Uber, but aimed at people who want to support a local business. The platform has 500 active driver members, with 500 more in the process of joining, and a growing base of 17,000 consumer members. In line with their cooperative business model, the code for the app is being made available to other local co-ops around the world. The first “social franchise” to register is a drivers’ cooperative in Dhaka, Bangladesh. <https://eva.coop/>



**Stocksy United** is a multi-stakeholder co-operative owned by its photographer and worker members. The platform offers royalty-free stock photos and video. As an artist-owned co-op, it ensures that its member artists receive fair pay, 50 to 75 percent of all licenses go directly into contributors’ pockets. The sense of community and ownership felt by our members drives a greater level of passion into their work, resulting in inspired imagery of the highest quality.

<https://www.stocksy.com/>

The *Platform Co-op Development Kit* is a multi-year project that advances the co-operative digital economy. It was initiated with a $1 million (USD) grant from Google.org. It is a collaborative project of the Platform Cooperativism Consortium, with The New School in New York City, the Inclusive Design Research Centre (IDRC) at OCAD University in Toronto, and platform co-op communities worldwide. The Kit project is seeking to raise a total of $10 million (USD).

The Kit includes online tutorials, worker co-op case studies, and a channel where workers can communicate with each other. There are also technical support resources, like a legal clinic at Harvard Law School to equip workers with guidance as they build out their co-operative platforms.[[22]](#footnote-22)

# CWCF Proposal

Canadian Worker Co-operative Federation has a thirty-year history of providing support to worker and multi-stakeholder co-operatives in many sectors of the Canadian economy. This triple-bottom line enterprise model is ideally suited to help Canadians rebuild their economies and communities during and after the pandemic.

As the country moves forward, the CWCF wants to contribute to rebuilding our economy. The co-operative sector, which already underpins the local economies of many smaller communities, demonstrates an alternative that is stable and resilient, supporting workers and families.

By investing in the co-operative enterprise sector, the Federal Government will help build locally owned, sustainable enterprises that will augment the overall resilience of our economy going forward.

We propose strengthening Canada’s worker and multi-stakeholder co-operative movement as part of the response to the pandemic. We believe that facilitating local co-operatives and

enhancing co-operative networks improves stability everywhere, and can also offer constructive solutions to climate change, economic inequality, and precarious employment.

Table 1 shows the proposed in-kind investment from the CWCF and its partners ($5 million), the Government of Canada ($91 million), and SMEs converting to co-operatives ($5 million).

We seek to dramatically increase the size of CWCF’s Tenacity Works Co-op Investment Fund (started in 2000 with $1.5 million, and currently at just under $500,000) with a $70 million investment from the Government of Canada. In addition, it should be noted that CWCF also has $70 million under administration in our RRSP-TFSA program, in co-ops of various types from many small investors. We are proposing three tranches of investment from the Government of Canada over the next five years to expand our Tenacity Works Fund.

|  |  |  |
| --- | --- | --- |
| **Table 1: CWCF Proposal - Building Community Resilience** | **$000s** | **Percent of Total** |
| **Description of Investment** |
| **CWCF Tenacity Works Fund** |  |  |
| Tenacity Works Co-op Investment Fund - Stage 1 (2021) | 20,000 | 19.8% |
| Tenacity Works Co-op Investment Fund - Stage 2 (2023) | 25,000 | 24.8% |
| Tenacity Works Co-op Investment Fund - Stage 3 (2025) | 25,000 | 24.8% |
| **Government of Canada Investment** | **$70,000** | **69.3%** |
| **Business Succession to Co-operatives - Service Provision** |  |  |
| **Government of Canada Investment** | **21,000** | **20.8%** |
| Contribution by SMEs Converting to Co-operatives | 5,000 | 5.0% |
| In-kind Investment by CWCF and Partners (5%) | 5,000 | 5.0% |
| **Total Investment in SME Succession** | **$31,000** | **30.7%** |
| **Total Government of Canada Investment** | **$91,000** | **90.1%** |
| **Total Investment** | **$101,000** | **100.0%** |
| Government of Canada Investment |  |  |
| Total Investment (including Canada, CWCF & SMEs) |  |  |

This scaling up will allow the CWCF to enable the conversion of 180 SMEs to co-operatives, and help fund the start-up, conversion and expansion of 175 worker co-ops. The average loan size per co-op is estimated at $316,000, with $55 million of the $70 million being placed within the first five years. Our financial forecasts show that the fund will break even in year 5 and become self-sustaining, with no additional funding required by government for these supports to be provided. As a revolving investment Fund, benefits will continue to accrue to future SME’s in the future, as well.

