

Canadian Worker Co-operative Federation/
Fédération canadienne des coopératives de travail
Annual Report | 2021 | Rapport annuel



CWCF
FCCT

CANADIAN
WORKER
CO-OP
FEDERATION

FÉDÉRATION
CANADIENNE DES
COOPÉRATIVES
DE TRAVAIL

NATIONAL VIRTUAL CONFERENCE

*“Building Better Together /
Mieux construire ensemble”*

November 16-18, 2021

canadianworker.coop/cwcf-conference-2021

CANADIAN WORKER
CO-OPERATIVE FEDERATION

www.canadianworker.coop/

Profile of the Canadian Worker Co-operative Federation (“CWCF”)

CWCF is the apex organization for worker co-ops in Canada. It was established in 1991. Offices are located in Calgary, AB, the Annapolis Valley, NS and in Winnipeg, MB. CWCF has a staff of five permanent employees working half-time or more (two in Calgary, two in Nova Scotia, one in Winnipeg), and two others who work very part-time for CWCF. Its Board of seven directors provides stewardship. There are two “at-large” director positions and directors for each of the following regions: BC, Prairies, Ontario, Quebec and Atlantic Canada.

Vision Statement

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.

Mission Statement

- 1) To work in solidarity with our members to achieve our Vision of a Co-operative Economy;
- 2) To support the development of new worker co-ops;
- 3) To strengthen the Federation, to animate the worker co-operative movement; and
- 4) To represent and promote the Canadian worker co-op movement in Canada and internationally.

Membership

CWCF has 54 direct worker co-op members and approximately 100 worker co-ops affiliated as indirect members, through the Quebec Regional Federation members, *Le Réseau de la coopération du travail du Québec*, *la Fédération québécoise des coopératives forestières*, and *la Fédération des coopératives des paramédics du Québec*, as well as other member types.

Table of Contents

President’s Report 2020-2021	2
Executive Director’s Report 2020-2021	3
Update on the 2019-2022 Strategic Plan	7
CWCF Worker Co-op Academy	10
Financial Report	11
The Co-operators: Membership and Insurance	12
The Mark Goldblatt Project: Arts and Culture Grant	13
Membership in Related Associations	13
Statement on the Co-operative Identity	14
Staff	15
Board of Directors 2020-21	16

[Note: in the electronic version of this document, the underlined blue text generally leads to hyper-links.]

#104, 402-30 Ave. NE, Calgary AB T2E 2E3
Tel: 403-276-8250 Fax: 403-338-0226

NB en français : La FCCT regrette de ne pas pouvoir offrir le Rapport annuel en français, mais nous sommes heureux de répondre à vos questions et commentaires en français. / CWCF regrets that we are unable to provide the Annual Report in French, but we would be pleased to respond to any questions and comments in French.

President's Report 2020-2021

By Reba Plummer

At the start of CWCF's 2020-21 fiscal year on September 1, 2020, most of the country was happily trying to get back to NORMAL (whatever that is and do we really want to get back to it)! Then the next waves rolled out across the country and the effects are still continuing to be felt over a year later. In Toronto most businesses were in LOCKDOWN from the end of November until June and even longer for restaurants - one of the longest (so far) lockdowns in the world. Our members across Canada have felt differing effects from the pandemic, but most have been able to pivot their operations to accommodate COVID restrictions, and some have absolutely thrived.

After our successful 2020 AGM Keynote speaker, Dr. Jessica Gordon-Nembhard, inspired us with her talk on **Diversity & Inclusion Aren't**

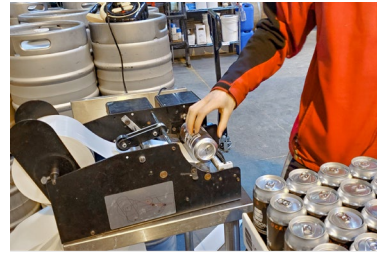
Enough: Practical Tools for Worker Co-ops and the Worker Co-op Movement, we formed our JEDI committee (Justice, Equity, Diversity, and Inclusion). We hosted a workshop in April and invited as many BIPOC folks and allies as possible.



Urbane Worker Co-op - Toronto

From this workshop we were able to expand the composition of the JEDI committee and create an Action Plan. The Action Plan will be presented at our upcoming [virtual Conference](#) as part of the workshop **Building on anti-racism in worker co-**

ops: practical tools to build real diversity, inclusion, and racial justice, and the need for a culture shift.



London Brewery Co-op - London

With the intention to share power and to express allyship and solidarity, the CWCF board

decided at its meeting in early November, 2021 that we'll be adding two board Advisor roles for BIPOC participants. CWCF has an established practice of bringing in advisors to participate along with the board when we are lacking in either a demographic group or specific expertise.

