

Canadian Worker Co-operative Federation

Fédération canadienne des coopératives de travail

Annual Report | 2023



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, and the Annapolis Valley, NS. CWCF has a staff of seven permanent employees working half-time or more (two in Calgary, three in Nova Scotia, one in Winnipeg, one in Montreal), and another on an 18-month 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, and two BIPOC Advisors.

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 63 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 hyperlinks.]

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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 2022-2023

By Reba Plummer

As 2023 draws to a close, the worker co-op sector is facing cause for both concern and celebration. Let's start with the good news. Over the past year, CWCF's JEDDI (justice, equity, diversity, decolonization, and inclusion) work has received recognition from multiple sources, a testament to the great work of our staff and board advisors. At the Co-operators AGM and Banquet Nicole Waldron, Co-operators' only BIPOC board member, read a poem composed by one of our BIPOC board advisors, Juliet 'Kego Ume-Onyido, who was there on behalf of Black Women Professional Worker Co-op. This poignant moment made for the most memorable Co-operators banquet I've ever attended. Juliet also recently received a much-deserved Spirit Award from the Ontario Co-op Association for her outstanding contribution to awareness, diversity and equity building within the co-operative sector.

CWCF's JEDDI business conversions project for equity-disadvantaged groups has been one of the most meaningful initiatives toward fulfilling these objectives. It's for this reason that Janielle Maxwell, the project manager, was invited to speak at both the Co-operatives and Mutuels Canada Congress and the Global Innovation Co-op Summit, and why the project received the inaugural JEDI Award at the Congress. And even as this project is slated for completion in a few months, CWCF's focus on JEDDI work will continue.

Janielle's presentation was a highlight of the Global Innovation Co-op Summit, an event that was otherwise quite disappointing. Contrary to its name, the Summit featured little in the way of innovation, least of all from the people I really wanted to hear from, the grassroots activists working towards the genuine changes we so desperately need. These changes, however, will never come about if instead of striving for systemic transformation, we settle for being "capitalism with a conscience".

The problems with the capitalist system, moreover, are becoming increasingly evident by the day. Exorbitant rent costs, both commercial and residential, are driving businesses to close and people to lose their homes, causing serious repercussions that we are only starting to feel. While politicians and business leaders like to talk about solutions, they've taken little action, simply reinforcing the power structure in which 84 billionaires control 50 percent of the world's wealth.

Against this backdrop, it would be easy to become depressed. But if we are ever tempted to give up, let us remember why we've held on for so long in the first place: because we believe a better world is indeed possible. Even as many regional and sectoral federations in Canada are struggling, we still have an opportunity to demonstrate the value of our vision by coming together in support of our principles and NOT behaving as capitalists.

We are worker co-operators!

Executive Director's Report

by Hazel Corcoran

Stronger Together! – in the Solidarity Economy

There is no question that we are living through difficult times. We are facing increasing financial inequality and food insecurity, racism, colonialism, and other oppressions, the climate emergency, the continuing pandemic / pandemic recovery, and war. 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 contributed to or, in some cases, created those conditions. 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 the planet.

Although challenges have been ever-present, throughout CWCF's 2022-2023 fiscal year most of our members as well as CWCF itself, have continued to show resilience. CWCF approved nearly \$40,000 in **technical assistance grants** in the year. We launched our **Racial Justice Granting and Bursary program**. We hosted the second cohort of our **Worker Co-op Academy** program and amended it mid-stream to focus on the specific needs of the co-ops in the program. We hosted **CWCF Mixers** in most regions of the country, which have been a great way to connect with members and others. We are seeing increasing interest in the worker co-op model.

CWCF made a successful proposal to the Investment Readiness Program for a Justice, Equity, Diversity, Decolonization, and Inclusion

(JEDDI) Business Conversion Project. We are now carrying out this important project, which encourages conversions to co-ops and other social purpose organizations in equity-denied groups.



CMC Congress JEDDI Award Ceremony

The board committed to making loans available to eligible worker co-ops from our **Tenacity Works Fund** specifically for co-ops which have federal CEBA loans coming due. The CEBA loans require repayment of most of the full amount in order to keep the remainder as a grant. CWCF's deadline has now passed with several members having applied; the applications are currently being reviewed.

