

Canadian Worker Co-operative Federation

Fédération canadienne des coopératives de travail

Annual Report | 2022



CWCF
FCCT

CANADIAN
WORKER
CO-OP
FEDERATION

FÉDÉRATION
CANADIENNE DES
COOPÉRATIVES
DE TRAVAIL



COLLECTIVE POWER

Mutual Empowerment to Build the
Solidarity Economy with Justice,
Equity, Diversity and Inclusion

Illustration by [Molly Graham](#)

Courtesy of the Social Justice Co-operative
of Newfoundland

November 17th – 19th, 2022

Vancouver, BC

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 seven permanent employees working half-time or more (three in Calgary, three in Nova Scotia, one in Winnipeg), and another on a one-year term contract (in Ontario). 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 55 direct worker co-op members and approximately 130 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*.

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

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[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 2021-2022

By Reba Plummer

As we approach the third anniversary of the pandemic's onset, it's clear that some things have changed irrevocably. Our members continue the resilience characteristic of the worker co-op model, but they are also facing the same challenges as conventional small businesses: worker absences, worker shortages, worker mental health issues, mounting inflation, wages that aren't keeping up, and now a looming recession. As before, all of these issues have further exposed the frailties of the dominant capitalist system, and recent events have shown that we cannot necessarily count on all levels of government to support us in creating something better. The recent actions of Ontario's government towards the CUPE members show that we need to stand firm to uphold the rights of workers in the face of such injustices.

CWCF got a firsthand look at the challenges the current system poses when we tried to give our staff a salary increase consistent with a living wage, only to discover that the published figures haven't kept up with the actual cost of living and are no longer reliable. While we did the best we could under these circumstances, it's clear there's a need for decisive action.

Our 2022 Conference, with its theme of [Collective Power](#), will be the ideal forum for exploring how we can do this by continuing to build the Solidarity Economy, a system which offers a strong alternative to the current one. While we appreciated the opportunities our virtual Conference offered

at a time when an in-person one would have been impractical, it will be great to connect with friends and colleagues in Vancouver for the first time since 2019.

In other exciting developments, the second cohort of CWCF's [Worker Co-op Academy](#) is currently hard at work, with the support of lead instructor Russ Christianson and a team of mentors and coaches. We're excited to see what innovations these fledgling co-ops will bring to the national movement.

CWCF remains committed to [living out](#) the co-operative movement's values by supporting the work of our JEDI (justice, equity, diversity, and inclusion) committee, as well as offering BIPOC training bursaries and racial justice project grants; launching the JEDI social acquisition project; and working alongside our BIPOC board advisors, Paul DeVillers and Juliet 'Kego Ume-Onyido. We were sorry to see Paul step down earlier this year, and wish him well. We appreciate the many contributions Juliet continues to make to the board's work.

I would also like to extend a huge thank you to the other board members, as well as CWCF's small but dedicated staff team; our many volunteers; and all of our members. Despite the many challenges we face, we also have cause for celebration in the unity and perseverance we have shown. While the journey may be long, let's remember that while alone you go faster, together you go further.

We are Worker Co-operators!

Executive Director's Report

Collective Power - Building the Solidarity Economy

by Hazel Corcoran

We are living through historically challenging times. The crises we face include dramatically increasing financial inequality and food insecurity, racism, colonialism, and other oppressions, the climate emergency, plus the continuing pandemic. In the face of all this, worker co-operators believe that people need to come together in solidarity and co-operation to transform the capitalist economic system which has created those conditions. Especially in this context, CWCF is proud of having committed to the Solidarity Economy Principles. A Solidarity Economy would seek to transform systems to make them work for people and planet.

Although challenges have been ever-present, throughout CWCF's 2021-2022 fiscal year most of our members as well as CWCF itself have continued to show resilience. CWCF approved a record number of technical assistance grants in the year. Just after the year-end we launched our Racial Justice Granting and Bursary program. We completed the successful first cohort of our Worker Co-op Academy, and launched the second cohort. We are seeing increasing interest in the worker co-op model.

We continued our lobby effort for a large worker co-op conversion and development project. Although this proposal has not been funded and is unlikely to be in the foreseeable future, CWCF made a successful proposal to

the Investment Readiness Program for a Justice, Equity, Diversity and Inclusion (JEDI) Conversions Project. We are now carrying out this project, which encourages conversions to co-ops and other social purpose organizations in equity-deserving communities.