In the past, advisors has been used for Youth, Québécois.e.s, and most recently, for BC when we briefly had two people with interest in being the BC Director, one of whom was legally the Director and the other one, a BC Advisor. In all past cases, bringing in a demographic group we lacked around the board table has resulted in our board eventually reflecting that diversity without needing to continue the advisor roles, so it's been a bridge to greater board diversity which has worked well in the past. We've also invited Board advisors with specific skills: co-op fund management skills (which are now embedded in our Fund Investment Committee and our staff), and experience in government relations (which continues, with Alain Roy as our Government Relations Advisor).

The past year saw the launch of the Worker Co-op Academy with our first cohort completing, or nearing completion, of the program. During the Conference, two of the groups will show us their

co-ops using the [Ignite Presentation](#) style. The second season of the [Worker Co-op Academy](#) is slated to launch in the spring. Please spread the word.

Another excellent year of hard work by the staff and the board of directors has CWCF heading into the final year of the [2019-2022 Strategic Plan](#). The feeling is quite positive; we continue to work in solidarity with [our members](#), support the development of new worker co-ops through webinars and the Worker Co-op Academy, and strengthen the Federation and the worker co-op movement. We are helping to build the [Solidarity Economy](#) because *“Today, perhaps as never before, more people are becoming aware that capitalism has turned our lives and our planet into a commodity. A system that is environmentally unsustainable and socially unjust, and that is not able to guarantee the happiness and dignified life conditions of all persons in any place on the*

planet.” Carlos Askunze, REAS, Spanish Network of Solidarity Economy.

A sincere **Thank-you** is extended to the staff, board of directors, members, allies, and everyone who makes CWCF possible. We don't want to go back to the *before times*, we want to create a world that is equitable, just, inclusive, and values labour above capital.

We are Worker Co-operators!



Sun Certified Builders Co-op - Winnipeg

Executive Director's Report 2020-2021

by Hazel Corcoran

A Year Like No Other, with a Bright Future Ahead for the Solidarity Economy

Throughout CWCF's 2020-2021 fiscal year, a second CWCF year during the pandemic, most of our members (worker co-op members as well as Quebec Regional Federation members, and others)



La Siembra - Ottawa

continued to show resilience amidst these ongoing

challenging circumstances, although supported in some cases by government programming.

Due to the continuing uncertainty, including on how long the government programs would continue, CWCF extended our [Covid-19 support programs](#), specifically for the \$2,000 grants and emergency loans of up to \$20,000, into the financial year which started on September 1st, 2020. We also continued the Solidarity Dues program, enabling worker co-op members who asked for this to be able to pay only \$10 in dues instead of their regular dues as set out in the worker co-op dues formula.

Government Relations

CWCF's [government relations work](#) continued throughout 2020, as we sought programming to facilitate business successions to worker co-ops as one response to the economic crisis caused by Covid, sought to grow our Tenacity Works Fund, and held several meetings with federal government officials in the process. The concept of business succession to worker co-ops and related types of employee ownership is continuing to attract interest as it becomes better known.

Additional issues are being pursued by CWCF, including to provide comparable tax and other incentives for worker co-ops as proposed for Employee-Ownership Trusts as proposed by Social Capital Partners, a lobby strategy around climate change adaptation/ mitigation and worker co-ops (in conjunction with Sustainability Solutions Group), and home care worker co-ops/ non-profits in Ontario, in conjunction with various partners. We have worked closely on government relations with the People-Centered Economy Group, CCEDNet, and Co-operatives and Mutuals Canada, and appreciate all of their collaboration.

Member Support

In offering further support to our members, Communications and Member Services Manager, Kaye Grant and I made calls to over half of our worker co-op members, checking to see how they were doing and what sort of help CWCF might provide. While we weren't



Glitter Bean Worker Co-op-
Halifax

able to reach everyone, the calls we had were a valuable experience, for the Federation and also for the co-ops, we believe. We look forward to continuing to reach out to members by video call, and even more so to being able to resume in-person gatherings when it is safe to do so.

AGM 2020

In the meantime, however, CWCF has adjusted well to the virtual world we often find ourselves in, including holding our first ever-virtual AGM last November, joined by over 60 participants including many of our members as well as those who came to hear our guest

speaker, Dr. Jessica Gordon-Nembhard. She gave a brief but revealing presentation on how systemic racism persists in the worker co-op sector and offered some practical steps we can take to address it. It's clear we have a



Dr. Jessica Gordon-Nembhard

lot of work to do, but Dr. Gordon-Nembhard also offered hope by providing examples that suggest a better world is possible if we are willing to take the necessary actions.