One current **Government Relations** focus is to have any tax and other incentives accorded to Employee Ownership Trusts also made available to worker co-ops.

CWCF RRSP-TFSA program, called **Common Good Capital Registered Plans**, is on solid ground. This program enables eligible co-ops, community investment funds, and non-profits to raise capital through investments in RRSPs and TFSAs. This program helps support the need to raise capital in local, community organizations, and it also creates a surplus which helps support other CWCF programs and

activities. The trustee behind our program (called the “bare trustee”) had announced that they planned to cease offering the service, which would have required a complex transition. Fortunately, our bare trustee has decided to continue to offer these services. The program currently has 66 members (worker co-op members and associate members) with over 3,000 total investors and just over \$70 million in total investments.

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.



2022 CWCF Conference

Staffing Changes

This year saw the arrival of new staff members, with the hiring of Chloë Williams as our Executive Assistant (replacing Rebecca Smyth) and Ven Drake as our part-time IT Assistant. We also welcomed Lindsay Reid as Common Good Capital Program Assistant, a

maternity leave replacement for Laura MacDonald. In the JEDDI Business Conversion program, we received a federal CreateAction grant to hire a youth intern; for the first several months, our intern was Ashley Igboanugo, and currently, it's Aniqah Rahman.

CWCF Board Changes, and BIPOC Board Advisors

At the 2022 AGM, CWCF welcomed the return of board member Evan Proven of Sun Certified Builders Co-op, in the Prairies board seat. Sandra Allen of Shift Delivery Co-op (BC Director) left the board in the spring of 2023; we thank her for her service. The board appointed Chris Nichols (Wood Shop Workers' Co-op) in the BC seat, and Leslie Brown (Flourish Community Development Co-op) in the Atlantic seat, in the summer of 2023. We had the privilege of working with Board Advisors Juliet 'Kego Ume-Onyido of Whole Woman Network and the Black Women's Professional Worker Co-op, and Nasreen Omar of Multicultural Health Brokers' Co-op.

New Members

We welcomed several new members over the past year, including GIA Consulting Co-operative, Louder than Ten Workers' Co-operative, Co-Active Developments, Seize the Means of Production Video Cooperative, Transform Practice, Yeoman Tree Service Co-operative, The Makehouse Co-op, and Flourish Community Development Co-operative.



The Makehouse Co-op: A Successful Conversion

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 program. Further, we are moved and inspired by the work of other organizations that develop worker co-operatives in their communities. In Quebec, there are three federations doing worker co-op development and support, including the [Réseau COOP](#), the [Quebec Forestry Co-operative Federation](#), and the [Quebec Paramedic Co-operative Federation](#). All three of these organizations are Regional Federation members of CWCF.

In other parts of the country, allied organizations include:

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

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

Most of the organizations described are working in spaces of worker co-op development from a lens of racial Justice, Equity, Diversity, Decolonization, and Inclusion, and several are engaged on CWCF's JEDDI Committee.

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. Our wonderful CWCF staff team of Kaye Grant, Kenzie Love, Chloë Williams, Ven Drake, Janielle Maxwell, and Aniqah Rahman all do great work, as does our Common Good Capital team of Kristin Van Hattem, Josh Dyke, Laura MacDonald, and Lindsay Reid.

I appreciate the important contributions of our Academy Lead Instructor, Russ Christianson as well as the coaches in that program. I would also like to express my sincere thanks for 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 co-op associations, our Fund Investment Committee members, Isabel

Faubert who served as the director for Canada on the board of CICOPA from June 2019 until June 2023, and our Government Relations Advisor, Alain Roy.