CWCF made the decision to promote and grow its RRSP-TFSA program, now called



Hub City Cycles

Common Good Capital Registered Plans. This program enables eligible co-ops, community investment funds, and non-profits to raise capital through investments in RRSPs and TFSA's. The reasons to grow the program are in part that this helps support the need to raise capital in local, community organizations, and in part because the program creates a surplus which helps support other CWCF programs and activities.

This expansion plan was put on hold when we learned that the trustee behind the program (called the "bare trustee") plans to cease offering this service, and it took a long search to find a replacement. We are exploring two possible replacement options. The trustee we would prefer to work with is in the co-

operative sector. However, this trustee is currently active in only three provinces and is deciding whether to expand to offer the service Canada-wide, which we require. We are exploring working with that trustee first.



Glorious Organics

There is another trustee offering Canada-wide services with whom we could work, but it is not in the co-operative sector. We will change to that trustee if required. We plan to make the transition to a replacement trustee in July 2023.

Another decision taken in the year is that the board committed to make loans available to eligible worker co-ops from our Tenacity Works Fund specifically for co-ops which have Covid-related federal loans coming due. The federal loans targeted are the CEBA loans which require repayment of all but the 1/3 grant portion, in order to keep the grant.

Lastly, CWCF has built up reserves that it can apply to encourage and support the development and growth of worker co-operatives. We have built the reserves through careful management, and through surpluses generated in the Common Good Capital Program and other activities. We are currently in the best financial position in the

history of our Federation. Given how much people need to come together in collective power to counter the systemic challenges we all face, it is a good place to be as we walk this path in solidarity with our members.

Government Relations

As noted in the summary report, CWCF's large federal proposal, [Building Community Resilience](#), focused on conversions to worker co-ops and other types of worker co-op development has not been funded. It is unlikely to be in the current environment. We still believe it is a good idea, and it is saleable, able to be carried out on a smaller scale. We will keep a watchful eye for opportunities, and we will also be reconsidering our strategy. We continue to advocate for effective roll-out and expansion of the federal Social Innovation and Social Finance Initiative. Lastly, we continue to advocate for various important tax changes to support worker co-op growth and development. One current focus is to have any tax and other incentives accorded to Employee Ownership Trusts also made available to worker co-ops.

Webinars

We continued to feature webinars on a regular basis over the past year, including What Is a Worker Co-op? (a prerequisite for participating in the Worker Co-op Academy); and the Worker Co-op 101 series, including the Introduction, Finance, and Governance sessions. These will continue over the coming year, with a 201 series also planned, on topics such as Accounting Systems/ Financial Management, and Conflict Resolution.

AGM/Conference 2021

Our fully virtual, bilingual [2021 Conference](#) “Building Better Together” had the highest registration ever and drew excellent reviews from participants. It also provided participants with valuable insights and learnings – on wide-ranging topics from worker co-op finances to marketing to racial justice, that we are carrying forward.

CWCF Board

At the 2021 AGM, CWCF welcomed the return of three board members: Reba Plummer of Urbane Cyclist Co-operative in Toronto, (Ontario Director); Jessica Provencher of Quebec City, nominated by le Réseau COOP (Quebec Director); and Sandra Allen of Shift Delivery Co-op in Vancouver (BC/Yukon Director). We also welcomed a new board member, Kelly Storie of La Siembra Co-operative (Camino), Ottawa (At-large Director).

Racial Justice

CWCF engaged in a number of initiatives as part of our commitment to [racial justice in the worker co-op movement](#). We welcomed two BIPOC Board Advisors, Paul DeVillers and Juliet ‘Kego Ume-Onyido. Paul has since stepped down, and we thank him for his service. We also launched our racial justice granting program and held an anti-racism, anti-oppression training session for our staff. Our JEDI (justice, equity, diversity, and inclusion) Committee continues to meet regularly to continue this important work.

JEDI Social Acquisition Project

This is a new one-year project funded by the federal [Investment Readiness Program](#) (IRP). The IRP supports social purpose organizations including co-operatives as they contribute to solving pressing social, cultural and environmental challenges across Canada.

