

USFWC NEWS

UPDATES, INSPIRATION AND GOINGS-ON FROM THE U.S. FEDERATION OF WORKER COOPERATIVES

Winter 2016

Worker Solidarity, International Style!

—Vanessa Bransburg, Board Member of USFWC, Staff at Democracy At Work Institute

Last September I attended the extraordinary Regional Assembly of CICOPA Americas in Panama City. CICOPA Americas unites the national worker co-op federations of each country in our hemisphere, from Argentina up through Canada. Each of the four days consisted of a morning opening plenary and a panel presentation. Some of the topics covered during morning sessions included: Economy, Power, Support and the Role of our Cooperatives; Building a Sustainable Cooperative Economy; and a presentation by Howard Brodsky on his global co-op marketing campaign, “Building a Better World Now.”

During the opening plenary, outgoing International Cooperative Alliance (ICA) President Dame Pauline Greene presented that currently 15% of the world—approximately 900 million people—are associated with co-ops in some form (as producers, consumers, or members). Dame Greene also recognized that collectively, cooperatives form the 2nd largest



Vanessa Bransburg, Board Member of USFWC, staff at Democracy At Work Institute

membership organization in the world. She discussed how we are in the midst of the ICA 2020 Vision; a push for cooperatives to become the undisputed leader for a sustainable economy, and also the fastest growing and preferred business model chosen by people around the world. Thus far, the vision has rolled out a leadership circle, several cooperative roundtables, a blue ribbon commission on Capital, an assessment group on sustainability, the B20 Group, and the launch of the cooperative global identity and brand (sometimes referred to as “the marque”).

On Tuesday, September 16th I

attended the CICOPA Americas Annual meeting as the USFWC representative and as the proxy for Canadian Worker Cooperative Federation (CWCF). After announcements were made, we discussed the financial sustainability of CICOPA Americas. We are strategizing to determine what would be a long term financial plan for CICOPA Americas that would advance our vision and long term strategy. Furthermore, we reviewed the Orientation Document for the Cooperative Principles, and then discussed the ICA Presidential Elections that will be taking place in Turkey at the CICOPA Global Assembly in November. At the end of the meeting I read US Federation of Worker Cooperatives’ Immigrant Worker Declaration that was developed by the USFWC Board of Directors as a statement of our support for the movement of people in search of better economic alternatives and security for themselves and their families. This declaration was then adopted by the CICOPA Americas General Assembly, and is reprinted below:



Progress in Panama City: the extraordinary Regional Assembly of CICOPA Americas

DECLARATION ON IMMIGRANT WORKERS

Proposal by US Federation of Worker Cooperatives and Adopted by the CICOPA Americas General Assembly on September 17, 2015
Panama City, Panama

CICOPA Americas supports the movement of people in search of better economic alternatives and security for themselves and their families.

We recognize that this is often a dangerous and uncertain path, and we also recognize that under current prevailing capitalist economic and political systems worldwide, movement of goods and extraction of value is privileged over the movement of working people.

As an organization that spans the Americas, we work to change this paradigm by developing and growing the worker cooperative sector. We support all workers in search of a better life, whether they are traveling within the borders of a country or moving across borders.

Our continent is highly complex with respect to this issue, but our position is clear: we are in solidarity with immigrant communities and are committed to providing the tools and support needed for business conducted by worker-owners themselves in immigrant communities as well as migrants across the continent.

We see the strategy of promoting worker cooperatives as a way to create fair economic opportunities—ones that support human development and drive a more sustainable local and global economy; therefore, we support cooperatives and cooperative development for all workers.

EDITOR'S NOTE:

Dear USFWC members,

With so much activity happening locally, globally, and in-between, it wasn't easy to pick a theme

for this issue. I was especially delighted to visit worker co-ops this summer in the Pioneer Valley (see Morgan Crawford's piece on the ACE cooperative tour last July, and Adam Trott's review of VAWC's co-op summit!), Bay Area co-ops (highlighted in the Western Worker Co-op Conference report back), and nearby in the Mid-Atlantic (updates from NYC NOWC and PACA are included here). Nevertheless, several recent International Worker Co-op and Solidarity Economy summits, spurred us to compile reports on events in Panama City-Panama, Montréal-Canada & Paris-France, Antalya-Turkey, and Philadelphia-PA here for you.

