



CWCF
FCCT

CANADIAN
WORKER
CO-OP
FEDERATION

FÉDÉRATION
CANADIENNE DES
COOPÉRATIVES
DE TRAVAIL

ANNUAL REPORT 2025



International Year
of Cooperatives

Cooperatives Build
a Better World



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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.

Land Acknowledgement

The Canadian Worker Co-op Federation gratefully and respectfully acknowledges the traditional, ancestral, unceded territories of Indigenous peoples whose presence reaches back to time immemorial, across the lands we colonially call Canada.

CWCF recognizes these First Nations and the Métis as the customary keepers and defenders of these lands. We acknowledge their long history of accommodating people from overseas nations while also resisting colonial subjugation.

Further, CWCF recognizes and affirms the inherent and treaty rights of all Indigenous peoples across these lands. CWCF will continue to honour the commitments to self-determination and sovereignty we have made to Indigenous nations and peoples.

CWCF acknowledges the colonial oppression of the original peoples in what we now know as Canada. We are firmly committed to the healing and decolonizing journey we all share together.

The CWCF honours the co-operative traditions that defined all the economies of northern North America before being disrupted by European merchant trade and subsequent state-administered, colonial dominance. They were fully based on values that are currently promoted by the International Cooperative Alliance (ICA): self-help, self-responsibility, [consensus] democracy, equality, equity and solidarity. These co-operative economies flourished because they were grounded on ethical values now subscribed to by the ICA: honesty, openness, social responsibility and caring for others.





Our 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.

Our Mission

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



A Message from the Board Co-Presidents

The CWCF of today finds itself grappling with rapid change and an uncertain future. It hardly needs saying that we are far from alone in facing these issues. The past few years have been challenging financially for the Federation, our members, and Canadians in general. As a presentation by Abacus Data at the CMC Congress confirmed, the current era is characterized by a sense of precarity, in which the very foundations of our society often seem at risk.

Against this backdrop, it's comforting to know there have been some constants. Our small but dedicated staff team continues to impress us with their hard work and innovation, and even in a time of uncertainty, our Board and Equity Advisors remain committed to ensuring CWCF has a sustainable future.

Of course there have also been changes at the Board level. Our shift to having co-presidents allowed us to explore a new approach that shared the workload and made room for different, complementary strengths. We've also returned to having two in-person board meetings a year, reflecting the value of in-person connection. Our board members also appreciated the chance these meetings offered to gather with the wider worker co-op community at meet-and-greets in Ottawa last November and Montreal this past May, with chances to tour our host co-ops in the process.

On a broader scale, the shift to alternating in-person and virtual conferences has had pros and cons. There's no doubt that we can forge deeper connections when not separated by thousands of kilometres, but virtual conferences allow more people to attend as there is no cost barrier and we can bring in presenters from far-flung locations. It was a hard decision for the board and staff when we changed to a biennial in-person

conference, but we feel there's merit in both formats, something demonstrated by our very successful virtual conference last year. We are also looking forward to our in-person conference in Edmonton this year. Although there is a financial cost associated with an in-person conference not only for the participants but for the Federation, it is always an extremely informative, educational, enjoyable time!

Participants at this year's conference will have the chance to share their thoughts on the future of CWCF as part of the strategic planning process currently underway. Ablaze Services, whom our committee chose from many quality proposals it received, is hard at work envisioning the path forward with input from all voices within the worker co-op sector, and we look forward to the final results.

Worker co-ops can't wholly escape the challenges facing us today. But the resilience, collaborative spirit, and focus on living out our principles we continue to demonstrate will help us weather the stormy seas we find ourselves in. Thus it's all the more important to share with the wider public what we've known all along: that worker co-ops, particularly if we can move from the sidelines to the frontlines of our economy, are one of the best solutions to precarity that exist.

We are worker co-operators!



