

Canadian Worker Co-operative Federation/ Fédération canadienne des coopératives de travail Annual Report | 2016



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 four permanent employees (one in Calgary, two part-time in Nova Scotia, one part-time in Winnipeg). Its Board of seven directors provides stewardship. There are two “at large” director positions and representatives 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 many more 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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President's Report / Rapport de la Présidence 2016¹

****Le français suit, à la page 4****

Our Federation has continued to work within the broad areas it has focused on in recent years under the three main components of our core mission.

On our mission *to defend the interests of and facilitate the development of our member worker cooperatives:*

Our Federation has continued to support the activities of CoopZone, the cooperative developers' network, so our member cooperatives have access to quality professional services (training and consulting). We supported the resolution of Coop Fédérée at the AGM of Cooperatives and Mutuels Canada (CMC) to seek a tax benefit at the federal level for the investment of member workers in their worker co-op on the model of the RIC (Cooperative Investment Plan) offered by the Quebec government. (We will get there one day soon!).



Alain Bridault-Président

On our mission *of facilitating the development of new worker cooperatives:*

Our Federation lobbied the federal government, focused on obtaining a program to facilitate the transfer of businesses without successors to employees via a cooperative, and also on a federal contribution to the Canadian Cooperative Investment Fund. We work in conjunction with CMC on these issues, and the CWCF business succession proposal is now joint with that of CMC. Our Executive Director also spoke directly with Minister Bains on the worker co-op business succession issue. The Fund will be launched soon (with resources from the cooperative sector). We are very optimistic about the program on business succession.

On our mission *to represent our worker co-ops on the federal and international stages:*

Federally, our Executive Director served for three years on the board of CMC, where she was Vice President, until June. She decided in consultation with our board not to run again. In June 2016 we are very proud to have facilitated the election of Stéphanie Guico to the Board of CMC, who now represents our Federation there. Stephanie is an expert on worker co-op issues who has helped to develop worker co-ops in New York City.

On the international stage, we acted on three levels.

I have continued to represent you to the World Association of Worker Cooperatives (CICOPA) by serving on its executive committee. We have in particular agreed to establish a global network of young worker co-

¹ We regret that we do not have the full Annual Report in French, but we're pleased to have the President's report in both languages. / Nous regrettons de ne pas avoir tout le Rapport annuel en français, mais nous sommes heureux d'avoir le rapport de la présidence dans les deux langues.

operators where the representative for Canada will be Jessica Provencher, a member of our Board and also the brewery cooperative La Barberie in Quebec City. A committee for international exchange of expertise on business succession is also being created. I am a member of that committee.



As part of the International Summit on cooperatives held in Quebec City in October 2016, CICOPA organized a workshop on sectoral industry issues. The international panel of this workshop was facilitated by Hazel Corcoran, our Executive Director. In the day following the Summit, our Federation together with the Quebec Network of Worker Cooperatives (le “Réseau”, one of three member federations in Quebec) organized a well-attended day on different management approaches in worker cooperatives.

At this Summit, we had a first meeting also tracking the France-Canada agreement on the transfer of businesses concluded between our federation and CGSCOP (French confederation of worker cooperatives). This working meeting was attended, besides myself, by our Executive Director, and the Executive Directors of the Réseau, the Quebec Federation of Forestry Cooperatives, and the Quebec Federation of Paramedic Cooperatives, along with the President of CGSCOP. The first year of implementation of the agreement has been marked, as expected, by a preliminary exchange of documents between our organizations. It was agreed that in the coming year, we will go further by intensifying the exchange of expertise with on-the-ground experts of CGSCOP via one of its regional unions, possibly that of Brittany.

Our Federation has now become a key player both in Canada and internationally. We are now known and recognized in Canada as the representative of the cooperative sector with the most promising future in terms of creation of new cooperatives. We are now known and recognized worldwide as a dynamic federation that infuses energy and innovation within the global movement.

On the occasion of the annual conference, we will all celebrate our 25th anniversary. What paths we have traveled from our humble beginnings! We all have something to be proud of together. We have given ourselves a collective tool to influence our futures. There is still much to do and we know now that we can do it. We are entering a new phase in our collective development. It is for you to ensure, with the help of your federation, that this new phase is marked by the emergence of many new and dynamic worker co-operatives, and linkages among these cooperatives so that they strengthen each other.

We, in our worker co-ops, know that we are the future because we know that the future can only be built by solidarity and equity between men and women of all colors, of all faiths or no faiths, and all professions; it can be only built by the primacy of people over capital, and can only be built through sustainable development practices.

Thank you!