The Federation has been active in each of these global moments, taking our values and analysis to our international partners (for example in Vanessa's cover piece on the cross-border worker solidarity Declaration adopted in Panama last September), while gathering lessons and bringing home inspiration (exhibited by the Trans-Atlantic partnership between the Canadian and French worker co-op movements which I witnessed up in Québec, expounded on here by Dru Jay in his report on the Canadian Conference). When strapped for resources, the USFWC leaned into



our networks and allies to participate on our behalf and keep the connections to overseas partners engaged and even enhanced. Emily Lippold Cheney's update from the International Co-op Alliance (ICA) Meetings in Turkey, held only once every two years, is a critical line of communication to keep open.

While we were not able to attend the Turkey conference in person, we are thrilled to have USFWC President, Rebecca Kemble represent the US worker co-op sector on the international board for the worker co-op movement through CICOPA. Our international worker co-op federation, is based in Brussels, with a busy staff of 5 1/2 headed up by Bruno Roelants. I'll remind you here that the French/Spanish acronym CICOPA stands for the "International Organization of Industrial, Artisanal and Service Cooperatives." Those of you who attended the Chicago Worker Co-op National Conference were graced by a formidable keynote speech from The Italian worker co-op movement back in 2014.

As we gear up for our own national conference in the fall of 2016 in Austin, we are keen to maintain this spirit of international solidarity. For us that includes deep allyship with apex federations and

workers—irrespective of borders, while highlighting the critical work happening locally, including in the US South, where the conference will be held.

At our 2015 annual meeting in Berkeley, California, members shared stories of many organizations and initiatives for racial and economic justice with which our workplaces are connected. Some of you shared stories of offering free meeting space, financial consulting, lending out your staff facilitators and mediators, and donating food and other in-kind supplies to reinforce efforts for racial equity in your own backyards.

As an immediate action from the last member meeting, you all agreed to convene a special member council of the USFWC to focus on how worker co-ops support racial and economic justice. This is a spirit we are taking into 2016 as our sector begins to come of age.

We look forward to seeing you in Austin, Texas!

In love and solidarity,
Esteban

Remember, you can reach me on the USFWC office line or at: esteban@usworker.coop and on Twitter: @estebantitos

Welcome New Board Members:

Our 2015 Board election was the most contested race we've seen in years! Many thanks to the 11 incredible candidates who stepped up to run for five open at-large Board seats. We are excited to welcome Max Perez (Arizmendi Association of Cooperatives), Julius Jones (Worcester Roots Project) and Maru Baustista (Center for Family Life) as our three newly-elected members, and Dana Curtis (Black Star Coop Pub & Brewery) and Vanessa Bransburg (Democracy at Work Institute) who were re-elected to serve a second term. Giant appreciations go to Bethany Gerdermann (CheeseBoard Collective), Hank Andre (Equal Exchange), Jeff Ray (Rainbow Grocery), Jonah Fertig (CDI), and Laura Smoot (NoBAWC) for running and their unwavering support for the USFWC. And finally, with all the thanks in the world, we say goodbye to Molly Hemstreet (Opportunity Threads), Nikki Marín Baena (Cooperation Texas) and Ellen Mickle (Equal Exchange) for their incredible service to the USFWC Board.

USFWC NEWS

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Layout: Design Action

Printing: InkWorks Press

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Esteban Kelly, Co-Executive Director

USFWC BOARD OF DIRECTORS

Congratulations to our newly elected directors!*

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Institute Team Grows!

The Democracy at Work Institute is excited to announce that we have added five new staff members since you last heard from us.