A Message from the Executive Director

When living in a time of climate change, widening economic inequality, trade wars, conflict, racism and other oppressions, the way forward is through co-operation. We believe in the power of worker co-operation. Like many of our members, in these times, CWCF is facing challenges. Our main challenge is declining revenues. Lower interest rates for funds on deposit, finding sponsorships, and declining enrollment in our Common Good Capital registered plans program are the main sources of this problem. I will give a brief scan of the year just ended and conclude with grounds for optimism.



Member Engagement and Support

Our 2024 virtual Conference, with the theme of Unleashing Worker Co-ops for Success, was a great success, bringing together over 120 people. CWCF organized a series of Mixers across the country, held Webinars, and launched a new two-part webinar series - Finance 201. We completed the third cohort of the Worker Co-op Academy and continued to support the worker co-ops which held loans from the Tenacity Works Fund.

We held many member check-ins and provided technical assistance grants, Racial Justice grants, and bursaries. We expanded CWCF's JEDDI Committee (Justice, Equity, Diversity, Decolonization and Inclusion) and launched a new Racial Justice Action Plan. CWCF was a co-applicant in a successful SSHRC-funded project to study worker co-ops led by equity-denied groups. We welcomed seven new worker co-op members during the year. Common Good Capital, CWCF's registered plan program for RRSPs/TFsAs, remains an important service offering. We are working on plans to grow the Program.

Government Relations

The federal government's November 4th budget includes plans to exempt business owners selling to worker co-ops from capital gains tax, up to \$10 million. We have long advocated for this, with the support of Co-operatives and Mutuals Canada. We continue to advocate to make it permanent. We also continued to advocate for resources to facilitate conversions of other business forms to worker co-ops, both for business succession and to address precarity in small and medium-sized businesses.



With Gratitude

I would like to express my deep appreciation to the staff members of CWCF for the great work they've done throughout the year. I would also like to express my sincere thanks for the work of CWCF's many volunteers, including the members of the Board, Equity Advisors, committee members, and those serving as delegates to Co-operators and co-op associations, our Fund Investment Committee members, and our Government Relations Advisors. I also appreciate the important contributions of our Academy Lead Instructor, the coaches in that program, and the worker co-op developers who help to strengthen worker co-ops.

In the 34 years since CWCF was founded, we have faced many challenges and each time we have met them with resilience and determination. As we close one strategic plan and begin the next, I look forward to continuing to work with our current leaders and have full confidence in CWCF's ability to meet the future with strength and purpose.

In solidarity,
Hazel Corcoran, Executive Director

Building a Better World, with Democracy, Diversity, and Justice

The theme of the 2025 UN-declared International Year of Co-operatives is Cooperatives Build a Better World. CWCF seeks to build a better world by working in solidarity with worker co-ops, with a focus on democracy, diversity, and justice – as this year's Conference theme highlights. We seek to build an alternative to capitalism.



EXECUTIVE DIRECTOR
Hazel Corcoran



2025 Financial Report

Statement of Revenues and Expenditures		
September 2024 - August 2025		
	2025	2024
Total Revenues	\$728,532	\$916,417
Total Expenses	\$781,845	\$785,811
Operations Income (Loss)	\$(53,313)	\$130,606
Loan recovery /write-down	(\$10,131)	(\$106,823)
Net Income (Loss)	(\$63,444)	\$23,783

Statement of Financial Position			
Year Ended August 2025			
		2025	2024
Assets	Current	\$721,320	\$787,100
	Long-term	\$7,913,820	\$7,224,821
Total Assets		\$8,635,140	\$8,012,921
Liabilities	Current	\$52,995	\$70,362
	Trust Funds Payable	\$7,657,751*	\$6,954,721*
	Long Term Debt	\$0	\$0
	Mark Goldblatt Fund	\$25,000	\$25,000
Member Equity / General Reserve	Tenacity Fund	\$239,401	\$259,586
	CWCF	\$659,993	\$703,252
Total Liabilities and Member Equity		\$8,635,140	\$8,012,921

*This is held in trust by CWCF, but it belongs not to CWCF but almost exclusively to CGC investors.