Alain Bridault

Rapport de la Présidence 2015-2016

Par Alain Bridault

Notre fédération a continué à travailler sur les chantiers qu'elle a mis en oeuvre ces dernières années dans le cadre des trois grands volets de sa mission fondamentale.



Alain Bridault-Président

Sur sa mission de *défendre les intérêts et faciliter le développement des coopératives de travail membres*

Notre fédération a continué à soutenir les activités de COOPZONE, le Réseau de développeurs de coopératives, afin que nos coopératives membres puissent avoir accès à des services professionnels de qualité (en formation et en conseil). Nous avons appuyé la résolution de la Coop Fédérée à l'AGA de *Coopératives et Mutuelles Canada* (CMC) pour chercher un avantage fiscal au niveau fédéral pour l'investissement des travailleurs membres dans leurs coopératives sur le modèle du RIC (Régime d'investissement coopératif) offert par le gouvernement du Québec. (Nous y arriverons un jour prochain!).

Sur sa mission de *faciliter la création de nouvelles coopératives de travail*

Notre fédération a fait une activité de lobbying auprès du gouvernement fédéral, axée sur l'obtention d'un programme *ad hoc* visant à faciliter la transmission des entreprises sans successeurs aux employés via une coopérative et sur une contribution fédérale au Fonds canadien d'investissement coopératif. Nous avons pour ce faire travaillé de concert avec CMC, et la proposition sur la transmission d'entreprise de la FCCT est maintenant conjointe avec celle de CMC. Notre directrice générale a pu d'ailleurs s'entretenir directement avec le ministre Bains sur la question du transfert d'entreprise. Le Fonds sera lancé bientôt (avec les ressources du secteur coopératif). Nous sommes très optimiste à l'égard du programme sur la transmission.

Sur sa mission de *représenter nos coopératives sur les scènes fédérales et internationales*

Sur la scène fédérale, notre directrice générale a siégé pendant trois ans au conseil d'administration de CMC où elle occupait la vice présidence, jusqu'au mois de juin. Elle a décidé en consultation avec notre CA de ne pas se présenter de nouveau. En juin 2016 nous sommes très fiers d'avoir facilité l'élection au CA de CMC de Madame Stéphanie Guico qui y représente maintenant notre fédération. Stéphanie est une experte sur la problématique des coopératives de travail qui a notamment aidé au développement de CT à New York.

Sur la scène internationale, nous avons agi à trois niveaux.

J'ai continué à vous représenter auprès de l'association mondiale des coopératives de travail (CICOPA) en siégeant sur son comité exécutif. Nous y avons notamment décidé de créer un réseau mondial des jeunes coopérateurs et coopératrices du travail dont la représentante pour le Canada sera Jessica Provencher, membre de notre CA et de la coopérative brassicole La Barberie à Québec. Un comité international d'échanges d'expertises sur la transmission d'entreprises est également en cours de création. J'en suis membre.

Dans le cadre du Sommet international sur les coopératives qui s'est tenu à Québec en octobre, CICOPA a organisé un atelier sectoriel sur les enjeux de l'industrie. Le panel international de cet atelier a été animé par Hazel Corcoran, notre directrice générale. Dans le jour suivant ce Sommet, notre fédération, de concert avec le Réseau québécois des coopératives de travail (une des trois fédérations membres du Québec) a organisé une journée très suivie sur les questions de gestion de coopératives de travail.



À l'occasion de ce Sommet, nous avons eu également une première rencontre de suivi de l'entente France-Canada sur la transmission d'entreprises conclue entre notre fédération et la CGSCOP (confédération française des coopératives de travail). Cette réunion de travail a réuni, outre moi-même, notre directrice générale, la DG du Réseau et les DG de la fédération québécoise des coopératives forestières et de la fédération québécoise des coopératives de paramédics avec le président de la CGSCOP. La première année de suivi de l'entente a été marquée, comme prévu, par les premiers échanges de documents entre nos organisations. Il a été convenu que l'année qui vient permettra d'aller plus loin en intensifiant les échanges d'expertise avec les experts terrains rapprochés de la CGSCOP via une de ses unions régionales, possiblement celle de Bretagne.

Notre fédération est maintenant devenue un acteur incontournable tant au niveau canadien qu'au niveau international. Nous sommes maintenant connus et reconnus au Canada comme représentant du secteur coopératif le plus porteur d'avenir, en termes de création de nouvelles coopératives. Nous sommes maintenant connus et reconnus au niveau mondial comme une fédération dynamique qui insuffle un surcroît d'énergie et d'innovation au sein du mouvement mondial.