- **Shevanthi Daniel** joins us as co-director of the Workers to Owners project, in Seattle. An educator and organizer, Shevanthi comes to us most recently from the Center for Inclusive Enterprise at Pinchot University in Seattle.
- **Zen Trenholm** joins us as our local initiatives organizer. A Bay Area Native, Zen has been active on the Cooperative Youth Council and most recently helped lead the California Student Sustainability Coalition.
- **Vanessa Bransburg**, now in Southern California, joins our Communities of Practice project on the cooperative development team. Vanessa helped grow the Center for Family Life's cooperative development efforts in Brooklyn.

- **Joe Marraffino** joins our Communities of Practice Project as a cooperative developer and trainer, based in upstate NY. Joe was the finance manager at Green Star Cooperative in Ithaca and before that was a worker-owner at Arizmendi Bakery and a member of the Arizmendi Development and Support Cooperative.

- **Rebecca Bauen** comes on as the director of our Communities of Practice project, focusing on leadership development in the field. The former Executive Director of WAGES Cooperatives, Rebecca most recently worked with Leaderspring in the Bay Area.

Find out more about our staff and board, www.institute.coop/about-dawi/staff-board



Institute staff (L - R), Shevanthi Daniel, Camille Kerr, Tim Palmer, Zen Trenholm, Rebecca Bauen, Melissa Hoover, Joe Marraffino

Recent Publications

All available for download @ institute.usworker.coop/publications



Taxis



Craft Beer



Measure Your Impact

Build Your Ecosystem

We partnered with Project Equity and Citi Community Development to host the Cooperative Growth Ecosystem convening in October 2015 that brought together leaders from across the country to build strategy around a place-based ecosystem framework for creating worker cooperatives at a scale that has real impact for communities. This launched our Local Initiatives work supporting communities around the country in strategic planning, ecosystem development, and funding initiatives.



Cy Richardson of the National Urban League, Cort Gross of Self-Help Credit Union and Leslie Lindo of BALLE talk about national supports for local cooperative ecosystems.



Participants in Cooperation DC's workshop for community members interested in starting worker cooperatives. DAWI also helped present to policymakers and small business development centers.

Where We've Been

This summer and fall DAWI staff have been busy raising the profile of worker cooperatives across the country. Here's a brief list of places we've spoken:

- Eastern Conference for Workplace Democracy
- Association of Cooperative Educators Conference
- SOCAP (Social Capital Markets) Conference
- Summit on Rural America
- Vermont Employee Ownership Conference
- International Economic Development Conference in Anchorage, Alaska
- Western Worker Cooperative Conference
- NCBA's Coop Professionals Conference in Minneapolis
- Platform Cooperativism Conference in New York City
- Union Cooperative Symposium in Cincinnati (attended)

2016 Conference

Remember to keep the national worker cooperative conference in mind as you're budgeting for 2016 – be sure to set aside some funds for registrations and sponsorship. We want to see you there! We will announce date and location soon.

Workers to Owners

This fall we laid the groundwork for a national collaborative of organizations supporting cooperative conversions. On April 11, 2016 we will host the kick-off Workers to Owners convening on cooperative conversions in collaboration with the Employee Ownership Conference in Minneapolis. Save the date!

Pioneer Valley Co-ops Take Center Stage at the 2015 ACE Conference Tour

by Morgan Crawford, Director of Education
NASCO (North American Students of Cooperation)

As I stepped through the front door of Pioneer Valley Photovoltaics Cooperative (PV Squared), one of their worker-owners looked at me sideways, sniffed audibly, and said knowingly, “You’ve been next door, haven’t you? I can smell you from over here. You smell like pickles.” I like to imagine that this happens a lot. PV Squared is located in what is affectionately referred to as “Co-op Alley,” a cluster of three worker cooperatives in Greenfield, Massachusetts that are all a stone’s throw away from one another. I had the pleasure of visiting these co-ops last summer with a delegation of attendees from the Association of Cooperative Educators (ACE) Institute.