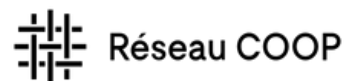
CWCF Membership



CWCF Membership

CWCF had 64 members at year end, from coast to coast to coast. CWCF welcomed 7 new members last year from British Columbia, Alberta and Ontario. We have since welcomed another 5 new members. In Quebec CWCF continues to work with the three worker co-operative federations.

Quebec Worker Co-op Federations



Fédération québécoise
des coopératives forestières



British Columbia (New Members)

- Stocksy United Co-op
- The Vancouver Empowerment Cleaning Co-op
- Chorus Frog Organic Gardens Cooperative
- Ablaze Services Workers Cooperative



Worker Co-ops



Regional Federations

Engage & Strengthen Current Membership



152 registered for 12
free webinars

220+ original posts
across all social
media

12 monthly
newsletters



75,323

views across all socials



2230

likes across socials



579

reposts / shares



50%

average open rate

“If you’re thinking about starting a co-op in Canada, the CWCF is the resource to go to. I think it can be very daunting to try to do a project like a co-op because of the lack of public knowledge about it, so knowing there is a support that can point you in the right direction is very helpful.”

- What is a Worker Co-op? Participant

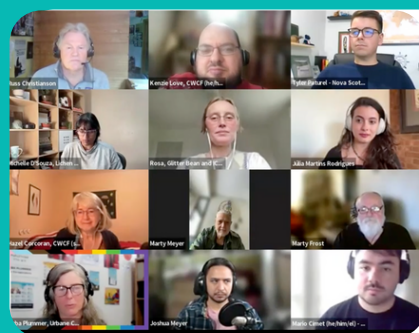
“As a national, bilingual federation of worker co-ops from all sectors, CWCF’s team and Board are committed to facilitating quality networking opportunities online and in-person. CWCF seems to consistently curate a dynamic crowd that more thoroughly reflects what the workforce across Canada looks like, in a way that many national associations have yet to achieve at their conferences.”

- Lacey Chyz on the 2024 Conference

“Thank you for the Finance 201 power tour yesterday. It was a wake-up call about the things we don’t know in the finance department.”

- Worker Co-op Finance 201 Participant

CWCF 2024 Conference



120+

participants in
the 2024 virtual
conference



15

Regional Mixers
in 8 cities across
4 regions.



Grants, Bursaries & Loans



Bursaries

\$7,755

CWCF Education
Bursaries

\$4,000

CoopZone
Training Bursaries

\$2,000

JEDDI Training
Bursary



Photo Credit : CWCF Montreal Mixer

\$57,755

Awarded in Grants & Bursaries to Worker Co-ops and Co-op Developers



Grants

\$35,000

Technical Assistance Grants

\$8,000

Racial Justice Project Grants

\$1,000

Young Adult Arts and Culture Grant

Tenacity Works Loan Fund



\$156k

In loans placed to four co-ops.

\$102k

Outstanding in loan repayments.

\$30k

Loss due to a member co-op becoming insolvent.



"Race, Labour and Worker Co-Op values"
ft. Clare Yow and Rita Wong

Video Production by: Seize the Means Video Co-op
Funded by the CWCF Racial Justice Grant

Build Awareness & Scale Up Worker Co-ops

Government Lobbying

CWCF has advocated that the federal Government provide the same \$10 million capital gains tax exemption on sales of businesses to worker co-ops as was enacted in 2024 for employee ownership trusts. The Government has accepted this in principle, but due in part to prorogation, it has not yet been enacted. It was again proposed in August and in the 2025 budget, and CWCF currently seeks to make it permanent; see [this submission](#).

In our federal [pre-budget brief](#), CWCF advocates to the Government that it:

1. implement the tax incentives announced for worker co-operatives in harmony with incentives provided to employee ownership trusts.
2. support CWCF's Building Community Resiliency Program ("The Future is Worker-Owned") to maintain and create jobs and businesses, primarily through conversions to worker co-operatives, with a focus on equity-denied groups, and
3. amend the Income Tax Act to create tax fairness in a variety of ways for worker co-operatives.