À l'occasion de congrès annuel, nous allons fêter ensemble nos 25 ans d'existence. Que de chemins parcourus depuis ses modestes débuts ! Nous avons tous et toutes de quoi être très fiers ensemble. Nous nous sommes donnés ensemble un outil collectif pour agir sur nos avenir. Il y a encore beaucoup à faire et nous savons maintenant que nous pourrons le faire. Nous entrons dans une nouvelle phase de notre développement collectif. C'est à vous de faire en sorte, avec l'aide de votre fédération, que cette nouvelle phase soit marquée par l'éclosion de nombreuses et dynamiques nouvelles coopératives de travail et par les réseautages de ces coopératives pour qu'elles se renforcent mutuellement.

Nous, dans nos coopératives de travail, nous savons que nous sommes l'avenir car nous savons que cet avenir ne peut être bâti que par la solidarité et l'équité entre hommes et femmes de toutes couleurs, de toutes confessions ou non confessions et de toutes professions, qu'il ne peut être bâti que par la primauté de l'humain sur le capital et qu'il ne peut être bâti que par des pratiques de développement durable.

Merci !

Alain Bridault

2015-2016 Executive Director's Report

Highlights of the Year, based on our Mission

It has been an exciting year for the worker co-op movement in Canada, with planning for CWCF's 25th anniversary celebration, increased interest in the Tenacity Works Fund, much work done on co-op business succession proposals, and much more. Although some of these points are covered in greater detail in the President's Report or later sections, I wanted to provide a few highlights of the last year from my perspective under each section of our Mission, below.



Hazel Corcoran-Executive Director

- 1) To work in solidarity with our members to achieve our Vision of a Co-operative Economy
 - The 2015 Conference in Montreal last fall on the theme of "Building Bridges- Pour réussir ensemble" was extremely well received, with USFWC Co-Executive Director Esteban Kelly a very dynamic keynote. At this Conference, worker co-operators from Quebec and from rest of Canada came together and worked together in a way they never had before.
 - We held a tele-learning session with Brian Iler on Legal Issues in Worker Co-ops.
 - We now have an interactive Worker Co-ops 101 webinar prepared in two sessions; it will soon be offered periodically, along with other webinar topics.
 - Two member co-ops were able to pay their loans in full last year: la Coopérative Boirec (Maniwaki, Que), and Cedar Opportunities Café (Cedar, BC).
- 2) To support the development of new worker co-ops
 - Two Tenacity Works Fund loans have been committed in the last few months (Grain Exchange, Calgary, and REV Language Co-op, Victoria), though not yet placed.
 - The Canadian Co-operative Investment Fund to which CWCF has committed \$250,000 should launch in early 2017. CWCF has advocated for this for several years and is very pleased to see the Fund on the verge of launching, with approximately \$20 million committed from the co-op sector.
 - We have worked hard to develop a proposal for federal funds to support worker co-operative business succession. We are now working with CMC on a CMC-CWCF harmonized proposal for business succession to all types of co-operatives, and it is nearly completed.
 - CWCF worked with a group of partners including Smart Change and the US FWC to submit a proposal for a 3-year initiative to the McConnell Foundation to scale up workplace democracy in Canada. This initiative would promote and develop worker co-ops especially among youth and indigenous people, through new communication tools (video, web, etc.), fellowships for local network development, a leadership institute, and funding for early stage worker co-op development. We expect to have a response within a couple of months.
- 3) To strengthen the Federation, to animate the worker co-operative movement
 - CWCF has continued to grow its reserves, and is working on improving its board meeting processes.
- 4) To represent and promote the Canadian worker co-op movement in Canada and internationally

- CWCF is an active member of CMC, many Provincial Co-op Associations, and other organizations in Canada. Internationally, we are involved in CICOPA as well as CICOPA-Americas and North America.

Financial Report

In 2015-16, the CWCF was able to maintain operations that support the achievement of our strategic plan. This is due to the ongoing commitment of members, directors, developers and staff to the cause and the principles of workplace democracy and co-operation for which the CWCF stands. CWCF now has 54 worker co-op members, approximately 60 worker co-op developer members (through CoopZone), 4 regular associate members, 70 RRSP-associate members (which join to have access to our RRSP program, e.g., co-ops other than worker co-ops; though of course some worker co-ops also use the program), and 3 regional federation members, the list of which can be found on our web site or by asking staff for a member list. We have built a networked infrastructure that provides supports to existing worker co-operatives and to co-operatives in development, despite our relatively small financial resources.

Over the years, worker co-op member dues to CWCF have generally though not always been on the increase, e.g. from \$10,770 in 2005 to \$18,663 in 2016. (Our worker co-op member dues rate has not been increased since our founding; it is 3/20ths of 1% of payroll. Thus, increases represent growth in number of members and/or growth in payroll of existing members.) This past year, we turned around the challenge from last year of declining worker co-op dues revenue, which was in part due to closures, in part due to one large member deciding to not be a worker co-op, and in part due to non-renewals. The Board struck a Worker Co-op Dues Task Force which is continuing work.