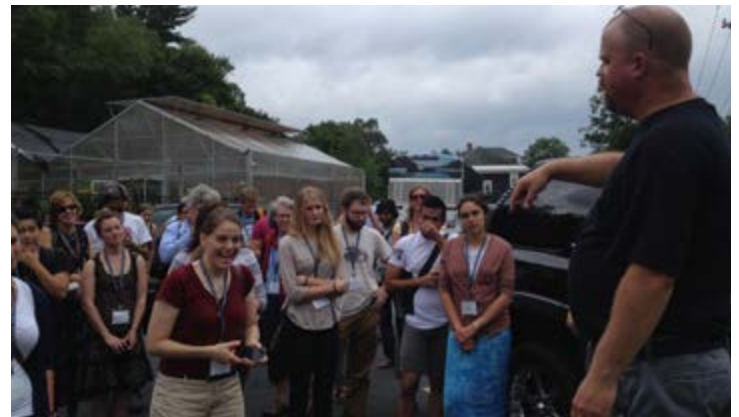
Prior to visiting PV Squared and learning about their impressive, high-tech business (with over 13 years of success providing renewable energy solutions to their region), we spent some time with the worker-owners next door at Real Pickles. Real Pickles uses traditional fermentation processes to produce pickled products that

are raw, vinegar-free, 100% organic, and rich in probiotics, buying from local family farms and selling exclusively in the Northeast. (And, yes, spending ten minutes in their small facility will make you smell like pickles ... it’s wonderful.)

Relying on a different form of fermentation, and also situated next door to Real Pickles and PV Squared, is the Artisan Beverage Cooperative (ABC). ABC is a solid, successful worker co-op conversion story: beginning as two separate, conventional kombucha breweries with similar goals, the owners of the breweries (which were located next door to one another) realized that they could accomplish their shared goals while achieving an economy of scale if they combined forces and formed a worker co-op brewery. ABC’s mission is to produce the highest quality beverages possible taking into account the social and economic impacts of all decisions of the cooperative, and to demonstrate, through their success, the viability of worker cooperatives and fairly traded good. From what we could see on the tour, they seem



Garth Shaneyfelt, Co-Founder and Worker-Owner at Artisan Beverage Cooperative, showcasing their product line



Participants enjoying a hands-on experience during the ACE Conference Tour

to be doing all of this quite well.

The annual ACE Institute reliably hosts very well organized cooperative tours, or “Mobile Learning Sessions,” of the local areas where the conference is hosted. In the past three years’ conferences, I’ve learned a lot through visiting student housing co-ops, food co-ops, a co-op brewpub, a plastic manufacturing co-op, a cooperative farm supply store, an insurance co-op, and even a cooperative gas station. In our recent visit to Greenfield, I deeply

appreciated not only the diversity of the worker co-ops that we visited but also the clear demonstration that we’re building communities of cooperatives, strengthening local economic ecosystems by working together. With rising interest in regional cooperative organizing and efforts from groups like the Valley Alliance of Worker Co-operatives, how is your co-op engaging with other businesses next door to you and how can we leverage those relationships to become stronger together?



Secondary Co-op Celebrates 10 years!

by Adam Trott
Staff, Valley Alliance of Worker Co-operatives | Worker Member, Collective Copies

In September, 2005 a handful of worker co-ops and their supporters started what became the Valley Alliance of Worker Co-operatives (VAWC). In 2011 VAWC incorporated as a secondary co-op with worker co-operatives as members. VAWC develops, markets and educates about our model and strives to build a vibrant cross sector

co-operative economy.

Since our founding VAWC co-created the UMass, Amherst Certificate in Co-operative Enterprise, co-founded the Valley Co-operative Business Association and the VAWC Intercoperative Development Fund (made up of 5% of Member Co-op’s surplus) and supported six conversions to worker

co-ops. Congratulations to VAWC Members and thanks to our supporters - including you, USFWC! - for making the successes of this co-op of co-ops possible.

For more visit us on Facebook, twitter or at www.valleyworker.coop. Go Co-op!