Racial Justice

Our work on this front continued in April, with 26 people gathering on-line for our workshop on *Building Racial Justice in the Worker Co-op Movement in Canada*; this was an invitation-only event by design in order to have a majority of BIPOC participants from worker co-ops and related types of co-ops. We were fortunate to again have [Dr. Gordon-Nembhard](#) and also Victor Beausoleil of

[SETSI](#) as co-facilitators, as well as Trista Pewapisconias of [Co-operatives First](#) and Christine Clarke of [Freedom Dreams Education Co-op](#) as presenters. The workshop demonstrated that the work of the growing, dynamic JEDI (Justice, Equity, Diversity, and Inclusion) Committee is critical if we want to achieve racial and economic justice. This work has continued, and it has resulted in a [Racial Justice Action Plan](#) passed by the CWCF board including timelines and a budget, and the session on dismantling racism in the (worker) co-op movement at the CWCF Conference on Day 2. This work is about sharing power (i.e., resources, capital, leadership), from an abundance mindset and not one of scarcity, and that is the purpose of the Action Plan. We are very excited about this important work.

CWCF Board of Directors

CWCF was pleased to welcome a new at-large director to our board in November, [Jared Blustein](#) of Calgary restaurant [The Allium](#). We welcomed another new director part way through the year, [Sandra Allen](#) of Vancouver's [Shift Delivery Co-op](#), who replaced Jessica Valentine as the board's BC/Yukon director. Directors Eric Tusz-King and Yvonne Chiu departed from the board in November 2020, receiving tributes for their outstanding service.

New Members

We were also pleased to welcome several new worker co-op members over the year and more recently, including [Just and Accessible Music School \(JAMS\)](#)



Weaver Digital Design & Storytelling Co-op

[Co-op](#) of Toronto, the [Home Care Workers Co-operative](#) of Peterborough, [Ambient Bookkeeping](#) of Saskatoon, [Weaver Storytelling + Digital Design](#) of Victoria, [Co-operative Cleaners of Ontario](#), and the [Black Professional Women's Co-operative of Toronto](#). Some of these co-ops are made up exclusively or mainly of women (in four cases), and/or of mostly Black women (in two of those cases). The diversity found in just these co-ops is a testament to the enormous creativity and inspiration that exists in the country and in our movement.

Arts and Cultural Grant Program

These qualities were on further display with the awarding of this year's [arts and culture grant](#), funded by

a bequest from the late CWCF President Mark Goldblatt. We received several quality submissions, with the grant going to Nicholas Ogden of



VOLUNTARY & OPEN MEMBERSHIP
TERRINGTON CO-OP
HAPPY VALLEY-GOOSE BAY

Vancouver for a documentary he is making (the project will be complete by the spring of 2022). We were also fortunate to receive and publicize the project by the winners of last year's grant, the [Social Justice Co-operative of Newfoundland](#), who commissioned artist Molly Graham (age 25) to create seven illustrations based on the seven [Co-operative Principles](#), each one highlighting a different co-operative in Newfoundland and Labrador. You may have seen one of these images in our promotion of this year's Conference.

CWCF Worker Co-op Academy

One exciting new program which we launched in the year is the virtual [Worker Co-op Academy](#): Training and Coaching to Launch a Democratic

Enterprise. We are grateful to the Québec Réseau COOP whose Parcours COOP program inspired it, for sharing their documents and approach. See separate article for more on this exciting new program.

RRSP/TFSA Program

The Federation's registered plan program through which we administer RRSPs and TFSAs in conjunction with Concentra Financial has, through the pandemic, ceased growing. Pre-pandemic, it was growing organically, apparently based on word of mouth as we had not done any promotion of our program beyond the information on our [website page for a long time](#). With the goal of once again growing our RRSP-TFSA program, we plan to brand it as: **"Common Good Capital: CWCF's Registered Plans Program"**. Our RRSP Program staff, notably Program Manager Kristin Van Hattem and Program Administrator Josh Dyke will develop a short promotional brochure.

More importantly, Kristin, Josh, and I will be giving webinars and participating in webinars on community investing strategies in order to promote the program and seek to resume its growth trajectory. The program is a very significant part of CWCF's activities (with fully half of our staffing hours dedicated to administering it). The RRSP-TFSA program is effectively a social enterprise operating within CWCF, greatly supporting our financial stability as a source of surplus allowing CWCF to run its other activities. At the same time, the Program supports co-ops of various types, other community-based investment funds, and non-profit organizations to obtain capital from individual investors.