The year ended August 2016 was financially a successful one for CWCF, although there were some significant challenges. CWCF's varied revenue streams including the fast-growing RRSP program (49% of revenues), the member dues (representing about 9% of revenues, from all member types), the Loyalty Payment from The Co-operators (variable, and nearly 22% of revenues last year), Fund interest, and other revenue streams have enabled us to provide services to members. The CWCF (including Fund Operations) had an operating surplus of \$7,944 (compared to a surplus of \$18,365 in 2015), on total revenue of \$306,192, up from \$277,645 at year-end 2015 (the increase being primarily due to RRSP fees and the Loyalty Payment). The Fund had total revenue of \$14,242 and a deficit from operations for the year of (\$5,235), before taking a recovery of \$1,750 on the write-down provision, for a net loss of (\$3,485). The general reserve of the CWCF as at August 31, 2015 was \$675,577; the majority is in the Tenacity Works Fund. The non-Fund (CWCF) general reserve is \$164,729. Looking forward, our projections show that CWCF need not cut back on services provided to members in the coming year, in part through running a planned, managed deficit.

Worker Co-operatives for Societal Transformation

The worker co-operative is a model that has transformed people's lives. There are still too many people across Canada who are struggling to thrive and even survive that we haven't yet been able to reach. The dominant economic model continues to transfer wealth from the 99% to the 1%, which came out very



strongly at the International Co-operative Summit in Quebec this October. Further, we know this model is threatening the planet. In July 2015, CWCF adopted a **Climate Change Statement**, in the lead-up to the Paris UN Conference which we have shared with the federal government. You can read it [here](#)². CWCF encourages its members and partners to adopt a similar statement. CWCF also endorsed the Leap Manifesto at its AGM last year; there will be a workshop on the topic of the Leap Manifesto and the Worker Co-op movement at this year's Conference.

CWCF's Past President Mark Goldblatt, who died suddenly in February, 2015, was a strong believer in worker (and other) co-operatives for societal transformation. We were very touched to learn late last year that Mark had bequeathed \$25,000 to CWCF "for a cultural project(s) in support of the co-op movement". We recently received the bequest, and, the Board is now working on parameters for its use. In addition, my husband Greg O'Neill and I were humbled to be asked by the founding directors of the Mark Goldblatt Foundation to deliver the first annual Mark Goldblatt lecture, which took place in May at the Conference of the Canadian Association for Studies in Co-operation. The topic was "The Big Idea: Building a Co-operative Economy through Popular Culture".

In Conclusion

CWCF may not (yet) have the material resources to be the vehicle for transformative workplace democracy that we aspire to be, but we have made incredible progress with limited resources because of the vision and commitment of our members and all who shared our beliefs and their efforts with us. If CWCF is to become the engine for growth that is needed in our current economic environment we need to continue to stretch our resources, and to find additional resources. As someone who has been involved with this organization since close to the beginning, I can say that I am proud of what CWCF has accomplished, yet I wish it were more – and I believe that it can be.

Achieving the potential that exists for promoting and growing the worker co-op movement to benefit Canadians remains the primary concern for the CWCF Board and staff.

The success of CWCF remains dependent on significant contributions made by individuals, notably volunteer Board members and our staff team, to whom I would like to express my profound gratitude.

Respectfully submitted,

Hazel Corcoran, Executive Director

² <http://canadianworker.coop/cwcf-adopts-climate-change-statement-in-the-lead-up-to-the-un-climate-conference-in-paris-late-2015/>

Financial Snapshot

Statement of Financial Position

<i>Canadian Worker Co-operative Federation</i>			
<i>Year Ended August 31, 2016</i>			
Assets			
	Current	\$	608,902
	Long-term	\$	1,166,949
Total Assets		\$	1,775,851
Liabilities			
	Current	\$	25,345
	Trust Funds Payable	\$	1,049,929
	Mark Goldblatt Fund	\$	25,000
Total liabilities		\$	1,100,274
Members Equity		\$	675,577
Total Liabilities and Member Equity		\$	1,775,851

Statement of Revenues and Expenditures

<i>Canadian Worker Co-operative Federation</i>	
<i>Year Ended Aug 31, 2016</i>	
Total Revenues	\$ 306,192
Total Expenses	\$ 299,998
Income (Loss)	\$ 6,194
Recovery on write-down	\$ 1,750
Net Income (Loss)	\$ 7,944

Update on Strategic Plan

Two years ago when our current strategic plan was developed it was decided to review the vision and mission in 2016. The Board reviewed and refined the vision and mission as follows:

**French version follows ** Le français suit.

Canadian Worker Co-operative Federation

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

Mission:

- 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.