Western Worker Cooperative Conference

by Foresta Sieck-Hill

Network of Bay Area Worker Cooperatives (NoBAWC)



Keynote speaker Gopal Dayaneni at the 2015 Western Worker Cooperative Conference

The 2015 Western Worker Cooperative Conference took place on the UC Berkeley Campus, bringing it down from Oregon for the first time in its nearly 20 year history. The central location brought a wealth of exciting new participants that had not attended in the past, making for many new ideas and connections.

Gopal Dayaneni, with Movement Generation, gave an inspiring keynote address, “Grassroots Ecology, Cooperative Economy, and the Revolution Right Now” that got participants focused on the urgent need for change and the importance

of the worker we all do as worker-cooperators. This launched us into two full days of exciting workshops ranging from the technicalities of patronage payouts to a panel on worker coops in the prison industrial complex; from strategies for communicating effectively, to marketing, to stories of the cooperative movement abroad.

Participants let loose on Monday night at the cooperatively run venue Omni Commons located in North Oakland, with a celebration of worker cooperatives thrown by USFWC, NBAWC, and DAWI (with sponsorships from Alvarado Street Bakery and Arizmendi Association of Cooperatives – thank you!). Many local worker-owners who were unable to attend the conference made it to the party to show their support and meet cooperators from all over the Western US.

All in all, the conference was a great success: attendees went home with many new skills, insights, connections, and renewed inspiration.

A Big Year for the New York City Worker Co-op Ecosystem

by Chris Michael

Executive Director, NYC NYC Network of Worker Cooperatives

Over the last year, the New York City Network of Worker Cooperatives (NYC NOWC) was an active player in the NYC Worker Cooperative Coalition, representing worker-owners in various campaigns for city-wide support for worker cooperatives and providing direct business support, including legal, marketing and financial services, to approximately 30 worker cooperative businesses and startups.

We also assisted with the conversion of seven existing entities into worker cooperative businesses, and also partnered with another cooperative developer to launch

a worker cooperative moving company – in collaboration with the Teamsters Union – that aims to take on a share of the city’s \$39M of annual spending on moving services.

On May 2, 2015, NYC NOWC hosted the Second Annual NYC Worker Cooperative Conference with over 200 attendees from across NYC and the country. We were excited to have both Amy and Esteban, as the Federation’s new Co-ED’s present to welcome participants and talk with worker co-op members in our city’s growing co-op sector.

Advancing the Solidarity Economy, Cooperators and Grassroots Organizers Gathered in Philadelphia for the 2015 US Social Forum

by Caitlin Quigley, Philadelphia Area Cooperative Alliance

On a rainy Saturday morning in Philadelphia, a giant solidarity economy map of New York City was being tacked to the wall. Zines profiling different worker co-ops were being laid out. Many pounds of Cabot cheese were being cut up. Just another solidarity economy science fair setting up here, folks.

This science fair kicked off our half-day People’s Movement Assembly or PMA, titled “Advancing the Solidarity Economy Movement: Connecting Cities and Regions for Economic Justice,” which took place during June 2015’s US Social Forum in Philadelphia. The event was organized by a dream team: USFWC, Philadelphia

Initiative, described how tools like Philadelphia’s new Land Bank put more land into community control and ownership. Lauren Hudson followed with a beautiful display of Solidarity NYC’s mapping project and showed how that project illuminated opportunities to connect across sectors. The first session closed with Hannah Jones, Deirdre Smith, Rachel Plattus, and Sachie Hopkins-Hayakawa telling stories about successful divestment and reinvestment campaigns and dreaming about loans that could facilitate reinvestment instead of extracting resources from communities. This latter effort is being rolled out right now with the Southern Reparations Loan Fund.

In the second half of the event, the 130 participants deliberated in small groups on the prompt of exploring concrete ways to link cooperatives and economic justice movements. There was one particularly exciting outcome of the day: the Philly participants asked PACA to convene a conversation about establishing a Solidarity Philly coalition to continue



connecting across organizations in pursuit of a shared economic justice vision. At PACA, we’re starting on this work now, beginning with a listening tour and building towards a more defined coalition and initiative. Overall, the event was a demonstration of the great power and creativity dwelling within our various movements for a solidarity economy. Or, at the very least, it was a demonstration of our ability to eat a huge amount of Cabot cheese.

