



GLASSWORKS COOPERATIVE INC

STRATEGIC PLAN 2021

LAND ACKNOWLEDGEMENT

Glassworks Cooperative Inc. acknowledges the Traditional Territory of the Anishinabek Nation: The People of the Three Fires known as Ojibway, Odawa, and Pottawatomie Nations. And further give thanks to the Chippewas of Saugeen, and the Chippewas of Nawash, now known as the Saugeen Ojibway Nation, as the traditional keepers of this land.

Thank you in particular to Shirley John, Strong White Buffalo Woman of Saugeen First Nation who has guided and advised this project from the beginning.



ABOUT GLASSWORKS COOPERATIVE INC.

Glassworks was initiated as a project of the Beach Community Energy Cooperative of Toronto in 2017. With the support of BCEC, Glassworks Co-op became an independent not-for-profit cooperative corporation in October 2018.

As a not-for-profit, Glassworks Co-op is led by an unpaid, volunteer working Board. Board member elections will take place at our Annual General Meeting.

The Owen Sound Glassworks Development Cooperative holds 46 acres of Owen Sound in a Community Land Trust.



Glassworks Cooperative Inc. Strategic Plan 2021

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Our Strategic Plan

Our strategic plan provides a roadmap to guide the Glassworks Cooperative Inc. Board of Directors and membership in achieving our collective goals for this exciting community.

This strategic plan reflects our shared vision and goals, providing a framework to guide our decision-making, budgets, and focus as we build and grow. It will inform how we engage with one another, the land we have pledged to protect, and our community as a whole.

This initial strategic plan will help propel our organization forward, providing continuity and clarity as we seek partners, fundraise, and design an attainable net-zero community in Owen Sound. It has been informed by a series of public and membership design charrettes, as well as strategic visioning sessions attended by our Board of Directors. We will revisit and update our goals, vision, and roadmap with updates to this plan on an annual basis over the next five years as we grow together.

Our Board of Directors

Our current Board of Directors consists of six active members. In preparation of our December 9, 2021 Annual General Meeting we are actively recruiting candidates for new board and committee members to help grow Glassworks from an inspiring vision into a fully fledged sustainable community development project.



Sylvia Statham

Director, St Francis Place and Founder, Corbett Place



Kelsey Carriere

Master of Urban Planning
Community Engagement
Environmental Design



Jan Chamberlain

Former City Councillor
Director, Owen Sound Housing Co.
Community leader



Pat Kelly

Bronson RISE
Seniors community housing
Communications specialist



Jake Lawson

Red seal carpenter
Builder
Energy-efficient housing



Ron Struys

Co-op housing
development expert
Residential and
Commercial Real estate

Our Site

Glassworks Cooperative Inc. plans to establish a land trust and facilitate the development of an attainable, mixed use, net-zero community on our 46-acre parcel of land fronting on 23rd Avenue and 26th Avenue East in Owen Sound.

Currently zoned M2 and partially farmed, the Glassworks Cooperative Inc. property was acquired early in 2021 as our preferred site for development.



Our Vision

Glassworks Co-op is shaping a future where people of all ages and different means can learn, work, and live with shared values and amenities in an attainable, net-zero community.

Our Mission

Owen Sound Glassworks Development Co-operative Inc. exists to facilitate an attainable mixed-income, net-zero community with a range of affordable housing models, economic development projects, and environmental programs. As a land trust, we will hold a part of Owen Sound real estate in perpetuity for sustainable development in accordance with our mission, values, and vision.

Our Core Values

Glassworks Cooperative Inc., its Board of Directors, and its membership are committed to:

Sustainability - Affordability - Community

Resiliency

Environmental championing

Regenerative agriculture

Design for people, not cars

Housing affordability/attainability

Mutual respect of members

Multigenerational, diverse and accessible

Co-operative education and outreach

Consensus building

A commitment to decolonization efforts

Collaboration with local Indigenous communities and initiatives

Co-housing with shared amenities

Co-design process

Autonomy and local control of lands and shared access to commons/natural resources and desirable land features (including water access)

Strategic Planning Framework

Our key areas of focus helped guide the development of this plan. For each one, we have established a broad vision of how we see Glassworks shaping the future of an attainable, environmentally responsible community in Owen Sound.