This project will work to strengthen the network of expertise within the Social Innovation and Social Finance (SI/SF) community serving equity-deserving groups such as: BIPOC, women, LGBTQ+ people, people with disabilities, and youth to encourage and promote new equity-deserving individuals and groups to consider converting traditional businesses to co-ops or other social purpose organizations (“social acquisitions”).



Home Care Workers Co-operative

The project’s specific objectives are to:

- Build social acquisition awareness and education resources for equity-deserving groups (buyer-side and seller-side audiences);
- Curate a list of free and paid services and service-providers for buyer side, seller side, and sustaining social acquisition cases;

- Convene a network of Social Purpose Organization (SPO) and Small and Medium-sized enterprises (SME) service providers committed to leveraging social acquisitions as a solution for increasing the Social Finance capacity of equity-deserving groups;
- Collect and support potential seller-side and buyer-side social acquisition cases with early-stage consultations.



Thetis Island Worker Co-operative

New Members

We welcomed several new members over the past year, including [Oasis Lavenders Cooperative](#) of Summerland, BC (a graduate of the Worker Co-op Academy); [Black Women's Professional Worker Co-op](#) of Toronto; [GIA Consulting Co-op](#) of Vancouver; [Louder than Ten](#), also of Vancouver; and Solidarity Co-op 11Eleven New Media of Montreal.

Common Good Capital Registered Plans Program

Our Common Good Capital (RRSP – TFSA) Program currently has 69 members (worker co-op members and associate members) with nearly 3,000 total investors and just under \$70 million in total investments. Over the past year the Program has not grown, in part because we've focused on finding a replacement bare trustee as noted in the summary report above. However, we have had indications from two organizations which refer new members and investors that significant growth can be expected in the Program over the coming year.

Staffing Changes

This year saw the arrival of two new staff members, with the hiring of [Rebecca Smyth](#) as our Executive Assistant and [Janielle Maxwell](#) as the JEDI Social Acquisition Project Coordinator (a one-year position). We also bid farewell to Mateusz Salmassi, our Social Media Assistant. Mateusz was instrumental in establishing CWCF's social media presence, and we wish him well in his new role as VP External at the University of Calgary Students' Union.

Looking Outward, Looking Forward

Looking across the country, we can see that worker co-operatives in Canada are bubbling up, and in a new way. We see it in the interest and take-up in our technical assistance and Academy programs. Further, we are moved and inspired by the work of partner and other organizations who develop (or seek to develop) worker co-operatives in their communities. In Quebec, there have long been many distinct organizations doing worker co-op development including the [Réseau COOP](#). In other parts of the country, these include:

-[Co-operatives First](#) supporting Indigenous and rural co-op development in Western Canada,

-[Freedom Dreams Co-operative Education](#), a co-operative development and education hub that shares knowledge and resources about co-operatives and the solidarity economy from a BIPOC perspective,

-[Solid State Community Industries](#), based in Surrey, BC, it helps youth from racialized backgrounds build their own enterprises, mainly in the form of worker co-operatives,

-the [In My Own Voice \(iMOVE\) Association](#) of Halifax: a nonprofit organization that uses the arts for healing and self-expression, to enhance participants' (including youth at risk) ability to make a living, and to develop their leadership skills. It is now doing work related to building inclusive economies with unique, culturally-appropriate learning opportunities about how co-operation and the co-op model can be used to solve challenges in marginalized communities,

-the [Union Cooperative Initiative](#): a new union cooperative incubator based in Vancouver that identifies opportunities, develops structures, and supports cooperatives to unionize, scale and grow, and

-[Community Wealth Candidates](#): run by volunteers based in Ontario, Community Wealth Candidates works with and nominates candidates for offices at all levels of government who will support community wealth initiatives around Community Land Trusts, Worker Cooperatives, and the progressive use of Anchor Institutions.

Most though not all of the organizations described are working in spaces of worker co-op development from a lens of racial Justice, Equity, Diversity and Inclusion, and most are engaged on CWCF's JEDI Committee. In the Academy cohort currently, a majority of the groups are BIPOC.

Working together with allies, CWCF seeks to build the Solidarity Economy and to position democratic worker ownership at the heart of it. Together, we can.