Looking Forward

Looking back over the year and also looking forward, we can see that the worker co-operative

movement in Canada is in a take-off position, and in a new way. Although Covid19 meant that we were unable to implement our Strategic Plan as envisioned with its focus on going out to meet members and hold in-person events, we have nonetheless found a way to live the spirit of the Strategic Plan. The coming year is the last year of this plan; we will be starting to plan our next four-year strategy.

In assessing our movement's current situation, the Covid crisis has provided an opportunity for many in this country to learn that the old economic system is not working, as we talk about a "K-shaped recovery". This means in effect that the pandemic has accelerated the trend of the rich getting richer and the poor getting poorer. An alternative economic system is



Just Us Coffee Roasters – Nova Scotia

needed. Employee ownership through the democratic worker co-op model is one important alternative. Thus we've seen the vast majority our members survive and some thrive, our membership growing, and interest being expressed in employee ownership by many groups as well as by the federal government and by the non-profit sector.

The times are changing. Worker co-ops are seeking to be in the leadership of this change, with CWCF as a servant leader to the movement. We seek to create a Solidarity Economy and to position democratic worker ownership at the forefront of this Solidarity Economy. If you haven't already done so, we hope you will join us.

With Gratitude

Last but certainly not least, I would like to express my deep appreciation to the staff members of CWCF for all they've done throughout the year, including the contract workers such as Alanna Yuen (graphic and website work), worker co-op developers and others through our Technical Assistance grant program, and interpreters/translators notably those with Coopérative L'Argot. Kudos to our Academy Lead Instructor, Russ Christianson as well as all the coaches in that

program: Marty Frost and Danielle Soucie in BC, Lynn Hannley and Gilbert Da Souza in Alberta, and Denyse Guy and Meg Ronson in Ontario. I also greatly appreciate the work of CWCF's many volunteers, including the members of the board and Conference Planning Committee, and also those serving as delegates to The Co-operators and provincial co-op associations, our Fund Investment Committee members, our Government Relations Advisor, Alain Roy, and the members of all other CWCF committees. Thank you, all!!

Update on the 2019-2022 Strategic Plan

CWCF's three Strategic Priorities are:

- I) *We seek to engage and strengthen our members.*
- II) *We seek to build awareness and scale up worker co-ops.*
- III) *We seek to build the Solidarity Economy.*

The focus in this report is on what we have achieved over the last year in the Federation¹, organized primarily according to our three strategic priorities. Some of the activities fit in more than one priority area but are placed where they best fit.



I) Engage and Strengthen Current Members

❖ Engage worker co-op members in a variety of ways; in-person, social media, and conferences.

- Our telephone check-in campaign connected with 21 worker co-op members, comprising roughly 39 percent of our worker co-op membership.
- Our [member profile series](#) continued to run monthly in our newsletter, featuring a mix of new and long-term members: co-ops profiled included Sustainability Solutions Group, Come As You Are, the Just and Accessible Music School (JAMS), and Island Flower Growers.

¹ On occasion, where indicated, this includes notable activities which occurred after the financial year-end of August 31st, 2021.

- Our [blog series](#) also appeared monthly in our newsletter, exploring issues such as precarious employment, unionized worker co-ops, racial justice in the worker co-op sector, and more. We also began a recurring series on the seven co-operative principles in worker co-ops.

❖ **Improve the Technical Assistance Program including the grants component.**

- We approved \$20,600 to seven worker co-ops, and five of those seven projects are complete. We also receive calls and emails from new potential worker co-ops seeking assistance from staff on an almost weekly basis.

❖ **Build up and strengthen leadership.**

- We reviewed the CWCF's current practices, leadership development and compensation for volunteers such as board/committee members and conference presenters. Research indicated that CWCF is comparable in terms of compensation for volunteers for similar organizations. We will be offering development/training opportunities for the Board.

❖ **Recruit new regular members**

- We have continued to attract new members but not because of a formal recruitment plan. We've drafted a plan for recruiting new members and will be implementing it as time allows.

❖ **Grow the Tenacity Works Investment Fund**

- The Fund's Investment Committee and the CWCF Board have decided that the Tenacity Works Fund interest rate can be not a set 8% but a range of between 4 – 8%, depending on level of risk. Guidelines have recently been finalized. We seek to grow our Fund's capital once the federal [Social Finance Fund](#) is rolled out.

❖ **Enhance management skills in worker co-ops**

- We have launched the Worker Co-op 101 series of webinars (Introduction, Finance, and Governance) to feature regularly, provide management skills training at our Conferences, and we promote the education programs provided by others, e.g. BC Co-op Association's [Co-operate Now](#), [Co-operatives First](#), and the [International Centre for Co-operative Management](#) of Saint Mary's University.