The Future is Worker Owned

The CWCF partnered with SEIZE to develop the Future is Worker Owned Coalition. As the Silver Tsunami of baby boomers retire, thousands of Canadian businesses face closure or uncertain futures. Instead of selling to out-of-town buyers or closing their doors, retiring owners can transition ownership to employees who know and care about the business. This keeps businesses thriving, strengthens local economies, and empowers workers to build stable, democratic workplaces.



Worker Co-op Academy

Three groups successfully completed the Worker Co-op Academy in May 2025.

- Camp Fire Worker Co-op
- [Pansy Club Worker Co-op](#)
- Peer-to-Peer Community Co-operative



"I appreciated the overall format of the Academy, especially the mentorship provided. They were knowledgeable, accessible, and incredibly helpful and true pillars in this process. Their guidance and support were invaluable, and I'm grateful to have made those connections. I also found the group setting to be a strength of the program. Learning about other participants' projects not only enriched my understanding but fostered a sense of collaboration and community."

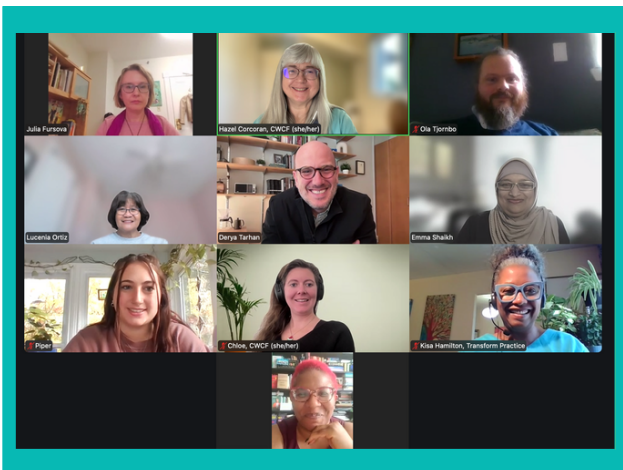
- Worker Co-op Academy participant

[Join the Coalition](#)

Build the Solidarity Economy

Research with Worker Co-ops led by Equity-Denied Groups

CWCF has been co-lead with Dr. Julia Fursova of the University of New Brunswick in this research project. A team of researchers has engaged EDG-led co-ops in surveys and individual interviews. The findings of this research will be presented as social network maps illustrating the strength of relationships among EDG-led co-ops and other actors within the co-op ecosystem. The project will provide answers to the key question – what needs to change within the Canadian worker co-op movement to support and nurture the capacities and assets of the EDG-led co-ops?



CWCF JEDDI Committee & Partners



Women's Multicultural
Resource & Counselling Centre



JEDDI Committee

The CWCF stands in solidarity with Black, Indigenous and other people of colour (BIPOC) in the fight against systemic racism and injustice.

[CWCF JEDDI Action Plan \(2025\)](#)

Coops4Coops Partnership

CWCF was the first partner of [SEIZE's Coops4Coops](#). Coops4Coops has quickly become our go-to tool for working with Canadian cooperative service providers!



Coops4Coops is your go-to tool for working with Canadian cooperative service providers.

With **over 160 co-ops** listed and free to use, you've got nothing to lose—just great co-ops to discover!



Find your next service provider today at
COOPS4COOPS.CA

COMMON GOOD CAPITAL

REGISTERED PLANS PROGRAM

Common Good Capital

The Common Good Capital (CGC) is CWCF’s registered savings plan program for RRSPs/TFSA’s. The CGC continues to be a core offering of the CWCF. The CGC program enables co-operatives and similar types of enterprises, including non-profit organizations to capitalize their ventures with securities held within Registered Plans. We are developing a plan to promote this Program.

CWCF recently launched an online portal for CGC. Account holders can now sign in to view account statements and receive notices from CGC staff, with tax slips to be available online soon. In addition, designated account representatives have access to a different portal with more functionalities.

