



CORPORATE PLAN 2020 AND BEYOND

Prepared by the ACCA Administrative Team:

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About Us

The Alberta Community and Co-operative Association (ACCA) is a leading provincial co-operative trade association. Two-thirds of Albertans are a member of at least one co-operative or credit union. Over the last 60 years, the ACCA and its many members have worked collaboratively with various levels of government to create social and economic development opportunities in Alberta communities.

The ACCA stands ready to work with government and like-minded organizations to strengthen existing co-operatives and build new co-operatives that can improve services and leverage the collective strengths and know-how of Albertans.



Taking Care of Co-op Business #TCCB

Alberta Co-operative and Community Association (ACCA) is a leading provincial co-operative trade association. A not-for-profit since 2005, we roll with the movers, shakers, dreamers and even the makers. Co-ops & Credit Unions? They're our jam. CEOs? Yep. Entrepreneurs? For sure. Elected Officials? Definitely. Economic Developers? Of course. Students? Damn straight. Collectively, we hustle for a strong co-op sector across Alberta.

What is a co-op?

A business owned and run by its members who use and benefit from its goods or services.

When you choose to use a co-op:

- Money stays local
- More jobs are created
- You invest in your community

Co-ops are founded on the idea that people can work together to achieve a better future for their community.

On the face of it, co-ops look like any other independent local business. However, draw back the curtain and their power in numbers gives co-ops size and scale.

Structured differently than profit-driven traditional businesses, there are different types of co-ops found in every industry across the province.

Co-operative Principles

Across the world, all co-operatives are guided by seven voluntary, universal co-operative principles. These are central to a co-operative's DNA and help decision makers in a co-op accomplish dual financial and social goals:

1. Voluntary and Open Membership
2. Democratic Member Control
3. Member Economic Participation
4. Autonomy and Independence
5. Education, Training, and Information
6. Co-operation among Co-operatives
7. Concern for Community

You're forgiven for thinking, "So what?" So let's translate these principles into everyday language:

1. Everyone is welcome!
2. Members elect the board of directors
3. Each member owns the business
4. No corporate control
5. Share, learn, and grow
6. Together we achieve more
7. Building strong communities



Strategic Focus

ACCA's Strategic Plan is based around four areas of strategic focus:

- Advance the co-operative model
- Create connections
- Support the co-op sector
- Inspire co-operative innovation



Vision: A strong co-operative sector in Alberta

Mission: ACCA provides education, advocacy, and development services to support our members and raise community awareness of co-operatives.

ADVANCE

Advance the co-operative model

We will increase awareness of the co-operative model and its value proposition as a solution to address unmet social and economic needs in Alberta communities.

How we will measure success:

- Increased membership in co-operatives
- Increased business activity for co-ops
- Increased public perception of co-ops as a trusted business model
- Increased numbers of participants in youth program

CONNECT

Create connections

We will empower co-operatives through development of strategic partnerships and government relations activities.

How we will measure success:

- Improved regulatory environment for co-operatives and credit unions
- Increased proactive relationship with all levels of government
- Increased partnership with allied organizations and government
- Increased perception of co-ops as innovative and strategic partners



SUPPORT

Support the co-op sector

We will develop programs and initiatives to help our members employ best practices, increase efficiencies, and grow sales and membership.

How we will measure success:

- Increased programs and services for ACCA members
- Increased member satisfaction with ACCA services
- Increased usage of shared services
- Increased numbers in all training courses
- Increased financial health of co-operatives

INSPIRE

Inspire co-operative innovation

Through our leadership, we will help Alberta co-operatives respond to opportunities and challenges through innovation and research.

How we will measure success:

- Increase in number of co-ops in new sectors
- Expansion of existing co-ops to new innovative sectors/businesses
- Increased collaboration between members (working across sectors)
- Increased number of research partnerships/research projects

ADVANCE

Advance the co-operative model

We will increase awareness of the co-operative model and its value proposition as a solution to address unmet social and economic needs in Alberta communities.