2022 CWCF Conference

Strategic Plan Report 2022-2023

I. Engage and Strengthen Current Members

- Member Engagement
 - Staff contacted almost all worker co-op members by phone and/or email to offer check-in virtual meetings, and the majority of the members participated.
 - In-person [CWCF mixers](#) were held in Victoria, Calgary, Saskatoon, Winnipeg, Toronto, Ottawa, and Halifax to bring together CWCF board and staff with members of the local worker co-ops, along with co-op developers, and allies.
 - Staff conducted some additional in-person visits.
- Communications
 - The popular member profile series has continued, which by now has profiled almost all of CWCF's worker co-op members and a few Common Good Capital and regional federation members.
 - The CWCF blog continues to explore current issues in the worker co-op sector; during the year it covered topics such as [Sociocracy and Worker Co-ops](#), [Helping Canada's Worker Co-op Sector Build Relationships with Indigenous Communities](#), and [Young Voices are Critical to the Worker Co-op Movement](#).
 - CWCF's social media strategy encompasses Facebook, Instagram, and LinkedIn, which are used to share upcoming events, newsletter content, and funding opportunities. Most weeks feature two posts per platform.
- Conferences
 - The 2022 AGM/ Conference, held in Vancouver in mid-November, had the theme *Collective Power* and focused on Justice, Equity, Diversity, and Inclusion.
 - The AGM and a selection of other Conference presentations were presented as multiplatform events.

- The Resilient Strategic Planning Toolkit for Worker Co-ops Intensive was offered at the 2022 Conference, and its contents are available in two parts, [here](#) and [here](#).
- Technical Assistance grants
 - For the 2022-23 fiscal year, 16 grants were awarded, of which three were cancelled, three were rolled into this year, and 10 were completed.
 - In early 2023, the maximum grant was increased to \$4,000.
 - The February 2023 newsletter featured an [article](#) promoting the Technical Assistance grants, with testimonials from recent grant recipients.
- Leadership Development
 - As of May 2023, CWCF board members now receive honoraria for their service.
- Member recruitment
 - CWCF welcomed eight new worker co-op members in 2022-23.
- Tenacity Works investment fund
 - Several member co-ops have applied to the Fund for assistance with repaying CEBA loans.
- Webinars
 - The Worker Co-op 101 series (Introduction to Worker Co-ops, Worker Co-op Finance, and Worker Co-op Governance) continues to be offered twice yearly and has drawn strong engagement from participants.
- Collaboration
 - Collaboration with CWCF's Quebec regional federation partners has increased in advance of the 2023 Conference.

II. Build Awareness and Scale Up Worker Co-ops

- Promoting the value of the worker co-op model
 - Member profile series continues to highlight successful worker co-ops, e.g. Sustainability Solutions Group Co-op.
 - The blog series has also promoted the value of the model.
- Worker Co-op Academy
 - Two cohorts have completed the program and given very positive feedback. Finding groups at the right stage to participate in the Academy remains a challenge.
- Business Succession



- The JEDDI Social Acquisition Project, funded by the federal Investment Readiness Program, has been the primary focus of CWCF's co-op conversion work and has held a series of well-received presentations, including this very powerful [webinar](#).
- The JEDDI Social Acquisition (aka Business Conversion) project also gathered and created great resources housed on CWCF's site, which can be found [here](#).
- Government Relations
 - CWCF has actively lobbied the federal government to provide incentives to worker co-operatives in line with any incentives provided to employee-ownership trusts.

III. Build the Solidarity Economy

- Racial justice
 - Funding was awarded through the Racial Justice Action Grants and BIPOC bursaries. There were ten applications, of which seven were accepted for a racial justice action grant in 2022-23.
 - CWCF and its JEDDI Committee have supported the development of a proposal to research how to best improve Justice, Equity, Diversity, Decolonization, and Inclusion in the worker co-op movement.
- Solidarity Economy Principles Project
 - CWCF signed onto the [Solidarity Economy Principles Project](#) and has participated in its Community of Practice.

IV. Other CWCF Strategies and Activities

- CWCF's communications team meets monthly to update and implement the communications plan.
- The Common Good Capital Program continued to offer RRSP – TFSA administration to eligible worker co-ops, other types of co-ops, CED Investment Funds, and similar entities.