\$65,232,827

under administration with
Common Good Capital



[Co-op Connections: Securing Capital for Co-op Growth](#)

Kristin VanHattem of Common Good Capital

Common Good Capital

65 Members (associate members and worker co-ops)

226 TFSA Contracts

2530 RRSP Contracts



Photo Credit from left to right: Durham Multicultural Counselling and Resource Centre, Pansy Club, The Cleaning Co-op

International Year of Co-operatives #IYC2025



CWCF and the International Year of Co-operatives

Hazel Corcoran attended the International Cooperative Alliance (ICA) Congress in New Delhi, India which marked the launch of the IYC 2025. She presented on a panel organized by CICOPA on co-operatives in the care sector. CWCF Board and staff members have participated in IYC activities throughout the year.

Cooperativism at Work, a comprehensive new book on the worldwide worker co-op movement, edited by Bruno Roelants, will be published early next year. It includes a chapter by Hazel Corcoran on the history and context of the Canadian Worker Co-op movement, and a case study of the Pivot Co-op in Montreal. It highlights how worker and social cooperatives drive sustainable, democratic, and community-focused development worldwide.



Photo Credit: Routledge Press



Photo Credit from left to right: ICA Congress 2024, CWCF Staff and Board, CWCF Staff at the Co-operators Headquarters

Co-operators: Membership & Insurance



CWCF and our members benefit in many ways from our participation in Co-operators. We not only have access to cooperative-specific insurance products, but also participate in governance. CWCF and many members have received Co-operative Development Program grants. The Loyalty Payment (akin to a patronage dividend) has contributed significantly to CWCF’s financial stability.

Save on insurance and protect what matters
with the **Member Benefits Program**

[Learn more ▶](#)



CWCF & Réseau COOP
Members have access to the
Co-operators Member Benefits
Program and Co-op Guard.



1 of 45

Member organizations of Co-operators. CWCF has participated in Co-operators since 2007.



20

Delegates and alternative delegates that participated across five of the seven regions (BC, Alberta, Ontario, Quebec and Atlantic).

2

CWCF representatives on the Board of Directors. Jessica Provencher (Quebec) and Reba Plummer (Ontario), elected April 2025. Hazel Corcoran completed her term in April 2025.



Photo Credit : Co-operators Promotional Materials

Allied Organizations & Associations



CWCF Membership in Related Associations

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

Canadian Associations

CWCF's involvement with related associations includes the nomination of Reba Plummer to the Board of Co-operatives and Mutuels Canada where she has served since 2021 and Kelly Storie's nomination to The Canadian Co-operative Investment Fund where she has served since 2022.

International Associations

CWCF is a member of CICOPA, the international organization of worker co-ops. CWCF's nominee, Hazel Corcoran, was elected to the Board of CICOPA, in June of 2023. CWCF is also a member of CICOPA-Americas region and the North America sub-region, where CWCF is represented by Lissette Lemus, Marcelo Vieta, Martin Van Den Borre, and occasionally Hazel Corcoran.

CWCF is a Member of:



CWCF is also a member of all of the Provincial Co-operative Associations.

The following are CWCF Members:

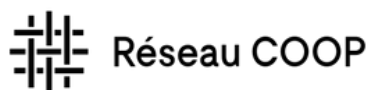


Photo Credit : CWCF Board in Montreal

CWCF Awards



Photo Credit: @billgeneric

CWCF Young Adult Arts & Culture Grant Program

Iva Jankovic of Vancouver received the grant to fund the recording and promotion of the song "IN OUR HANDS: an anthem for worker ownership", to be performed by their band Doom Loops.

The Mark Goldblatt Worker Co-op Merit Award

Juliet 'Kego Ume-Onyido was the 2024 winner of the The Mark Goldblatt Worker Co-op Merit Award for her outstanding contributions to worker co-operation in Canada.