Area Cooperative Alliance (PACA), USA Cooperative Youth Council, Solidarity NYC, New Economy Coalition, and the US Solidarity Economy Network. Co-facilitated by AORTA’s Esteban Kelly and local food justice facilitator Kristin Schwab, the event began with explanation of what “solidarity economy” means and a few examples of what it looks like around the world. Next, Amy Laura Cahn, an attorney at the Garden Justice Legal

Dear USFWC Members,

As 2015 draws to a close, I want to pause for a moment and acknowledge all of you... worker-owners/members, cooperative developers, allies and supporters... You make the USFWC what it is! It is humbling to be able to work side-by-side with all of you as we mark another year of building a national network of brilliant folks dedicated to advancing democracy in the workplace. Thank you for all you do!

So, please keep us posted on your successes, reach out to us when you need a bit of support, and take advantage of your member benefits. Get involved in a Member Council, join a Peer Network, or apply for the DAWN training program. The more involved our members are, the stronger our Federation becomes.

I'm looking forward to another year of cooperative collaboration with y'all!

With love and thanks,
Amy

2014 Annual Report:

Presented at the Annual Member Meeting in September at the Western Worker Cooperative Conference, our 2014 Annual Report is available online for your reading pleasure. www.usworker.coop/annual-report-2014

2015 Board Retreat:

In November 2015, the USFWC Board and staff met in Boston, MA for our annual retreat. Thanks to New Economy Coalition for the use of their space and our generous solidarity housing host, Carolyn Edsell-Vetter of A Yard & A Half Landscaping. In addition to hammering out strategic priorities for 2016, we were also able to meet up with local Boston worker-owners and USFWC supporters for some good ol' fashion networking.



USFWC Board & Staff, Nov. 2015

2016 Member Packet:

What's the USFWC? Why should you join? What are the benefits of membership? All this and more is available in our updated '2016 Member Packet'. Download & share with your co-workers: www.usworker.coop/member-packet

Fall Webinar Series – Recordings Available Online

All webinars hosted this fall were recorded and are available online for registered participants. Series include: HR for Worker Coops, Planning for Business Growth, and Orientation for New Worker Owners. Visit www.usworker.coop/webinar-trainings

Welcome, New USFWC Members!

Patty Pan Cooperative, WA
Time of Day Media, NY
New School Montpelier, VT

Arizmendi Valencia, CA
Collective Agency, OR
Future Focus Media, MA



Austin, Texas
Fall 2016!

SAVE THE DATE!

WORKER NATIONAL COOPERATIVE CONFERENCE

A US Federation of Worker Cooperatives & Democracy at Work Institute co-production



SPEAKERS * WORKSHOPS * TOURS * FILMS * FUN

Worker cooperators, allies, developers, funders, financiers, visionaries, public figures and Austin hosts convene for 3 days of building the democratic ownership economy.

Details Forthcoming at: conference.coop

Transatlantic Agreement For Worker Cooperatives Hits Canada



MONTREAL, October 28th, 2015 - The Canadian Worker Co-op Federation (CWCF) and the General Confederation of Cooperatives and participatory societies (CGSCOP) of France have signed an economic agreement between France and Canada, regarding shared knowledge and expertise in the worker co-operative movement.

The agreement, made by the two apex organizations representing worker cooperatives in Canada and in France, principally aims to increase the organisations' expertise in accompanying business organizations for business succession to worker cooperatives.

"Employees, in many cases, are able to collectively buy the company that employs them, particularly in the event that an employer could not identify an external buyer. With support, employees can become co-owners, co-investors and co-managers," says Alain Bridault, President of CWCF.