With Gratitude

Last but certainly not least, I would like to express my deep appreciation to the staff members of CWCF for all you've done throughout the year. I also appreciate the important contributions of our Academy Lead Instructor, Russ Christianson as well as all the coaches in that program: Marty Frost and Tara Williams in BC, Lynn Hannley and Tim Shain in Alberta, and Russ Christianson in Ontario. I also greatly appreciate the work of CWCF's many volunteers, including the members of the board, BIPOC advisors, and also those serving as delegates to Co-operators and provincial co-op associations, our Fund Investment Committee members, and our Government Relations Advisor, Alain Roy.



CWCF Worker Co-op Academy

One of CWCF's major initiatives which we launched last year is 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.

CWCF completed the first iteration of our [Worker Co-op Academy](#) this year, and is currently in the middle of the second. We received extremely positive feedback from the three groups who participated in the first iteration of this program, who expressed appreciation for the instructor, Russ Christianson, the supportive coaches (Marty Frost, Lynn Hannley, Denyse Guy, Danielle Soucie, Gilbert da Silva, and Meg Ronson) and the helpful resources we provided them. The participants and coaches also provided us with constructive suggestions on how to improve future offerings of the Academy, which we have implemented with the adoption of a phased approach to the program's stages as well as extending the total time line from 5 months to 10 months to allow more time for the groups to prepare their feasibility and business plans.

Financial Report

Statement of Financial Position			
Year Ended August 2022 ¹			
<i>Assets</i>		2022	2021
		Current	\$757,096
	Long-term	\$6,594,176	\$5,867,701
<i>Total Assets</i>		\$7,351,272	\$6,559,534
<i>Liabilities</i>	Current	\$91,850	\$48,378
	Trust Funds Payable	\$6,440,014	\$5,783,462
	Long Term Debt	\$30,000	\$30,000
	Mark Goldblatt Fund	\$25,000	\$25,000
<i>Member Equity / General Reserve</i>	Tenacity Fund	\$390,485	\$402,167
	CWCF	\$373,563	\$310,527
<i>Total Liabilities and Member Equity</i>		\$7,351,272	\$6,599,534

¹ Certain prior year comparative figures have been reclassified in order to conform with the financial statement presentation adopted for the current year.

Statement of Revenues and Expenditures		
September 2021- August 2022		
	2022	2021
<i>Total Revenues</i>	\$513,013	\$411,896
<i>Total Expenses</i>	\$460,926	\$404,904
<i>Operations Income (Loss)</i>	\$52,087	\$6,992
<i>Loan recovery /write-down</i>	(\$373)	(\$14,885)
<i>Net Income (Loss)</i>	\$51,714	(\$7863)

Co-operators: Membership and Insurance

CWCF is one of 46 member organizations of Co-operators. Having been invited into the membership in 2007, CWCF and its members in turn have benefited in myriad ways. Both CWCF itself and our members (as well as members of the Quebec Réseau COOP) have access to special or co-op-specific insurance products of Co-operators, e.g., the Member Benefits Program and Co-op Guard. Secondly, CWCF participates in five regions of Co-operators, providing opportunities for networking and education for our delegates and contributing to the governance of Co-operators. Thirdly, the Loyalty Payment (akin to a patronage dividend) has contributed significantly to CWCF’s financial stability. Fourthly, their Co-op Development Program has provided grants to CWCF as well as many of our members over the years. 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.



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.

Nick Ogden, winner of the 2021 young adults arts and culture grant, completed in 2022 his documentary short, [Growing Slow](#) about our member [Island Flower Growers](#) located on Vancouver Island. which aired on CBC and is now available on YouTube. We were also pleased to award the 2022 grant to a Co-op L’Argot which [translated](#) the co-operative anthem “Bi Hanka” (originally written in the Basque language) into English. You can find past recipients here on our [Arts and Cultural Grant page](#).



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 six years ago, 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 Reba Plummer to the Board of CMC in 2021; she was acclaimed to the Board. CWCF is a member of the [Canadian Co-op Investment Fund](#); in spring 2022, CWCF nominated our board treasurer Kelly Storie to the CCIF board, and she was elected. 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 on the Board of [The Co-operators](#). CWCF is also 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 new Executive Director, Meg Ronson. 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. CWCF's nominee Isabel Faubert Mailloux, Executive Director of the Quebec Réseau Coop was elected to the Board in 2019, and she continues to actively serve.
- CICOPA-AMERICAS: CWCF is also a member of CICOPA-Americas 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 CICOPA-North America, sometimes along with a CWCF board member or representatives of le Réseau COOP.