The second part of the investment is for service provision to facilitate business succession to co-operatives, supporting SME business owners who would like to exit either because of the pandemic or to retire. We are estimating that 900 SMEs would have an ***initial evaluation*** (at an average cost of $3,000) to determine whether or not the business meets the necessary requirements for a co-op conversion. We expect that half of these evaluations will be positive and will move the businesses to the next stage, a ***pre-feasibility study and transition plan*** (at an average cost of $7,500). We estimate that 60 per cent of these businesses will move to the next stage, ***business valuation*** (with an average cost of $20,000 per business). Three quarters of these businesses will move to the next stage of ***developing a complete business case*** for the transition, and nine out of ten will **complete the transfer**.



The Conversion to Cooperatives Project (CoopConvert), based at the University of Toronto and *l’Université de Sherbrooke*, aims to better understand Business Conversion to Cooperatives (BCCs) as outlets for preserving jobs, addressing business succession needs, and starting new cooperatives across Canada. Creating knowledge, building capacity, and enhancing sustainable cross-sectoral networks, the CoopConvert Project is of interest to the cooperative movement, policy makers, retiring business owners, unions, local communities, and working people, in Canada and beyond.

<https://www.coopconvert.ca/copy-of-about>

Follow-up consulting will be used by 80 per cent of the conversions to help with the transition to worker ownership, including governance and management training. By the end of the five-year period, ***we estimate 183 businesses completing a conversion***, or 20 per cent of the original businesses that had the initial evaluation.

CWCF’s Succession Planning program can help workers organize themselves as a for-profit or non-profit co-operative enterprise, and help make arrangements to compensate the business owner, who may or may not choose to remain involved. There are numerous examples of conversions to successful co-operatives, including housing and others as diverse as the Épicerie Coop Grocery (Moonbeam, ON), the Aron Theatre Co-op (Campbellford, ON) and the Kootenay Bakery Café Co-op (Nelson, BC).

Chart 1 shows the estimated number of jobs saved or created in the first five years. CWCF Tenacity Works loans will support or create 2,750 jobs and 2,196 jobs will be retained through SME conversion to a worker or multi-stakeholder co-op. That is a total of 4,946 good, co-operative jobs.

Chart 2 shows the estimated cost per job saved or created through the three main aspects of CWCF’s proposal to the Government of Canada: Scaling up the Tenacity Works Fund ($70 million), and conversion of SMEs to co-operative enterprises ($19 million), and promotion ($2 million). CWCF has a strategy to work together with its partners and allies (please refer to Appendix 1 for a partial list of these organizations) to implement these strategies, and ***it will not require building new infrastructure***. In other words, these investments are “shovel ready” as well as “shovel worthy”. Please refer to Appendix 2 for a detailed breakdown of these estimates.

# Possibility of a Regional Pilot

The infrastructure and networks already exist to deliver this Program. It is scalable across the country and it could be rolled out on a pilot basis in one region. For example, if it were piloted in Atlantic Canada, with 6.5% of the population of Canada, the corresponding contribution from the Federal Government would be approximately $5.9 million.

# Conclusion

There is strong evidence that employee ownership through worker and multi-stakeholder co-operatives provides significant benefits for businesses, workers, and society. Businesses become more productive and sustainable, and workers gain agency and assets, thereby decreasing economic inequality.

With the enormous challenges in our economy resulting from the pandemic, the Canadian Worker Co-op Federation is ready and able to partner with the Government of Canada to help retain and create businesses and jobs by harnessing the potential of worker ownership and co-operation.