La Fédération canadienne des coopératives de travail

Vision de la FCCT: Être un réseau florissant et intégré de coopératives de travail, démocratiquement contrôlées, qui offrent des emplois de haute qualité et qui, selon les valeurs et principes coopératifs, appuient le développement d'économies locales saines, socialement équitables et durables.

Mission de la FCCT:

- 1) Travailler en solidarité avec nos membres pour achever notre vision d'une économie coopérative,,
- 2) soutenir le développement de nouvelles coopératives de travail,
- 3) renforcer la Fédération, afin d'animer le mouvement des coopératives de travail, et
- 4) représenter et promouvoir le mouvement coopératif du travail, au Canada et à l'international.



Member Engagement

Last year in our annual report we provided a report on the member visits we did over the course of the year and their feedback and ideas.

This year we would like to report what CWCF has achieved in terms of addressing these suggestions.

You suggested that...	CWCF's action...
Conferences are great venues for learning & networking with other worker co-op people	Maintained opportunity for networking and learning together in our conference program
For the 25 th anniversary conference, it was suggested that we invite all who have ever been involved in CWCF, and write a booklet on CWCF history	Extended the invitation list widely in Vancouver and opened two sessions to the public. This has attracted potential new and past members and others in the co-op community. In conjunction with past board member Jackie Somerville, we reached out to many past board members and members. Jackie has also prepared the timeline documents on CWCF.
Address worker co-op challenges such as: <ul style="list-style-type: none"> Financing investment share structuring Membership retention/attraction (turnover). Succession planning 	Addressed some areas/topics by offering tele-learning/webinars, while some other challenges have been addressed via one-on-one technical assistance. There are still challenges/topics on this list that

You suggested that...	CWCF's action...
<ul style="list-style-type: none"> • Retirement planning • Finding work in the off-season. • HR in general – evaluations; a workbook on HR procedures • Policies for allocation of work <p>Topics of interest for tele-learning sessions, conference workshops etc. including</p> <ul style="list-style-type: none"> • Ask a Lawyer • Worker Coop basics training – • Marketing / finding more paid work • How to promote having local governments work more with co-ops • Marketing especially around the word “co-op 	<p>haven't been addressed.</p> <ul style="list-style-type: none"> • Offered an “Ask a Lawyer” webinar. • Co-ops 101 training has been developed. A webinar will soon be offered. • Financing in Worker co-ops is a forum topic in the 2016 conference. • Positioning your Co-op's Value Proposition for more effective sales is a workshop topic in the 2016 conference. • Maintaining Mutual Respect and Dignity within the Worker Co-op offered in a workshop at the 2016 conference is one approach to addressing HR issues.
<p>Members want more information about CWCF benefits and more details about our Co-operators insurance/benefit programs</p>	<p>Worked with the Co-operators to offer a member webinar about the Co-operators program available to our members. This was offered in September 2016 but only had 4 people in attendance. Jamie Bohach from the Co-operators is presenting again about the programs at the 2016 conference.</p>
<p>Business planning in a worker co-op</p> <p>CWCF should host a worker co-operative boot camp lead by experienced developers.</p>	<p>Offering a new type of session at the conference “Business Strategy Fine-Tuning, The Social Venture Institute Approach.”</p> <p>Could still consider a type of boot camp in future.</p>
<p>Look at a directory with an eye to sales, or consider the possibility of having members who can sell to each other over distance or present what their co-op does.</p>	<p>Tried to add the member highlight in each newsletter but had trouble getting members to provide content.</p> <p>Directory approach is not feasible at this point given the resources we have available.</p>
<p>CWCF should lobby to reinstate a program like the CDI.</p>	<p>A business succession proposal has been on the CWCF lobby list for the past year. Working together with CMC, our Business Succession Committee is developing a revised joint federal proposal for business succession to co-ops.</p>
<p>Bringing in new members</p>	<p>Have been attracting new members over the past year. Staff have been active in reaching out to non-member worker co-ops and connecting with co-op developers to network with developing worker co-ops. We have five new worker Co-op members this year and one lapsed member renewed.</p>

You suggested that...	CWCF's action...
Have an inspiring speaker at Conferences from the international scene.	This was definitely a part of the 2014-15 conference. We also partnered to host the International Worker Co-op day held in Quebec City this past October (see report elsewhere in this report.)
Some members may have interest in repeating the Co-op Index.	No action has yet occurred on this suggestion.
CRA and other parts of the federal government do not understand what a WC is. CWCF should try to help with this.	Some lobby work has taken place with various federal departments that address this. Future lobbying will continue to work to address this issue.