II) Build Awareness and Scale Up Worker Co-ops

❖ **Support worker co-op development / Develop a pilot project for worker co-op start-up training and collaboration**

- We launched a new program, the CWCF Worker Co-op Academy, this year. Our first pilot intake is just wrapping up. A report on the Academy is in a separate article. For those who wish to start a worker co-op in Quebec, we direct them to the Réseau COOP for their [Parcours COOP](#) program.

❖ **Promote and demonstrate the value of the worker co-op model**

- This continues through our social media, member profiles, and blogs.

❖ Engage in federal and provincial lobbying on worker co-op interests

- Lobbying is being carried out in conjunction with the PCE Group, and independently.

III) Build the Solidarity Economy

❖ Increase racial justice in the worker co-op movement

- The JEDI (Justice, Equity, Diversity, and Inclusion) Committee held a well-attended workshop in April on building racial justice in the worker co-op movement. The Committee has been meeting regularly and has recently developed an [Action Plan](#). In addition, they are hosting a workshop at our 2021 Conference. The Board of CWCF has recently approved adding two BIPOC board advisors to the Board, and these advisors will be sought in the near future. CWCF has also added a land acknowledgement to its website, after consultation with Indigenous leaders in the territories of our three offices, and noting that land acknowledgements are just the beginning of what is needed (referring to the Action Plan.)

❖ Collectively collaborate with solidarity economy organizations

- Collaboration continues through the PCE Group (People Centred Economy Group hosted by CCEDNet), and the JEDI Committee. In addition, CWCF's board is reviewing the [Solidarity Economy Principles](#) and considering their endorsement.

Other CWCF Strategies and Activities

❖ Communicating our strategic plan

- The 2021 communications plan is done and was presented to the board in its April 2021 board meeting. This communications plan provides objectives, strategies and tactics for our social media, newsletter, and website communications.

❖ Federation's registered plan program through which we administer RRSPs and TFSA's

- This program ceased growing through the pandemic. Growth had mainly been through word of mouth.
- Recently been rebranded as "**Common Good Capital: CWCF's Registered Plans Program**".
- A marketing/promotional plan is being developed towards continued growth of the program.

CWCF Worker Co-op Academy

One of CWCF's major initiatives over the past year has been our Worker Co-op Academy. A project long in the making, the Academy draws its inspiration from le Réseau COOP's successful Parcours COOP program, offering entrepreneurs a framework for setting up their worker co-operative, with the aim of increasing the success of these projects through structured

support. The project has strengthened the bonds between le Réseau COOP and CWCF, who have been allies for many years but had never before co-operated so closely to replicate a successful model. Although there are significant differences between the two programs in terms of their content and structure, le Réseau COOP provided invaluable help to CWCF in establishing the Academy.



CWCF adapted the Parcours COOP program and translated it into English, for the rest of Canada. For each group we retained both a senior co-op developer and a mentee (a younger, less experienced developer) to work with each group as coaches, thus not only helping to develop the worker co-ops but also to help train a new generation of co-op developers.

The five-month program launched in June, with three groups participating. The groups were assisted by their lead instructor, veteran co-op developer Russ Christianson and a team of coaches, Marty Frost, Lynn Hannley, and Denyse Guy, who in turn were mentoring Danielle Soucie, Gilbert da Silva, and Meg Ronson.

The groups starting worker co-ops in the first cohort are: a lavender farm in BC; a massage and wellness co-op in Alberta, and a consulting group in Ontario. We expect to offer the second iteration of the Academy starting in March, 2022.

Participants have offered positive feedback on the program in their evaluations, noting that CWCF provided excellent materials, resources and videos, including six that we custom developed. We also received constructive suggestions for improvement that we look forward to incorporating into future iterations of the Academy.

Financial Report

Statement of Revenues and Expenditures		
September 2020 - August 2021		
	2021	2020
<i>Total Revenues</i>	\$411,896	\$476,588
<i>Total Expenses</i>	\$404,904	\$448,711
<i>Operations Income (Loss)</i>	\$6,992	\$27,877
<i>Loan write-down/ recovery</i>	(\$14,885)	0
<i>Net Income (Loss)</i>	(\$7,863)	\$27,877