JEDDI Social Acquisition Project

This project is funded by the federal Investment Readiness Program (IRP). We hired our Project Coordinator, Janielle Maxwell, in September 2022. We have had an extension and will formally end the project as of March 31, 2024. The project launched in November 2022 with two relevant sessions at last year's Conference. This report summarizes the key activities since then.

The JEDDI team at CWCF has been working towards the completion of all tasks and outputs relevant to the success of the JEDDI Business Conversion Project. The project's specific objectives are to:

- **Build social acquisition awareness and education resources for equity-deserving groups (buyer-side and seller-side audiences)**
 - It can be overwhelming and confusing to navigate the social purpose space in order to transition from a traditional business model to a values-driven business model, and having a centralized location for educational resources can be helpful in navigating this process. To this end, the CWCF website houses information, resources, and tools under the "Business Conversion Resources" tab with the hopes of making the business conversion process slightly less daunting for individuals, allowing them to browse and take in information at their own pace. This information is part of the larger "JEDDI Business Conversion Project" tab that allows anyone who is interested in business conversion to have access to upcoming events, sector-specific terminology, and examples of various types of social purpose organizations. The JEDDI Social Acquisition Project has created a significant website of resources available on the CWCF website.
 - An informational brochure giving a brief overview of the JEDDI Business Conversion Project was created to raise awareness and peak interest about business conversions for equity-deserving groups.
 - Two posters were created to outline the JEDDI Business Conversion Project and its objectives, diverging with regards to the target audience.
 - A JEDDI BC promotional flyer was created to raise awareness and provide information about the JEDDI Business Conversion Project.
- **Convene a network of Social Purpose Organizations (SPOs) and Small and Medium-sized enterprises (SMEs) service providers committed to leveraging social acquisitions as a solution for increasing the Social Finance capacity of equity-deserving groups**
 - CWCF has been part of and hosted multiple outreach events to facilitate person-to-person connections, knowledge sharing, and interest in the social purpose model of conducting business. These events have created a platform to share the objective of the JEDDI Business Conversion Project and the role that those who already operate in the social purpose sector can play in supporting equity-deserving groups with conversions.
 - Past Events:
 - [CWCF Pre-conference Session](#) (Nov. 15, 2022) hosted in person, Vancouver
 - [BIPOC Keynote Conference](#) (Nov. 17, 2023), Vancouver
 - [CWCF Webinar 1: Business Conversions to SPOs for EDGs](#) (Feb. 9, 2023)
 - [IRP Partner Presentation](#) (March 13, 2023), online

- [Women's Economic Council Online Conference Presentation](#) (May 11, 2023)
 - [CWCF Presentation at Glitter Bean Café](#), Halifax (May 23, 2023), hybrid
 - CASC Conference (May 31, 2023) hosted in person, Toronto
 - CMC Congress Award Ceremony (June 13, 2023) hosted in person, Ottawa
 - USask SCA AGM (June 19, 2023), Saskatoon, hybrid
 - GICS Digital Co-op Education Panel (Sept 29, 2023), Montreal
 - USask SCA Co-op Conversations (Sept. 6, 2023) hosted online
 - Indigenous Food Sovereignty and Social Enterprise Event (Oct 18, 2023) hosted in person, Toronto
- CWCF JEDDI Conversion Project curated a centralized Service Provider Directory / Database. This directory was created to provide both buyers and sellers with a curated list of free and paid service providers specialized in SME and SPO conversions.
 - **Collect and support potential seller-side and buyer-side social acquisition cases and provide early-stage consultations**

The JEDDI project developed Equity-Denied Group Social Media Spotlight Interviews

These interviews are now complete. We will soon begin posting snippets to our Instagram account and posting the full interviews to our website as well as to our YouTube channel. Some of the featured individuals included:

- Juliet 'Kego, Whole Woman Network, Black individuals
- Mohammed Zaout, LightWork Co-op, Immigrant / Refugee/ Muslim individuals
- Lauren Lee, Resource Assistance for Youth, Youth
- Melissa Graham, Manitoba League of Persons with Disabilities, Persons with Disabilities
- Cora Wiens, Eadha Bakery, Queer Individuals
- Kathryn Camfield, The MakeHouse Co-op, Women

CWCF's JEDDI Business Conversion Project conducted several early-stage consultations with businesses led by or serving equity-denied groups currently pursuing or interested in business conversions to social purpose organizations. The result has been that the Project is currently providing support to three different potential business conversions.