Organization

Glassworks Co-op will establish a land trust, protecting part of Owen Sound in perpetuity for the sustainable development of attainable, net-zero live and work spaces.

As a not-for-profit cooperative, Glassworks Co-op is led by an unpaid, volunteer working Board.

The Glassworks Land Trust will lease land to Glassworks Cooperatives and partners and will ensure local investment and control of land and resources.

Environment

Glassworks Co-op aims to facilitate environmentally-friendly design principles, the production of renewable energy at scale, and regenerative agriculture to support and protect our land trust's unique ecosystem.

Together, we will design ways for us all to live lighter on the land in an affordable way that may just define the future of housing and community design.

We believe that ecological, social and economic sustainability are complementary goals.

Community

Glassworks Co-op believes in a future where people of all ages and different means can learn, work and live, with voluntary mutual support in a beautifully designed, net zero community.

We are committed to consensus building, community partnerships, membership engagement and decolonization as key drivers of our healthy, prosperous, and vibrant community.

Together, we will design and create a thriving community people want to work and live in.

Financial Stability

Glassworks Co-op is laying the financial foundation for a sustainable, resilient community, to support the goals of our organization in perpetuity.

We are committed to financing through membership engagement, RRSP-eligible community and green bonds, government grants, and income-producing land uses that are in keeping with the values and mission of our community.

Maintaining cooperative ownership of the development will help to ensure Glassworks' affordability for generations to come.

Priorities for Glassworks

Financial Stability
Good Governance
Energy Production
Collaborative Design & Planning
Community Partnerships
Regenerative Agriculture

Community Partnerships
Planning for Attainability
Accountability
Sustainable Growth
Residential Planning
Local Economic Opportunity



Objectives and Success Markers

Glassworks Cooperative Inc. aims to achieve the following specific objectives in 2021 and 2022. We will use the corresponding success markers to measure our progress.

Financial Stability

Objective: Glassworks Co-op will lay the financial foundation for a sustainable, resilient community, to support the goals of our organization in perpetuity.

Success markers:

Sufficient financing and cash flow to support all carrying costs a minimum of six months out.

Engagement of a skilled controller to ensure compliance with financial regulatory obligations and keep our organization informed of our real-time financial position.

Good Governance

Objective: Glassworks Co-op will support the growth and success of our organization with a strong, collaborative Board of Directors who are accountable to the membership we serve.

Success markers:

Regular committee and board meetings, with opportunities for membership input and proactive, productive two-way communication between the board and membership.

Annual board elections and board development activities to ensure we are capitalizing on the strengths of all volunteers at every level.

Energy Production

Objective: Glassworks Co-op will utilize renewable energy to support our vision of a net-zero live-work community, enabling residents and industry alike to minimize their impact on the environment.

Success markers:

Completion of a practical and feasible energy plan, developed with the support of professionals, that will provide affordable renewable energy supply for the Glassworks community.

Collaborative Design & Planning

Objective: Glassworks Co-op will design a future that residents and industry partners have contributed to and are excited about.

Success markers:

The development of a site plan that meets the needs of future residents and lessees, in keeping with our collective goals and vision.

The achievement of zoning that supports our goals for the development of economic/ industrial and residential structure on the Glassworks Co-op property.

Community Partnerships

Objective: Glassworks Co-op will proactively engage local individuals, organizations, and businesses that might benefit from learning about our project and vision.

Success markers:

Local interest in partnering with or leasing from Glassworks Cooperative Inc. in order to provide economic opportunity, employment, or housing in keeping with our shared goals.