Statement of Financial Position			
Year Ended August 2021			
		2021	2020
<i>Assets</i>			
	Current	\$731,833	\$756,768
	Long-term	\$5,873,873	\$4,260,786
<i>Total Assets</i>		\$6,605,706	\$5,017,554
<i>Liabilities</i>	Current	\$48,378	\$60,220
	Trust Funds Payable	\$5,812,134	\$4,181,777
	Long Term Debt	\$30,000	\$30,000
	Mark Goldblatt Fund	\$25,000	\$25,000
<i>Member Equity / General Reserve</i>	Tenacity Fund	\$402,167	\$424,224
	CWCF	\$310,527	\$296,333
<i>Total Liabilities and Member Equity</i>		\$6,605,706	\$5,017,554

The Co-operators: Membership and Insurance



The Canadian Worker Co-op Federation (CWCF) is one of 46 member organizations of Co-operators. Having been invited to join Co-operators in 2007, CWCF and its members have benefited in many ways. CWCF and our members (as well as members of the Quebec Réseau COOP) have access to member- and co-op-specific insurance and financial services products of The Co-operators, specifically the Member Benefits Program and Co-op Guard.

To give you more detail about Co-operators, we share the following adapted excerpt from the [“About Us”](#) section of their website:

“[Co-operators](#) is a Canadian insurance and financial services co-operative, providing property and casualty (P&C) insurance, life insurance, and wealth management products. Their member organizations include co-operative organizations, credit union centrals and representative farm organizations. Their vision to be a catalyst for a [sustainable society](#) is reflected in their operations, including their community investment programs, which support people in need and help build community resiliency.”

CWCF participates in five regions of Co-operators (BC, Alberta, Ontario, Quebec, and Atlantic), through two delegates (per region) appointed by CWCF’s Board. A delegate is a representative of CWCF who participates in two meetings annually within their region, and who takes a turn to participate in the AGM of Co-operators. This participation not only contributes to the governance of Co-operators but provides delegates with opportunities for networking and education. Being a member also allows CWCF to nominate board members to Co-operators, and we currently have two of our nominees on their board: Executive Director, Hazel Corcoran, and Quebec Director, Jessica Provencher. The annual Member Loyalty Payment (akin to a patronage dividend) as well as sponsorships of our Conferences and projects have contributed significantly to CWCF’s financial stability. Last but not least, their [Co-operative Development Program](#) (CDP) provided grants to support CWCF’s web site re-development and strategic planning process. The CDP as well as the [Co-operators Community Funds](#) have provided grants to several of our members and other worker co-ops over the years.

To learn more about their insurance and other services available to our members, see [this link](#) for a summary. The [Co-op Guard](#) program is focused on the insurance and financial services needs of co-operatives (business insurance, directors and officers liability, group benefits, and a group retirement program), while the [Member Benefits Program](#) provides value-added coverage and savings to individual members of co-ops, e.g., for wealth, life, home, auto, farm and travel insurance.

CWCF is greatly appreciative of this mutually beneficial relationship with Co-operators, and we encourage our members to use their insurance and other services whenever possible. We also wish to take this opportunity to thank the members of worker co-ops and the worker co-op developers who serve as volunteer delegates to The Co-operators on behalf of CWCF.

The Mark Goldblatt Project: Arts and Culture Grant



CWCF's Past President Mark Goldblatt who died in 2015, was a strong believer in worker and other co-operatives for societal transformation. Mark bequeathed \$25,000 to CWCF "for a cultural project(s) in support of the co-op movement". The Board is using this bequest as an endowment fund which CWCF tops up each year from general revenues, to place each year a \$1,000 grant in a young adult art or cultural project regarding worker co-ops, with the first grant placed in 2018-19. The winner in 2018-19 was announced last year, Eyemole Co-operative, and they subsequently completed their project in April 2020 which is posted [here](#). This year the winner is Social Justice Co-operative NL led by Neria

Aylward.

Membership in Related Associations

The CWCF actively supports the worker co-op sector by building bridges to, and participating in, other key partner organizations.

National:



CWCF is a member of [Co-operatives and Mutuals Canada](#) (CMC), the national, bilingual organization for all co-operative sectors which was launched in 2014, as a result of the effective merger of the Canadian Co-operative Association (CCA) and le Conseil canadien de la coopération et de la mutualité (CCCM). CWCF nominated our board president Reba Plummer in the spring of 2021, and Reba joined the CMC Board at the CMC AGM in June. CWCF's previous nominee, Stephanie Guico, served on the Board of CMC from 2016 until the AGM in 2021 for which CWCF is very appreciative.