France has a good head start on Quebec and the rest of Canada in this matter. Indeed, CGSCOP coordinates annually up to 50 business ownership transfers to employees as a "cooperative and participatory society" ("SCOP"), the equivalent of a worker co-op in Canada. "Without a doubt, the Canadian experience will increase our expertise. With this first agreement, we mutually commit to share the best practices we have observed and documented. We are certain that this transatlantic partnership will be collectively enriching", said

the President of the CGSCOP, Patrick Lenancker.

This form of ownership is far from being new in Canada. There have been several successful take-overs by the workers, one of the most impressive successes undoubtedly being the Quebec ambulance co-operatives with total turnover of over \$90 million and representing 75% of the pre-hospital transportation in the province, with the exception of the city of Montreal. In Quebec, the cooperatives of the St-Hubert Rotisserie in Laval, radio stations M-105 Granby and CHNC in Gaspésie, as well as the Promo-Plastik cooperative in Saint-Jean-Port-Joli, and the Careforce Home care Cooperative in Nova Scotia are other shining examples.

"We have already proven many times that the social economy is a reliable and durable solution to financial insecurity. Now we need to concretely demonstrate to the population and to workers that worker co-ops are the business model of the future," say both Bridault and Lenancker. They add: "This shared knowledge will help maintain thousands of jobs over the coming years."

Le Réseau de la coopération du travail du Québec (Quebec Worker Co-op Network) will be one of the principal beneficiaries of this agreement, and agrees with CWCF and CGSCOP. "This agreement with France will allow us to extend our expertise by sharing practical methods and tools. Concretely, it will allow us to provide a more effective approach when supporting a business transitioning to being a worker cooperative in Quebec" adds Pierre Charette, President of the Réseau.

The agreement was signed simultaneously in Montreal and Paris via a video conference at the Ministry of Economy, Innovation and Exports of Quebec in Montreal, for which USFWC Co-ED Esteban Kelly was present.

Report Back from the CICOPA General Assembly

by Emily Lippold Cheney
USA Cooperative Youth Council

The General Assembly for CICOPA, a global sectoral organization of industrial and

service cooperatives— of which USFWC is a member— was held in Antalya, Turkey immediately following the International Cooperative Alliance (ICA) Global Conference and General Assembly. I had plans to attend the ICA meetings and so was tapped to participate in the CICOPA while in Turkey as the proxy of the USFWC who were not able to travel to Antalya. During the CICOPA General Assembly, the activities of the last two years were reported - highlights include:

- the consolidation and improvement of CICOPA's data tracking, which resulted in the completion of the First Biannual Report on Cooperatives in Industry and Services published in three languages and distributed at the B20,
- the collaboratively created video, Working Together for Cooperative Future, that showcases youth worker cooperatives throughout the world (including USFWC members, Worcester Roots Project and Future Focus Media),
- much improved and expanded communications to members and the general public including a periodic eMagazine "Work Together,"
- the successful lobbying of the ILO, or International Labour Organisation (sic) to include cooperatives in its resolution regarding the transition of workers to the formal economy, and
- the addition of two sectoral representatives to the ICA Board of Directors.



Meeting participants then reviewed CICOPA's strategic document sketching out work in accordance with the Cooperative Decade, and explored the aims of the next two-year period in that larger context. Among the many identified goals some highlights include:

- the need for more promotion of worker cooperatives among youth,
- a continued focus on conversion of businesses to cooperative ownership,
- the strengthening of CICOPA as a global entity alongside its regional and sub-regional groupings (e.g. CICOPA North America),
- research and reporting on the importance of indivisible reserves,
- and continued coordination with the ILO.

In order to meet these goals, members discussed broadening CICOPA's network by calling for CICOPA members to put forth volunteers to complete specific projects. The Generally Assembly delegated a couple of issues for the Executive Committee to work on further: One was continued discussion of the role of worker cooperatives in growing refugee and migrant communities. The other was to discuss the procedure by which the ICA selects its meeting locations - specifically as it relates to both the financial (the cost of the Antalya location was prohibitive for many members, including the USFWC) and political contexts (the current repression of Kurdish people in Turkey)..



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