Regenerative Agriculture

Objective: Glassworks Co-op will facilitate opportunities for regenerative agriculture and food production to benefit future residents and the community of Owen Sound as a whole.

Success markers:

Development of partnerships which will bring sustainable and regenerative agricultural practices to fruition on the Glassworks land in ways that provide economic benefit to Glassworks and the partner, and that provide a land-use buffer from our Employment lands neighbours

Community Engagement

Objective: Glassworks Co-op will foster positive sentiment about our community, using meetings and communications to educate, inspire, and engage local stakeholders.

Success markers:

Growth of the general membership, Sustainers membership, and community bond program. The development of a robust Communications Committee supported by staff and/or volunteers.

Clarity around membership types and levels, and the roles and responsibilities of each.

The establishment of monthly all-members meetings and regular communications and updates via our social media and email channels.

Planning for Attainability

Objective: Glassworks Co-op will plan residential and economic development projects in keeping with the needs of prospective residents and business stakeholders of all ages and income levels.

Success markers:

Developing a documented method of ensuring that aging in place, industrial and economic development, family living, environmental impact, and other considerations of the diverse population we aim to serve are considered in all decision-making.

Refining our shared understanding of and agreement on what affordability and attainability mean to Glassworks Co-op.

Engaging local organizations and government agencies to further our education in and understanding of housing affordability and attainability issues, in order to best meet the needs of our community and membership.

Accountability

Objective: Glassworks Co-op will demonstrate accountability to our membership, community partners, funders and investors, and one another at all times and in everything we do.

Success markers:

The solicitation of a controller and Glassworks Co-ops' first staff member, to ensure we are equipped and able to meet our regulatory, financial, and all other commitments.

Financial reports and board meeting minutes are up-to-date and available to the membership.

Sustainable Growth

Objective: Glassworks Co-op will support our growth today and in future by employing organizational best practices and developing policy to support the objectives of the cooperative and land trust in perpetuity.

Success markers:

Development of a Members Code of Conduct and a process by which any member or investor questions or concerns will be thoroughly investigated and addressed.

A healthy, robust and diverse board of directors with defined roles working together to achieve the collective's shared goals.

Residential Planning

Objective: Glassworks Co-op will bring innovation and creativity to the ways we build, live, and get around in order to ease our impact on the climate.

Success markers:

Walkability and vehicle-free design are considerations in all site planning.

A variety of housing types and shared amenities have been considered and evaluated in our pursuit of an attainable, net-zero community.

Having helped the City of Owen Sound reach its climate goals in a measurable way.

Economic Opportunity

Objective: Glassworks Co-op will support economic development by facilitating the building of collaborative, 21st century manufacturing spaces and live-work spaces by partners, investors, and lessees.

Success markers:

The development partnerships and site planning decisions that provide opportunities for and support local economic development.

The unique needs of work-from-home professionals and live-work entrepreneurs are factored into industrial and residential designs.

How to Get Involved

There are plenty of ways to get involved in Glassworks Cooperative Inc. and help move this exciting community forward:

Become a Glassworks Member

Becoming a member of the Glassworks Co-op offers the chance to directly contribute to the development of a zero-carbon mixed market/affordable housing and economic project right here in Owen Sound. Join Now: <https://www.glassworks.coop/plans-pricing>

Become a Sustainer

Glassworks Cooperative is celebrating the purchase of 46 acres upon which to build our vision for a net-zero, affordable sustainable community that reflects our commitment to a collaborative and resilient future. You can support this vision for as little as the price of a cup of coffee per week. Become a Sustainer: <https://www.glassworks.coop/glassworks>

Volunteer on a Committee

As we grow our organization, Glassworks Cooperative occasionally has new opportunities for volunteers to support our shared vision by sharing knowledge and experience on a committee. Learn More: <https://www.glassworks.coop/glassworks-calendar>

Have specific thoughts or ideas to contribute?

We look forward to growing this project together with you.
You can reach out to us at joinus@glassworks.coop