CMC's June, 2021 AGM took place virtually, where Sandra Allen attended as the CWCF delegate, and which Reba Plummer and Hazel Corcoran also attended. At this AGM, CWCF's resolution on CMC advocating for fair tax treatment for co-ops with indivisible reserves passed, and CMC has now taken a [formal position](#) on this. CWCF is a member of the [Canadian Co-op Investment Fund](#). In spring 2019, CWCF nominated Willy Robinson who is a long-term member of CWCF's *Tenacity Works* Fund Investment Committee, and she was elected to the CCIF Board. In addition, CWCF is a member of the [Canadian CED Network](#), where our Communications Manager Kaye Grant continues as a board member. Lastly, Hazel Corcoran, and Jessica Provencher are both on the Board of [The Co-operators, where Reba Plummer was also a board member until April 2021](#). CWCF is a member of nearly all of the Co-operative Provincial Associations across Canada, where CWCF is represented by delegates or directors who are either board members, staff or members.



CWCF is a member of the [CoopZone Developers' Network](#). In 2018-19, we supported CoopZone in the transition to CWCF



no longer managing it. The CoopZone Board now has a management contract with le Conseil de la coopération de l'Ontario. CWCF continues to work closely with CoopZone, through overlapping developer memberships, etc. The reason is that CWCF and developers recognize the important role played by worker co-op developers in our movement, in support of worker co-ops' start-up and continuing success. Although the worker co-op members have the vast majority of votes in the CWCF AGM, the place of developers in CWCF is assured in CWCF bylaws and policies.

International:



CWCF is a member of [CICOPA](#), the international organization of worker co-ops. At the CICOPA General Assembly held in Kigali, Rwanda on October 13, 2019, CWCF's nominee Isabel Faubert Mailloux, Executive Director of the Quebec Réseau Coop was elected to the Board, and she continues to actively serve. CICOPA is holding a hybrid Congress in Seoul, Korea and online, on November 29th in the lead-up to the hybrid Congress of ICA, also being held in a hybrid fashion.



CICOPA-AMÉRICAS: CWCF is also a member of CICOPA-Américas region and the North America sub-region. At both levels, the purpose is to exchange information about the worker co-op sector, associate federations across borders and plan government relations positions. Hazel Corcoran represents CWCF at both levels, sometimes along with a CWCF board member or another volunteer. Currently at the CICOPA-Américas region, both Prof. Marcelo Vieta and Martin Van Den Borre are participating.

Statement on the Co-operative Identity

The Statement on the Co-operative Identity is central to the identity of CWCF and of our movement. You can find the full Statement, including the co-operative values and principles, here: <https://ica.coop/en/whats-co-op/co-operative-identity-values-principles>

Staff



Hazel Corcoran – Executive Director, Calgary, AB

B.A., French and Spanish, University of Alberta
 M.A., Linguistics, UC Berkeley
 J.D. / LLB, Dalhousie University, 1991
 Member of the Boards of [The Co-operators](#) and the [Big Idea Rainbow Foundation](#)
 Member of the Steering Committees of CICOPA-Américas and CICOPA-North America
 Member of the People-Centred Economy Group (PCE Group) for CWCF



Kaye Grant – Communications and Member Services Manager, Winnipeg, MB

B.A., Laurentian University, 1978
 B.Ed., Laurentian University, 1979
 MBA, University of Manitoba, 1986
 Member of the Boards of [Manitoba Co-op Association](#), [The Canadian CED Network](#) and [Peg City Car Co-op](#)
 Management Consultant, [Reconnaissance Management Consulting Group Inc.](#)



Kristin Van Hattem – RRSP Program Manager and Bookkeeper, Kentville, NS

B.Sc., Psychology, with University Scholar distinctions, Acadia University, Wolfville, NS, 2009
 Bookkeeping Basics, NSCC Kingstec, December 2017
 Advanced RRSP Strategies, CCUA Campus, December 2019



Josh Dyke – RRSP Program Administrator, Kentville, NS

B.A., Criminology, with minors in Philosophy & Psychology (Dean's list), Saint Mary's University, 2015



Kenzie Love – Communications and Executive Assistant, Calgary, AB

B.A., English, University of Calgary

M.A., Journalism, Western University, London, ON, 2008



Laura MacDonald – RRSP-TFSA Program Assistant, Kentville, NS

B.A. English Literature, with Distinction, University of Wisconsin-Madison, 2008

Creative Book Publishing Certificate, Humber College, 2009

CPA Atlantic School of Business Halifax, Introductory Financial Accounting Course, 2017



Mateusz Salmassi – Social Media Assistant, Calgary, AB

B.A. Psychology, University of Calgary (in process)

Board of Directors 2020-21



**Reba Plummer, President,
and Ontario Director**

Reba lives in Toronto and is the Ontario Region Director. She has worked at Urbane Cyclist Co-operative since 1999. She completed the Co-op

Management Certificate through On Co-op at the Schulich School of Business in April of 2010. She has been a member of the Toronto cycling community since the mid-1980s, and was the 1999 and 2008 Cycle Messenger World Champion (cargo bike racing division). In 2002, she worked as the mechanic/teacher with Open Roads, the funded version of what became the popular volunteer-run Wrenches with Wrenches. She joined the CWCF board in 2010, and was elected President in November 2016. She was elected to

the Board of The Co-operators for the Ontario Region in April 2018.