Communications

Our newsletter is now published bi-monthly; however, we continue to publish special newsletters in order to keep our members informed of special events or CWCF news as needed. Visit our website [here](#) to access all of our newsletters. If you are not currently receiving our newsletter you may visit this [link](#) and sign up. Remember that this is a two step process. Once you have signed up you must also verify your email by clicking on a special email link sent by the system.

Our [facebook](#) page continues to attract good traffic. We have recently surpassed 500 likes. We also have a twitter account (@WorkerCoop).

Kaye Grant is participating with CICOPA's working group of Communicators which meets on-line or by skype quarterly in order to discuss topics of interest internationally. Much of the work is focused on determining content for CCIOPA's [Working Together e-newsletter](#).

We have also moved to the use of Adobe Connect for our on-line learning which is a significant improvement over just the conference telephone for our tele-learning events. As a result we can now move to a webinar format for our learning events.

CoopZone Developers' Network



CWCF administers the CoopZone Developers' Network Co-operative, a network of individuals and organizations involved in co-op development in all sectors. Hazel Corcoran is the Executive Director of CoopZone. The CoopZone Developers' Network completed its 4th year of an on-line training program on co-operative development in June 2015. The training program did not run last year due to lack of a critical mass of students. However, the introductory course is running this year with five students; Eric Tusz-King is the Course Director. This year marks the fourth year of the full participation in CoopZone by the Legal Network, made up of lawyers and legal professionals working with or interested in co-operatives. Two members of the Legal Network, Mary Childs and Celia Chandler, will be giving a workshop on legal issues in

worker co-ops at the Conference. A list of members and legal resources about co-ops are available on the CoopZone site, under the Legal Network tab. For more about CoopZone, see: www.coopzone.coop

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 approximately three 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)*. Hazel Corcoran served on the Board of CMC, first as an appointee and then having been elected in June, 2014 at the Moncton AGM of CMC. Hazel did not rerun this June, however, CWCF nominated Stephanie Guico as our representative who was subsequently elected. Yuill Herbert is CWCF's delegate to CMC, and Peter Hough is on the CMC's Canadian Co-op Investment Fund Committee. CMC's June, 2016 AGM took place in Winnipeg.
- International:** CWCF is a member of CICOPA, the international organization of worker co-ops. Alain Bridault is in his fifth year as member of the Executive Committee of CICOPA.
- 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. Yuill Herbert and Hazel Corcoran are on the steering committee of the Americas region and the North America sub-region. The CICOPA-Americas region held its third meeting in Panama in mid-September, 2015, and will next meet in mid-November in Montevideo, Uruguay. In each case, CWCF has been unable to attend but gave its proxy to the US FWC representative who participated.



Regional Connections

CWCF continues to stay in touch with worker co-op development in all regions of the country, continuing our active relationship with the worker co-op federations in Quebec, where *le Réseau de la coopération du travail*, the Quebec Forestry Co-op Federation and Quebec Paramedic Co-op Federation are regional federation members. CWCF is a member of all of the Anglophone Provincial Co-op Associations which it is eligible to join – all except

Newfoundland. In Quebec, all three of the worker co-op federations are members of *Le Conseil québécois de la coopération et de la mutualité ("CQCM")*, and are represented on the CQCM Board by Alain Bridault (le RESEAU), Jocelyn Lessard (Forestry Co-op Federation), and Alain Gaudreau (Paramedic Co-op Federation).



At the International Worker Co-op Summit in Quebec City 2016, the Réseau in collaboration with CWCF hosted an International Gathering of Worker Co-ops with over 60 people present, the vast majority from Quebec-based worker co-ops. There were many excellent speakers from the worker co-op movement internationally, including from France, Argentina, and CICOPA, and discussion sessions on various topics notably regarding different approaches to worker co-op management.

Tenacity Works Fund

The Tenacity Works Fund has now completed its sixteenth year of operations. The Fund started as a Pilot Project in 2000. Since the Pilot period, Tenacity has continued to fulfill its mandate of providing financing to worker co-ops and related sectors. In 2015-16, the Fund made two commitments to place loans, one in the Grain Exchange and the other in the Real English Victoria Language Co-op.

The Fund has investments and cash of approximately \$511,000, and the cash currently held by the fund is about \$367,000. At the moment there are no investment requests pending. Worker co-ops seeking loan capital are encouraged to apply to the Fund.

