

Business Plan for National Tim Hortons Employee Unionization

Prepared by Organizing Steering Committee*

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1 Executive Summary

- **Mission:** Unite Tim Hortons employees coast-to-coast into a democratically governed union that wins living wages, benefits, and a collective voice in workplace decisions.
- **Vision:** A robust, sustainable union setting new service-sector labour standards nationwide.
- **12-Month Goals:**
 1. Achieve signed union-authorization cards from at least 50% of employees in each province.
 2. File certification applications with relevant provincial labour boards (and the Canada Industrial Relations Board for federally regulated outlets) by Month 9.
 3. Ratify the first collective agreement in at least three provinces by Month 12.

2 Legal & Market Landscape

2.1 Regulatory Framework

Each province and federally regulated outlet follows distinct certification procedures:

- **Federally Regulated Outlets:** Canada Industrial Relations Board – show majority (>50%) support for direct certification or 35–50% for a vote.
- **Provincially Regulated Outlets:** Provincial Labour Relations Acts; thresholds typically:
 - Auto-certification:** 55% signed cards.
 - Card-check + vote:** 45–55% signed cards, then secret-ballot vote.

2.2 Industry & Employer Profile

- Tim Hortons Canada operates approximately 4 000 cafés, employing around 100 000 workers.
- Workforce characteristics: predominantly young, part-time, high turnover.
- Employer challenges: franchise variation, potential anti-union campaigns.
- Opportunities: public sympathy, cost-of-living pressures, provincial reforms easing certification.

3 Governance & Organizational Structure

National Steering Committee (NSC): 15 elected regional reps + 3 at-large youth reps; oversees national strategy, communications, solidarity.

Provincial Organizing Committees (POCs): 5–10 local leaders per province; manage local canvassing, training, certification logistics.

All-Member Assembly: Quarterly virtual town halls; one-person/one-vote on budgets, national bargaining priorities, NSC elections.

4 Campaign Phases & Operations

Phase 1: Foundation & Outreach (Months 1–3)

1. Launch “Together We Brew” campaign: branding, leaflets, social-media toolkit.
2. Legal rights workshops (“Union 101”): provincial thresholds, anti-reprisal protections, card-signing process.
3. Digital organizing: secure group chats, member portal, testimonial videos.

Phase 2: Card-Check & Certification (Months 4–9)

1. Province-by-province card collection (target 60%).
2. Submit applications to provincial boards; NSC handles federal filings.
3. Public solidarity: press releases, community coalitions, online petitions.

Phase 3: Collective Bargaining & Ratification (Months 10–12)

1. Conduct member surveys to define bargaining priorities.
2. Form bargaining teams (elected members + legal counsel).
3. Ratification vote (50%+1 to approve tentative agreement).

5 Financial Plan

Category	Cost (CAD)	Notes
Campaign materials & design	10 000	Flyers, banners, digital ads
Training & meeting logistics	8 000	Venue rentals, refreshments
Legal & certification fees	15 000	Application fees, legal counsel
Digital infrastructure	5 000	Secure chat, microsites
Contingency (10%)	3 800	
Total	41 800	

Funding Sources: One-time initiation fee (\$5–\$10 per member), monthly dues (\$15 per member), solidarity grants.

6 Risk Assessment & Mitigation

Risk	Mitigation
Employer anti-union interference	Rapid-response legal team; distribution of “Know Your Rights” cards.
High membership turnover	Continuous recruitment drives; digital reminder systems.
Jurisdictional confusion (fed vs. prov.)	Province-specific legal FAQs; NSC–POC coordination calls.
Insufficient funds	Early dues mobilization; tiered fundraising targets.

7 Social Impact & Sustainability

- **Economic Justice:** Living-wage floor, predictable schedules, benefits.
- **Environmental Advocacy:** Bargain for compostable cups, waste reduction, energy-efficient equipment.
- **Community Partnerships:** Collaborations with food-security groups, shelters, environmental NGOs.

8 Timeline & Milestones

Months	Key Milestone
1–3	NSC election; rollout of “Union 101” workshops
4–6	Collect 40% signed cards per province; draft applications
7–9	File all certification applications; peak of public campaign
10–12	Table bargaining proposals; conduct ratification votes

9 Monitoring & Evaluation

- **Key Performance Indicators (KPIs):**
 - Percentage of employees card-signed (by province).
 - Training and meeting attendance rates.
 - Funds raised vs. budget.
 - Certification decisions by labour boards.
- **Reporting Cadence:** Weekly POC check-ins; monthly NSC reports; quarterly all-member town halls.

10 Next Steps

1. Distribute this plan to all Tim Hortons employees across Canada.
2. Convene first NSC election and POC formations in each province.
3. Launch “Together We Brew” branding and legal-rights training sessions.