**Frank Bezanson-Harris,
Vice-President, and
Atlantic Director**

Over sixteen years ago Frank joined Just Us! Coffee Roasters Co-op. He started as a Barista in their Wolfville Coffeehouse shortly after it opened. He became a Worker Owner as soon as he was able (14 years ago) and was immediately elected onto the Board. He has sat on the Just Us! Coffee Roasters Board for most of his time as a member of the Co-op and is currently sitting as the Chair of the Board until his term finishes in April. He has served as a member of the Board of Directors for the Wolfville Farmers Market, a local not-for-profit co-op for several terms now and currently sits as the President of its Board. Frank was elected to the CWCF board in 2019.



**Evan Proven,
Treasurer, and
Prairies/ NWT/ NU
Director**

Evan has worked in the construction field for his entire career starting in concrete and moving on to wood framing, cabinet making, and super insulated renovation and new home construction. Evan achieved his Red Seal

Endorsement in Carpentry in June of 2017. Evan is currently a Masters Candidate for the Management in Co-operatives and Credit Unions program at Saint Mary's University in Halifax. His hobbies include beekeeping, gardening, cooking, snowboarding, sailing, and fixing things. Evan is married and has two daughters and a step son and step daughter. Evan is a founding member of Sun Certified Builders Co-op Ltd. (SCBC) and has served on its board since 2012. Evan was elected to the CWCF board in 2019.



**Sandra Allen, BC /
Yukon Director**

Sandra Allen is a Co-Owner & Director at Shift Delivery Coop & the BC-Yukon representative for the Canadian Worker Coop Federation's board of directors. Sandra came to the coop world through cycling, with over a decade of experience teaching folks of all ages & abilities to be road safe. Looking for new professional challenges Sandra joined Shift, a worker-owned coop that uses electric-assist cargo tricycles to make deliveries all over Vancouver, BC. Finding Shift allowed Sandra to combine her love of being outdoors, cycling & sharing about the things she's passionate about.

After briefly serving as board Advisor for BC, Sandra formally joined the CWCF Board in 2020.



**Jessica Provencher, Quebec
Director**

Jessica is a consultant in facilitation and organizational development in Quebec city and she loves assisting all kinds of socially responsible organizations to pursue their dreams along with their workers and partners. She has been passionate about supporting collaborative processes since she started working with workers' co-operatives in 2010, including as head of cooperative life at La Barberie microbrewery, where she worked for eight years. She is currently one of the two moderators for the CMC National Leadership Tables dedicated to actualizing the Canadian legal framework(s) and co-operative governance practices so that future cases like what happened with MEC could be avoided.

Jessica holds a bachelor's degree in Social Work and studied in a master's program called People and Organizations Development, both from Laval University. She joined The Co-operators board in April 2019 and is an observer for CWCF on the board of the RESEAU Québécois de la coopération du travail. She brings a strong experience in collective entrepreneurship and a sustained interest in horizontal management practices, collective intelligence, equity and diversity.

Jessica was first elected to the CWCF board in 2012.



**Jared Blustein, At-Large
Director (from Prairie
Region)**

Jared is passionate about creating equitable and just societies. After completing a graduate degree in Vancouver in 2017, investigating contemporary economic issues and potential solutions, he cofounded The Allium Restaurant and Bodega Worker Cooperative (The Allium). Jared believes that by empowering workers and making them the directors of produced profits, we actively create more resilient and localized economies, and more ethical societies. Moreover, the non-hierarchical and consensus-based model of many worker co-ops directly help to co humanize and empower those involved and develop community cohesion with dynamic ripple effects. In the spirit of allyship, Jared is continually working to help other workers establish their own cooperatives. In addition to co-operating The Allium, Jared is also a manager at the Arusha Centre Society, a non-profit organization that works on a variety of social, economic and environmental issues in Calgary.

Jared joined the board of the CWCF in order to better formalize and connect his support and advocacy of worker cooperatives in Canada. As a member, Jared has experienced first-hand the important role CWCF plays in connecting, expanding, supporting and empowering worker cooperatives.

Jared was elected to the CWCF Board in 2020.