Peter Hough, our retired Financial Officer, continues to participate on behalf of CWCF on the Board of the Canadian Co-operative Investment Fund (CCIF), of which he is Vice Chair. This Fund will have similar objectives to Tenacity Works; however, it will be open to all types of co-operatives (including worker co-operatives) across Canada. At the CWCF AGM in 2012 the membership pledged an investment from Tenacity (\$175,000) and an anonymous private source (\$75,000) that would flow through the CWCF for up to \$250,000 in the CCIF. Given that the private source is not eligible to invest in the CCIF (due to not being an accredited investor), the CWCF Board has recently decided to increase the pledge from CWCF on its own to \$250,000. The CCIF continues to seek capital from the co-operative sector. The Fund has now been legally constituted. It is hoped to have the Fund operational within a few months.

The coming year will see Tenacity continuing to play its role financing worker co-op development. Tenacity with its current cash flow and existing capital base, even with the capital pledged to the CCIF, is in the position to provide up to \$100,000 in new loans in the coming year.

RRSP-TFSA Program

CWCF administers Registered Retirement Savings Plan ("RRSP") investments on behalf of its members and associate members, in conjunction with Concentra Financial. The program continues to grow primarily through the participation by Associate Members. These participants are primarily drawn from the Community Economic Development Investment Funds or "CEDIF's" (and related programs), Opportunity Development Co-operatives, and some renewable energy co-operatives. Unfortunately, since the regulatory changes in 2011, it has been much more difficult for worker co-ops to meet the eligibility

requirements. The program currently³ has 3023 contracts and \$49,312,874 under administration. This represents a 28% growth in assets under administration and a 14% growth in contracts. The RRSP program is a net income generator for the Federation and comprised approximately 49% of CWCF's total revenue in 2016 (<http://canadianworker.coop/funding/rrsp-program/>). After receiving the request from some members to also offer a Tax-Free Savings Account program, CWCF launched the TFSA program this year. To date it has not had significant interest but we are expecting more in TFSA activity in future years. Currently there are 28 contracts and \$419,000 under administration in the TFSA program.

Staff



Hazel Corcoran – Executive Director, Calgary, AB



Kaye Grant - Communications Manager, Winnipeg, MB



Kristin Glenn - RRSP Program Manager and Bookkeeper, Kentville, NS



Josh Dyke, RRSP Program Assistant, Kentville, NS

³ As of September 30, 2016

Board

CWCF completed its 25th year stewarded by its team of directors. During the 2015-2016 year, the Board members were:

1. Alain Bridault, President, (ORION, Coopérative de recherche et de conseil) – At-large Director
2. Eric Tusz-King, Vice President (Aster Group Environmental Services Co-operative) - Atlantic Director
3. Lee Fuge, Treasurer (International Women's Catering Co-op) BC/Yukon Director
4. Jamie Campbell, (ParIT Worker Co-operative) - Prairies/NWT/NU Director
5. Reba Plummer, (Urbane Cyclist) - Ontario Director
6. Jessica Provencher, (le Réseau de la coopération du travail du Québec) - Quebec Director
7. Yuill Herbert, (Sustainability Solutions Group) - At-large Director

Board Biographies

Alain Bridault, President and At-Large Director (from Quebec)



Alain Bridault has completed doctoral studies in Sociology and holds two Master's degrees (Sociology and Co-operation). He has worked for over 30 years in community and co-operative development in Quebec and other areas of French Canada. He has taught development and management of collectively-owned enterprises at the university level. He has also conducted various research projects in the areas of business succession, entrepreneurial potential of business groups, and social determinants of entrepreneurship. Alain was one of the four founding members of ORION worker co-op in 1986, where he is currently the director of research services and consulting. With regard to Alain's involvement in the worker co-op sector, he was a co-founder and president of a forestry co-operative from 1980 to 1985. He was also chairman of the provincial committee on worker co-operatives, which became RQCCT under his presidency (1986-89). It was during this mandate that he introduced the CJS (Youth Service Co-ops) within Quebec. Alain was elected to the Board of CWCF in 2008 and became the President in 2009. He joined the Executive Committee of the international worker co-op organization, CICOPA, in early 2011. He joined the Board of the RESEAU in 2012 and the Executive Committee of the RESEAU in 2013. Alain joined the Board of CQCM in the winter of 2014-15.

Eric Tusz-King, Vice-President, and Atlantic Director



Eric is a member of Aster Environmental Services Co-operative in Sackville, New Brunswick. Previously Eric was a founding member and manager of EnerGreen that was created in 2006 to help homeowners to have energy efficient homes. He has initiated, encouraged and/or been a member of several different types of co-operatives. The most recent initiative is Open Sky Co-op, which is a multi-stakeholder co-op that provides residence, vocational and social support for people who face barriers due to mental health or social development. Eric also works part-time as a co-operative developer with the Co-operative Enterprise Council of New Brunswick. Recently Eric became the Course Director for the CoopZone Training Program. He is currently the CWCF Atlantic Board Director.