Post-secondary Curriculum Development

ACCA will work with post-secondary institutions to explore potential opportunities to augment the curriculum through integration of information regarding co-ops. This will include engaging with professors to discuss development of a co-op research agenda, and forming a think-tank to explore integration of co-op curriculum into the course syllabus.

Co-operative Youth Leadership Program

The ACCA Co-operative Youth Program is a life-changing program for youth 11-18. Through specific curriculum such as team building, public speaking, co-operatives, agriculture and self-esteem in a typical 'camp' style setting, we are helping build future leaders to be involved members in their community and society.

ACCA Communications Framework

Development of a communications planning document to improve information sharing and two-way engagement with members and other key stakeholders through strategic use of existing communications channels including social media, website, and electronic newsletter.



CONNECT

Create connections

We will empower co-operatives through development of strategic partnerships and government relations activities.

Government Relations - Members

Deepen ACCA strategic support to resolving member GR issues

Government Relations - Internal Strategy

Raise ACCA's profile with all levels of government, with a focus on the Alberta provincial government, to advance the co-operative model and its value proposition as a solution to address unmet social and economic needs in Alberta.

Collaboration with the British Columbia Co-operative Association (BCCA)

Begin collaboration with BCCA including sharing resources and staff.

Social Innovation Ecosystem Project

Provide financial secretariat support to the project and strategic guidance in its development, and ensure co-operatives in Alberta are benefiting from the Investment Readiness funding and social finance capital that will be available via this initiative, including supporting the Co-op Capital project.

ACCA Branding and Style Guide

Development of a branding and style guide along with appropriate logo formats and document templates to ensure consistent and professional look for ACCA materials.

Canadian Co-operative Youth Program Research

All the Canadian Co-operative Youth Program coordinators and managers meet via conference call every couple of months to discuss strengths, weaknesses, concerns, funding opportunities, policies and procedures, and more related to the organization and implementation of youth programs across Canada.



SUPPORT

Support the co-op sector

We will develop programs and initiatives to help our members employ best practices, increase efficiencies, and grow sales and membership.

Co-op Capital

Develop mechanisms to assist co-operatives (and social enterprises) to more easily raise capital. This includes development of a co-operative focused securities dealer and the incorporation of Tapestry Capital to allow co-ops and non-profits to issue bonds. It will also advance regulatory change with Alberta Securities commission.

Co-operative Capacity Building

Work with ACCA members to assess critical areas related to governance, co-op education, and related areas, and to create a learning agenda to direct resources to ACCA members, and develop and launch courses based on learning agenda (co-ops 101, co-op governance, etc.).

2020 ACCA Gathering and MLA Reception

Coordination of the 2020 Gathering and MLA Reception proposed to take place in October 2020.

ACCA Co-op Communications Network

Establishment of the Co-op Communications Network as an opportunity for communications and marketing professionals, or people within co-ops responsible for communications and marketing activities, to come together for information sharing, collaboration, and support.

ACCA Branding and Style Guide

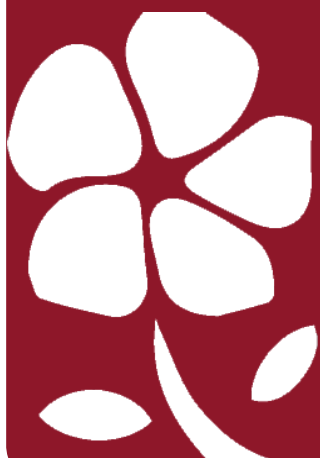
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Revenue Share Program with Alberta Co-operative Energy (ACE Energy)

Encourage members to sign onto ACE Energy for energy/gas services.

Electronic Payment and Registration

Research potential electronic registration and payment systems for ACCA events that are convenient for users but have low or no costs to our members.



Co-operative Social Responsibility

Co-ops are actively engaged in the communities where they do business.

"Co-operative Social Responsibility" is about doing what is right and not just about checking off a box on a corporate to-do list.

If we succeed, our community succeeds.