Our current focus is to continue sourcing business owners who are potential conversion cases and/or who are already pursuing, on the verge of, or very interested in the co-op/SPO model. The next steps include forming partnerships with colleges and universities and organizing a peer learning session for co-op/SPO service providers.

Financial Report

<i>Statement of Revenues and Expenditures</i>		
<i>September 2022- August 2023</i>		
	2023	2022
<i>Total Revenues</i>	\$835,161	\$513,013
<i>Total Expenses</i>	\$659,940	\$460,926
<i>Operations Income (Loss)</i>	\$175,221	\$52,087
<i>Loan recovery /write-down</i>	(\$574)	(\$373)
<i>Net Income (Loss)</i>	\$174,647	\$51,714

<i>Statement of Financial Position</i>			
<i>Year Ended August 2023</i>			
<i>Assets</i>		2023	2022
	Current	\$934,791	\$757,096
	Long-term	\$7,607,443	\$6,594,176
<i>Total Assets</i>		\$8,542,234	\$7,351,272
<i>Liabilities</i>	Current	\$140,251	\$91,850
	Trust Funds Payable	\$7,437,928	\$6,440,014
	Long Term Debt	\$30,000	\$30,000
	Mark Goldblatt Fund	\$25,000	\$25,000
<i>Member Equity / General</i>	Tenacity Fund	\$375,282	\$390,485
	CWCF	\$563,773	\$373,563
<i>Total Liabilities and Member Equity</i>		\$8,542,234	\$7,351,272

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.

Coco Einarsen was the winner of the 2023 Young Adults Arts and Culture Grant, for the production of a one-night incredible drag performance hosted at the new solidarity cooperative bar in Montreal [Coop BMP](#) (Bar Milton-Parc). 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. 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 Operations and Member Services Manager Kaye Grant served as a board member for two terms until June 2023. 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](#). After incubating its start-up, in 2018-19 we supported



CoopZone in the transition to CWCF no longer managing it. 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 served a four-year term on the Board until June 2023, at which point Hazel Corcoran was elected to the Board 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. Hazel Corcoran represents CWCF at CICOPA-North America, sometimes along with other CWCF representatives. In CICOPA-Americas, CWCF is represented by Lissette Lemus, Marcelo Vieta, and Martin Van den borre.

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. CWCF contributed to its initial survey, to share our position that the principles should be strengthened around JEDDI issues, the climate crisis, and the place of workers in co-operatives. There are other ways to engage, including an online forum, and we encourage our members and others to participate in the consultation process.

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 [CICOPA](#), [Co-operators](#), the [Big Idea Rainbow Foundation](#), and [Prairie Sky Cohousing Co-op](#)



Kaye Grant, Operations 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](#), and [Peg City Car Co-op](#)

Management Consultant,

[Reconnaissance Management Consulting Group Inc.](#)



Kristin Van Hattem, Common Good Capital Program Manager and Bookkeeper, Kentville, NS

B.Sc., Psychology, with University Scholar distinctions, Acadia University, Wolfville, NS, 2009

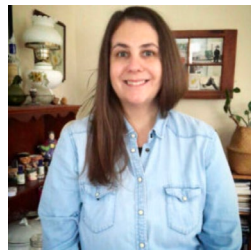
Bookkeeping Basics, NSCC Kingstec, December 2017

Advanced RRSP Strategies, CCUA Campus, December 2019



Josh Dyke, Common Good Capital Program Administrator, Kentville, NS

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



Lindsey Reid, Common Good Capital Program Assistant, Kentville, NS

B.A., Labour Studies, Brock University



Laura MacDonald, Common Good Capital 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



Kenzie Love, Communications Assistant, Calgary, AB

B.A., English, University of Calgary
M.A., Journalism, Western University, London, ON, 2008



