

Request for proposals: strategic plan revision

Background

The Canadian Worker Co-operative Federation ("CWCF") is a national, bilingual grassroots membership organization of and for worker co-operatives, multi-stakeholder co-ops with substantial worker control, and organizations that support the growth and development of worker co-operatives. CWCF was incorporated in 1992, has approximately 65 member cooperatives and an annual budget of approximately \$600,000. Activities and services include an RRSP-TFSA program for members, an annual conference, webinars, the Worker Co-op Academy incubator, an investment fund, newsletters and other communications, outreach and advocacy efforts, and a Racial Justice Action Plan. CWCF has extensive relationships with other co-operative organisations and associations in Canada. CWCF developed a strategic plan for 2018-2022, which was fine-tuned for 2022-2026.

CWCF has a stable membership. CWCF has ambitions of further growing and supporting the worker co-operative movement in Canada, an ambition which will require new approaches and strategies beyond those that are currently being employed in the current budgetary context.

It is a core mandate of CWCF to be a strong voice in the advancement of social and economic justice in Canada. CWCF seeks to build Justice, Equity, Diversity, Decolonization, and Inclusion ("JEDDI") in the worker co-operative movement. We encourage submissions from members of Equity-Denied Groups. Equity-denied groups include but are not limited to members of BIPOC communities, LGBTQ2S+ people, people with disabilities, women, and youth.

CWCF is seeking proposals to engage staff, board members, members, and allies in an innovative and stimulating process to revise its strategic plan, focusing on increasing revenues and prioritizing support for the plan's implementation.

Project details

- **Timeline:** The strategic plan revision will be developed between August and December 2025.
- **Budget:** CWCF is a small organisation with limited financial resources, however CWCF is interested in the quality of the proposals.
- **Support:** CWCF will work with the selected proponent to support the selected proposal.
- **Objectives:**
 - Meaningfully engage staff, board, members and allies of CWCF.
 - Draft a revised three-year strategic plan with clear priorities that will guide CWCF to grow and increase its support for the worker cooperative movement.
 - Identify potential new sources of revenue.

Proposal

The proposal should include:

- Project understanding
- Project plan including member engagement processes
- Project team member(s), their qualifications, and to which Equity-Denied Groups they belong, if any
- Experience, particularly with strategic planning and within the co-operative sector
- Schedule/timeline
- Detailed Budget
- Three references, including contact information, project descriptions for each of the references

The proposal should be no longer than 7 pages, not including any appendices.

Evaluation

Evaluation will be undertaken by a committee composed of members of the board, JEDDI Committee, & staff. The evaluation committee will become the steering committee which will support the development of the strategic plan.

The following criteria will be used to evaluate the proposals:

Criteria	Weighting
Method	35%
References	25%
Previous experience	10%
Co-op experience	10%
Diversity ¹	10%
Cost	10%

Submission and deadline

Bidders should submit proposals to Kaye Grant, communications@canadianworker.coop, by July 15, 2025.

¹ "Diversity," indicates whether the bidder(s) are from an Equity-Denied Group or Groups.