INSPIRE

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Through our leadership, we will help Alberta co-operatives respond to opportunities and challenges through innovation and research.

Co-op Health Clinics

Work with Alberta Health Services to support three pilot co-operative health clinics.

Co-op Intelligence Unit


Research and develop co-operative solutions to meet the needs of our changing economy and support ACCA members. Research and develop quarterly articles exploring issues facing the sector, and communicating the work of ACCA in these areas.

Community Generation Network

Support the emerging community generation network through co-operative strategies, to provide solutions to an emerging sector; increase ACCA's membership, scale and scope; share information and resources; and promote the sector.

Co-op Development Framework

Develop and implement a co-operative development program. Increase effectiveness of ACCA's outreach and engagement, intake and assessment of projects, work-flow and invoicing, and customer relations management. Increase capacity of new and existing co-operatives, reduce transaction costs and accelerate the development process. Create specific program for business conversion and succession planning. Deliver workshops, consulting, and strategic planning, and offer a suite of services to participants.



**ACCA's Community
Generation Network
Inspiring Energy Innovation**

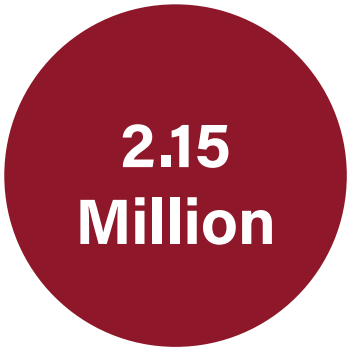
#TCCB

taking care of co-op business

The Unique Distributed Ownership Model

Co-ops enable member-owners to impact business outcomes and influence decisions with a model built on a democratic one member, one vote system. This creates access to products, services, or markets not otherwise available.

ACCA's Member Co-ops



Member owners in Alberta



Refunded to Members since
2017



Active in Agriculture,
Financial, Housing, Insurance,
Petroleum, Retail, and Rural
Utility Industries

Alberta's Co-op Sector



Incorporated co-operatives
and credit unions

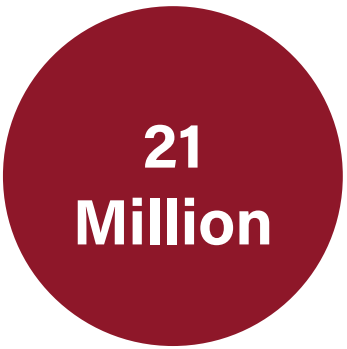


of all co-operatives in Canada
are found in Alberta

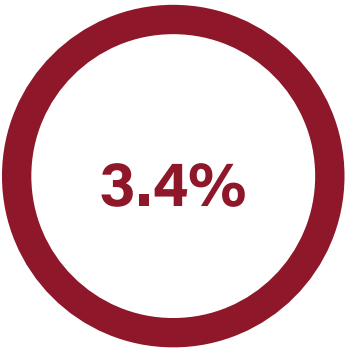


Albertans are a member of a
co-operative or credit union

Canada's Co-op Sector



Member-owners



GDP contribution



jobs in every industry

Meet the ACCA Team



From left to right:

Seth Leon, Manager, Co-op Services

Jackie Sargent, SCMP, Manager, Communications and Strategic Partnerships

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Why we believe in the co-operative model

Whether banking at credit unions, supplying farmers, feeding families, or powering homes, the co-operative model is by no means an experiment: it is a proven success, especially in rural Alberta.

As co-operatives, we don't have customers or offshore shareholders - we have members. They are owners and investors who believe that business profits - and the jobs they create - should stay right here in Alberta.

Co-ops are built by people and communities who cannot afford to wait on outside help.

They understand that the power of local ownership and democratic decision-making is a fairer way of doing business.

As people-driven enterprises, we are in tune with the "let's get this done" attitude that defines Albertans.

Co-operatives are woven into the Alberta past and present landscape, but there is much more we can do to ensure that co-operatives are a core part of the vibrant future of Alberta.

CORPORATE PLAN

2020 and beyond