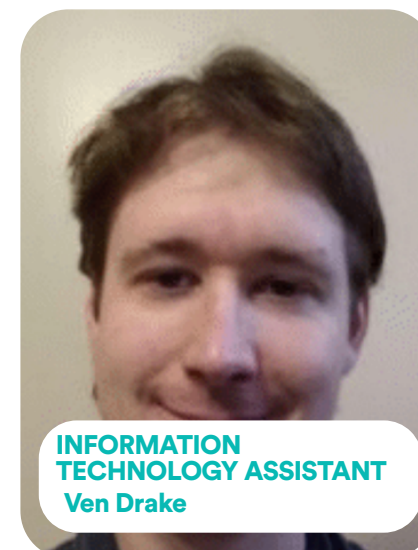
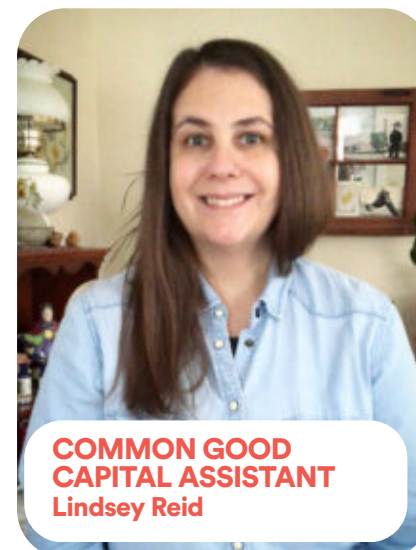


Worker Co-op Best Practices Award



Sustainability Solutions Group's approach to developing their worker compensation and benefits package is an example of what can be achieved by soliciting and valuing the collective wisdom of their member-owners, the broader worker co-op community, and expert guidance.

Thank you to our Staff



Thank you to our Board of Directors



CO-PRESIDENT



ONTARIO DIRECTOR
Reba Plummer

CO-PRESIDENT



PRAIRIES DIRECTOR
Evan Provan

TREASURER



DIRECTOR AT LARGE
Kelly Storie

VICE-PRESIDENT



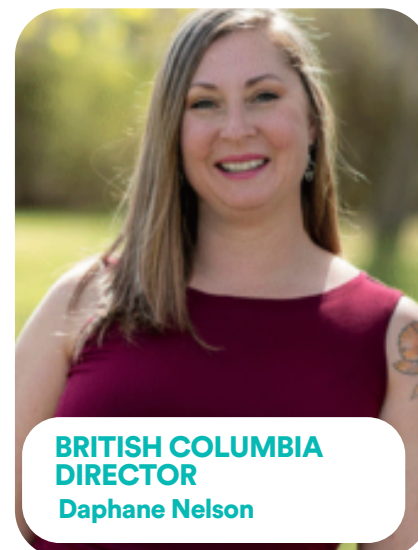
DIRECTOR AT LARGE
Tara Williams



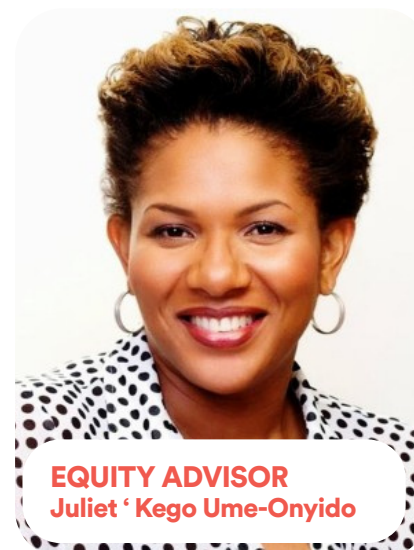
ATLANTIC DIRECTOR
Leslie Brown



QUEBEC DIRECTOR
Martin Van Den Borre



BRITISH COLUMBIA DIRECTOR
Daphane Nelson



EQUITY ADVISOR
Juliet 'Kego' Ume-Onyido



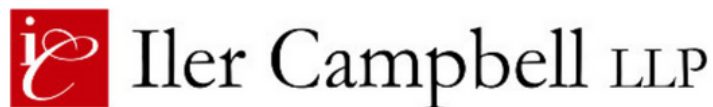
EQUITY ADVISOR
Lucenia Ortiz

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OTHER SPONSORS





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members, partners
and the community
for your continued
support**

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 **co-operators**

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