Ven Drake, Information & Technology Assistant, Trent Hills, ON

Software Development (IT) Diploma Southern Alberta Institute of Technology (SAIT), Calgary, AB, 2017
Data Asset Management, Norquest College, AB, 2023



Chloë Williams, Executive Assistant, Montreal, QC

B.A. Geography: Human Environment, 2016
Master's Certificate, Community Economic Development, Concordia University, 2019
Master's in Business Management, Co-operatives & Credit Unions, Saint Mary's University (in progress)



Janielle Maxwell, JEDI Project Coordinator, Brampton, ON

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)
French Language Program Certificate, Université Jean Monnet- 2018



Ashley Igboanugo, JEDDI Project Intern, Toronto, ON*

*May 2023 – Aug 2023

Honours B.A. Forensic Psychology, Minor French, Carleton University, 2023



Aniqah Rahman, JEDDI Project Intern, Newcastle, ON**

** Started September 2023

B.A., Psychology, Toronto Metropolitan University, 2018

Board & Advisors 2022-23



**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 served on the Board of The Co-operators for the Ontario Region in April 2018 for three years. Currently Reba sits on the boards of CMC and the Ontario Co-op Association.



**Jessica Provencher,
Vice President,
Quebec Director**

Jessica is a coach and a facilitator residing in Quebec City who 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 and worker cooperatives since she started as head of cooperative life at La Barberie microbrewery in 2010. She is currently developing her one-on-one coaching practice to support individuals to connect with their inner courage and to achieve their personal and professional goals.

Jessica holds a bachelor's degree in Social Work and a Master's degree in People and Organizational 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 Coop, the Québec federation of workers' coops. 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.



**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 been working in building trades since starting in concrete construction as a teenager and moving on to wood framing, cabinet making, super insulated

renovations, and new home construction. Evan achieved his Red Seal Endorsement in Carpentry in June of 2017 and graduated from the Master of Management in Co-operatives and Credit Unions program at Saint Mary's University in September of this year.

Evan's favorite co-op principle is P6, Co-operation among Co-ops. Evan's capstone research project, which will be published in the 2024 edition of the International Journal of Co-operative Accounting and Management, focused on the feasibility of creating a multi-stakeholder network of co-ops and not-for-profits in Winnipeg that could partner to develop multi-unit low-income housing to a high-performance and resilient building standard by leveraging stakeholders unique attributes to help lower the upfront cost of construction.

Evan's hobbies include gardening, cooking, snowboarding, sailing, and fixing things. Evan is married and lives in a blended household with his wife and four children. Evan is a founding member of Sun Certified Builders Co-op Ltd., a multi-stakeholder co-op that specializes in high-performance new

construction and renovations and has served on its board since 2012.

Evan was elected to the CWCF board in 2019.



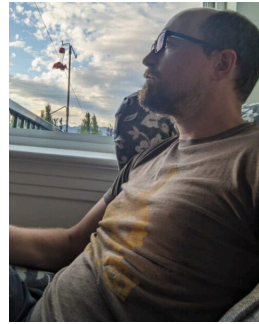
Jared Blustein, At-Large Director (from Prairie Region)

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, which closed in the summer of 2023.

Jared believes that by empowering workers and making them the directors of produced profits, we actively create more resilient and localized economies, enhanced community cohesion, and more ethical societies with dynamic ripple effects. In the spirit of allyship, Jared is continually working to help other workers establish their own cooperatives. 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.



Chris Nichols, BC / Yukon Director

Chris Nichols is co-founder and general manager of Wood Shop Worker's Co-op, a furniture and millwork co-op operating out of

Vancouver, BC. With a Masters in Social and Political Thought and over 10 years carpentry experience, he likes to get his hands dirty, both literally and figuratively. He lives in East Vancouver in a co-owned house with his wife and two-year-old son.

Chris was appointed to the CWCF Board in June 2023.