Lee Fuge, BC / Yukon Director



Lee has been involved in the co-op movement for over thirty years. She is a founding member and administrator of the International Women's Catering Co-op (IWCC), a worker co-op offering international cuisine. IWCC is a seasonal, part time business – 90% of the co-op's revenue is generated in the farmer's market season (May-October).

Lee lives in Victoria where she is involved in projects focused on food security. She is chair of the board of the Capital Region Food and Agriculture Initiatives Roundtable Society (CR-FAIR), the “backbone” organization focused on food and agriculture issues in the Capital Region. She also serves on the board of LifeCycles Project Society which works to create community through educating about sustainable urban food production, processing and sharing.

Jamie Campbell, Prairies/ NWT/ NU Director



Jamie lived in Winnipeg, Manitoba until recently. His regions are the Prairies, NWT & Nunavut. He worked at Mondragon Bookstore and Coffeehouse worker co-operative from 2005 to 2010. He currently works at ParIT Worker Co-operative was one of the founding members in 2006. He strongly believes that properly applied information technology, carefully selected to be consistent with co-operative values, can tremendously strengthen the co-operative movement as a whole and the worker co-op movement specifically. His other co-operative roles include 1) serving as ParIT's representative to the Winnipeg Parecon Worker Council (a group local to Winnipeg seeking to achieve participatory economics both within and between members, as well as in the surrounding environment); 2) served as a member of the Supports and Services Co-operative Strategy Working Group in Winnipeg; 3) served as the bookkeeper for the Albert Street Autonomous Zone Marketing Co-op, and 4) serving on the Board of the Data Commons Co-op, where he is past President of the board. He joined the CWCF Board in 2010.

Reba Plummer, 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 80s, 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.

Jessica Provencher, Quebec Director



First inspired by international co-operation and the democratic management of the student movement in the early 2000s, Jessica continues her quest for a more equal world through demystification and promotion of the worker's co-op model. Newly interested by the art of facilitation, she uses every meeting like a learning occasion to be and work better together. Besides being responsible for co-operative life at La Barberie, a worker co-op microbrewery based in downtown Québec city, she is also involved as the co-president of her co-op, a director for the RESEAU and the CWCF, volunteers for the

Québec microbrewers association and is following a master program in developing people and organisations. She is also actively learning to say "no" and prioritize her passions.

Yuill Herbert, At-Large Director (from Atlantic Canada)



Yuill is from Tatamagouche, Nova Scotia and is a CWCF Board Director At-Large. He helped found the environmental consulting worker co-operative Sustainability Solutions Group that currently has members across Canada. SSG has worked for every level of government, major universities and a wide range of private sector and non-profit organisations on sustainability building projects, organisational sustainability and community planning.

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>.

2016 Conference Acknowledgements

CWCF would like to sincerely thank all sponsors (last page) without whom the Conference would not be possible, the Planning Committee members, and other supporters who have contributed to the success of the Conference in 2016, which was co-organized with CoopZone. CWCF would like to sincerely thank everyone who volunteered to help at this year's Conference, especially the following 2016 Conference Planning Committee members for their many contributions:

- Reba Plummer, Urbane Cyclist, Toronto, ON, Chair
- Jessica Provencher, La Barberie/ Le RÉSEAU, Quebec, QC
- Lee Fuge, International Women's Catering Co-op, BC
- Jamie Campbell, ParIT, MB
- Victor Das, Unite Digital Marketing Co-op, BC
- Hazel Corcoran, CWCF Executive Director, Calgary, AB
- Kaye Grant, CWCF Communications Manager, Winnipeg, MB
- Kristin Glenn, CWCF RRSP Program Manager and Bookkeeper, Kentville, NS

Also a thank-you to our various sub-committee members for their contributions:

Local Connections Sub-committee:

Victor Das (Unite Digital Marketing Co-op), Julia Meyer-Macleod (SSG), Jeremy Murphy (SSG), Heather Pritchard (Glorious Organics), Lee Fuge (International Women's Catering Co-op) and Kaye Grant (staff).

25th Anniversary Sub-committee:

Marty Frost (Devco), Peter Hough (SSG), Jackie Somerville (past board member) and Hazel Corcoran (staff)

Promotions Sub-committee:

Victor Das (Unite Digital Marketing Co-op) and Kaye Grant (staff)

Last but not least, we thank all conference presenters and facilitators, especially keynote speaker Kathy Bardswick, CEO, The Co-operators.

Acknowledgements

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