# Appendix 1: Potential Delivery and Promotion Partners

|  |  |  |
| --- | --- | --- |
| **National Associations** |  |  |
| Co-operatives and Mutual Canada | CMC |  |
| Canadian CED Network | CCEDNet |  |
| Co-operative Housing Fed of Canada | CHF Canada |  |
| Health Care Co-operative Federation of Canada | HCCFC |  |
|  |  |  |
| **Provincial Co-op Associations (Anglophone)** | |  |
| British Columbia | BCCA |  |
| Alberta | ACCA |  |
| Saskatchewan | SCA |  |
| Manitoba | MCA |  |
| New Brunswick | CEC- NB |  |
| Nova Scotia | NSCC |  |
| Prince Edward Island | PEI CC |  |
| Newfoundland | NLFC |  |
|  |  |  |
| **Conseils de la Coopération (Francophone)** |  |  |
| Alberta CDEA | |  |
| Saskatchewan | CCS |  |
| Manitoba | CDEM |  |
| Ontario | CCO |  |
| Quebec | CQCM, CDRQ |  |
| New Brunswick | CDR-Acadie |  |
|  |  |  |
| **Quebec WC Federations** |  |  |
| Réseau de la coopération du travail | Réseau COOP |  |
| Fédération des coopératives forestières | FQCF |  |
| Fédération des coopératives de paramédics | FCPQ |  |
|  |  |  |
| **Financial Co-operatives (partial list)** |  |  |
| Alterna Credit Union | Ontario |  |
| Assiniboine Credit Union | Winnipeg |  |
| Affinity | Saskatchewan |  |
| Caisse solidaire | Quebec |  |
| Canadian Credit Union Association | National |  |
| Credit Union Atlantic | Nova Scotia |  |
| Servus Credit Union | Alberta |  |
| Vancity Credit Union | Vancouver |  |
| Vancity Community Investment Bank | National |  |
| The Co-operators | National |  |
|  |  |  |

# Appendix 2: Estimated Number of Jobs Saved/Created and Cost per Job



1. Herein we define “worker co-operatives” as all types of co-operatives eligible for Federation membership: co-operatives which are employee-owned, multi-stakeholder co-ops with substantial worker control, worker-shareholder co-ops, and/or related social-solidarity enterprises as defined in Federation by-laws. In Quebec, a multi-stakeholder co-operative is called a *coopérative de solidarité*. [↑](#footnote-ref-1)
2. Marcelo Vieta, Derya Tarhan, & Fiona Duguid, Canada’s SMEs, Business Succession, and Conversion to Co-operatives, CoopConvert Report No. 1 (draft) January 7, 2021. [↑](#footnote-ref-2)
3. These hyperlinks are to examples of large co-operatives like Desjardins, or federations in other sectors; see this federal [archived list](https://www.ic.gc.ca/eic/site/106.nsf/eng/00152.html) for more. In addition to CWCF in the workplace are [le Réseau COOP](http://reseau.coop/), the [Quebec Forestry Co-op Federation](https://www.fqcf.coop/), and the [Quebec Paramedic Co-op Federation](https://fcpq.coop/). [↑](#footnote-ref-3)
4. # Earnscliffe Insights, “What Canadians are saying about the ongoing impact of COVID”, Nov. 19, 2020, <https://earnscliffe.ca/en/news-and-insight/earnscliffe-webinar-confronting-the-virus-what-canadians-are-saying-about-the-ongoing-impact-of-covid/>

   [↑](#footnote-ref-4)
5. Earnscliffe Insights, “This Changes Everything”, May 22, 2020. <https://earnscliffe.ca/en/news-and-insight/earnscliffe-webinar-this-changes-everything/?fwp_news_and_insight=insights> [↑](#footnote-ref-5)
6. Conference Board of Canada, Recovery Rests on Vaccine Rollout”, January 12, 2021. <https://www.conferenceboard.ca/focus-areas/canadian-economics/canadian-outlook> [↑](#footnote-ref-6)
7. # IMF slashes Canada’s economic outlook, but boosts global growth forecast for 2021, Jan. 26, 2021, <https://globalnews.ca/news/7599800/imf-economic-growth-forecast-2021/>

   [↑](#footnote-ref-7)
8. Labour Force Survey, Dec. 2020 <https://www150.statcan.gc.ca/n1/daily-quotidien/210108/dq210108a-eng.htm> [↑](#footnote-ref-8)
9. # CBC News, COVID-19 could shutter more than 200,000 Canadian businesses forever, CFIB says, Jan. 21, 2021, <https://www.cbc.ca/news/business/cfib-survey-1.5882059>

   [↑](#footnote-ref-9)
10. The theme of the UN-Declared International Year of Co-operatives 2012: <https://social.un.org/coopsyear/>; work continues through the current “Co-operative Decade” by the International Co-op Alliance: <https://www.ica.coop/en/one-great-story-be-shared-million-people-instantaneously> [↑](#footnote-ref-10)
11. Abacus Data Research, March 2020. <https://canada.coop/en/news/release-study-co-operatives-and-mutuals-age-uncertainty> [↑](#footnote-ref-11)
12. <http://www.cooperativedifference.coop/co-operatives-in-canada/> [↑](#footnote-ref-12)
13. <https://www.un.org/esa/socdev/documents/2014/coopsegm/grace.pdf> [↑](#footnote-ref-13)
14. Karaphillis, G., and Duguid, F., Economic Impact of the Co-operative Sector in Canada, 2019. [↑](#footnote-ref-14)
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