Leslie Brown, Atlantic Director

Leslie Brown is Professor Emerita in the Sociology Department Mount Saint Vincent University, Halifax, where her work has involved teaching, research, policy analysis, and knowledge

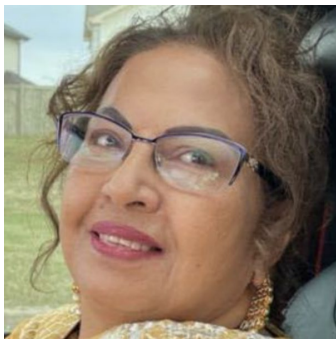
dissemination. Throughout her career she has studied co-operatives and co-operation in Canada and abroad. Research methodologies that prioritize collaboration with community-based groups and organizations have proven particularly fruitful in studying the role co-operatives can play in building community, democratizing the economy, providing vital services, and offering concrete examples

toward a vision of a more inclusive, equitable, and sustainable society.

As a volunteer, Leslie has served in leadership positions in community planning projects, credit unions, and various types of co-ops. Since 2020 she has been member-at-large on the board of Flourish Community Development Co-operative, a consulting co-operative.

As a new board member of the CWCF Leslie says "I am excited to have the opportunity to work with Board members, staff and CWCF members who are committed to supporting worker co-operatives across the country. There is no doubt in my mind that worker co-operatives have a vital part to play in helping us imagine, and build, a better world."

Leslie was appointed to the CWCF Board in August 2023.



**Nasreen Omar,
BIPOC Board
Advisor**

Nasreen Omar is the Chair of the Multicultural Health Brokers Co-op in Edmonton. She

migrated to Canada 47 years ago. She has been with the Co-op for the last 25 years. She retired as a Multicultural Program Coordinator from Alberta Health Services (University of Alberta Hospital) after 20 years of service.

She has a B.A. in Sociology and Master's in Library Science. In both her jobs, Alberta Health Services and Multicultural Health Brokers Co-op, she has been a master trainer of Intercultural Competency. She has extensive experience in community education. She does a Punjabi radio program,

South Asian Men's, and Women's support group. She also does community education in parenting in two cultures and general health. She is an active educator of the worker co-op at the MCHB. She researches, designs and delivers workshops to relevant conferences.



**Juliet 'Kego
Ume-Onyido,
BIPOC Board
Advisor**

Juliet 'Kego Ume-Onyido is a Financial Advisor with one of the leading Financial

Institutions in Canada. She is also a Social Justice Advocate, an International Speaker-Poet, and Master-Certified Leadership Coach-Trainer.

A passionate advocate of financial resilience and economic opportunities for women and youth, she is an active proponent of the cooperative movement and the solidarity economy. Juliet is a co-founder of Whole Woman Network - a Leadership, Advocacy & Empowerment Social Enterprise for BIPOC Women and Youth, focused on holistic financial literacy/liberation education and building community wealth using an iterated, digital model of *ROSCA+* (*ROSCA plus*) and African indigenous lens/values/frameworks.

She is also one of the 10 co-founding members and president of Black Women Professional Worker Co-op (BWPW Co-op), - a women-led multi-stakeholder cooperative linking women of African descent in the agro-food chain and other professional sectors, from the global north and south, and supporting them to collaborate, start up,

operationalize and scale up their operations into mainstream retail channels.

As a feminist and poet, her works of poetry amplify the lived experiences of women and girls, and proceeds from her global poetry recitals and speaking engagements support the education and empowerment of vulnerable girls and women in under-served communities across Africa.

Juliet's other areas of advocacy include ending Gender Based Violence, STEM, WASH, Menstrual Health access; Quality & Affordable Public School Education; Child Rights; Women in Leadership; Environmental Sustainability.

Her educational background and professional experiences span multi-disciplinary fields: Engineering, International Business, Gender

Studies, Wealth Management & Financial Advisory. She has an MBA from the University of Manchester, UK, and has worked and consulted for Honeywell Group, American Express, Emex Systems, MIS Systems, Edward Jones Investments, Sun Life Financial. She is a coach-strategist for several Governmental agencies and Corporate Leaders. She is on the advisory board of several organizations in USA, Canada, Nigeria, such as Global Rights, WAAW Foundation, EnvironFocus, Canadian Worker Co-op Federation, PARO Women's Enterprise Centre, CASC, BOAT Lifebank Foundation.