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>. The International Cooperative Alliance (ICA) is conducting a [consultation process](#) about the Statement on the Co-operative Identity, to find out how well it has stood the test of time. Although the initial survey has closed, there will be other opportunities to participate in consultations.

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 [Co-operators](#) and the [Big Idea Rainbow Foundation](#)

Member of the Administration Team, [Prairie Sky Cohousing Co-op](#)



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), St. Mary's University, 2015



Kenzie Love – Communications 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



Rebecca Smyth, Executive Assistant
Calgary AB

B.F.A. Fibres & Material Practices, Minor in Religious Studies, Concordia University, 2014
Rosza Administration Fundamentals & Arts Management Program Certificates, Rosza Foundation, 2020-2021



Janielle Maxwell, JEDI Project Coordinator
Brampton, ON

French Language Program Certificate, Université Jean Monnet- 2018
Honours BSc Food Science + minor in French Studies, with distinction, University of Guelph- 2020
MSc Science Rural Planning & Development + One Health specialization, University of Guelph (in process)

Board 2021-22



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 Wenches with Wrenches. She joined the CWCF board in 2010, and was elected President in November 2016. She served on the Board of The Co-operators for the Ontario Region in April 2018 for three years. Currently Reba sits in the CMC board.



Frank Bezanson-Harris, Vice-President and Atlantic Director

Over sixteen years ago I joined Just Us! Coffee Roasters Co-op. I started as a Barista in our Wolfville

Coffeehouse shortly after it opened. I became a Worker Owner as soon as I was able (14 years ago) and was immediately elected onto the Board. I have sat on the Just Us! Coffee Roasters Board for most of my time as a member of this co-op and sat as the Chair of our Board until April 2022. I have

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 sit as the President of its Board. Frank was elected to the CWCF board in 2019.



Kelly Storie, Treasurer, At-Large Director (from Ontario Region)

Kelly has been a part of the cooperative and solidarity community for over 25 years and is the Executive Director of

La Siembra Co-operative (Camino), a fair trade mission-driven workers cooperative dedicated to small-farmer livelihoods and economic democracy.

In her career, Kelly has supported the growth and governance of several national and international co-operative and fair trade organizations including serving on the board of the Ontario Co-operative Association, Your Credit Union, La Siembra, Fairtrade Canada and one the largest worker co-ops in the United States, Equal Exchange.

Kelly believes that the worker co-op model has been key to keeping La Siembra and the Camino brand connected to their fair trade mission and independent for over 20 years. The worker owners care deeply about the business, its reputation, its service and the quality of the products. The democratic governance and control of the co-op will pass from member to member, rather than fall into the hands of private equity. Giving workers more power, control and accountability over their work is meaningful

and dignified. This is a real strength of the model.

Kelly Storie was acclaimed as a director-at-large for CWCF at its AGM in November, 2021.



**Evan Proven, 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. Evan’s co-op interests include multi-stakeholder networking, federations, and associations and their potential to spin-off new co-ops. 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.



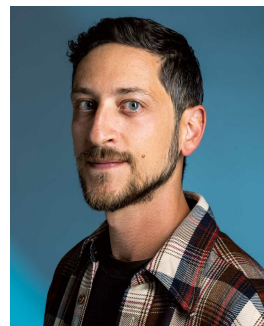
**Jessica Provencher,
Quebec Director**

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.



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.

Sandra formally joined the CWCF Board in 2020.



Pictured above (l to r): front row: Kaye Grant, Communications and Member Services Manager; Jared Blustein, Director-at-Large; Paul DeVillers, BIPOC Advisor; Sandra Allen, BC/Yukon Director. On screen: Evan Proven, Prairies/NWT/Nunavut Director; Kelly Storie, Director-at-Large (and Treasurer). Back row: Hazel Corcoran, Executive Director; Frank Bezanson-Harris, Atlantic Director (and Vice President); Reba Plummer, Ontario Director (and President); Juliet Kego Ume-Onyido, BIPOC Advisor. Not pictured: Jessica Provencher, Quebec Director.