

Strengthening Our Union

FINAL REPORT OF CUPE'S NATIONAL WOMEN'S TASK FORCE



CUPE National Convention - Toronto - 2007

CUPE

Canadian Union of Public Employees cupe.ca

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MESSAGE FROM THE NATIONAL WOMEN'S TASK FORCE

Over the past two years, the National Women's Task Force has engaged CUPE members in a discussion about the status of women in our workplaces, society and within the union.

Our discussions took place in the political context of sustained attacks against women's equality by the Conservative government of Stephen Harper. Major funding cuts to the Status of Women, cancellation of the national child care program and the elimination of the Court Challenges program have pushed back women's equality by decades.

Our work also took place at a time when members from other equality-seeking groups are demanding that our union structures be more reflective of the diversity of the membership. One of the reasons that the Task Force was established was because women's representation at the highest levels of CUPE is the lowest since the early 1970s, even though women now form two-thirds of the membership. Women are grossly under represented in our leadership, as are members from all other equality-seeking groups.

The 16-member National Women's Task Force, reflecting the diversity of women from across this union, had a huge task. We were mandated to consult with the full diversity of members in our union about the broad issues of women's equality. Our discussions went beyond the issue of women's representation in the union to include the struggles of women for economic security and decent work. Our consultations included and acknowledged the different needs and experiences of diverse women, including lesbians, transgender women, women with disabilities, racialized women, and Aboriginal women.

Throughout our consultations, we recognized that women play very active roles in our union, especially at the local level. We found that women show incredible resiliency, creativity and strength to confront the myriad of issues facing their members in the workplace while balancing their community activism and family lives.

Yet, too often, women cannot find the time in their busy lives so they can be active participants in the union. We were touched by personal stories of women who are working two or three jobs, who struggle to support their family as a single mom, who cannot get union leave from their workplace, or get a hard time from their boss for their union activity. We heard from sisters who face racism on a daily

basis, sisters who feel invisible and excluded because of their disability, and sisters who are misunderstood or face hatred because of their sexual orientation.

It became clear to us that workplace pressures, societal and family expectations of women and certain behaviours and practices in the union continue to block the full participation of women. Full participation in the union becomes even more difficult for women from equality-seeking groups who are impacted by deep-rooted prejudices in society and a legacy of colonialism.

Although the Task Force reached an unprecedented number of members in its consultations, we would have liked to reach even more women from other equality-seeking groups. We realize more time and resources would have allowed us to dig deeper and reach beyond current activists to better reflect the voices of CUPE's diverse membership.

The process has been an incredibly rewarding one for all members of the Task Force. We have been inspired by the members we have met and energized by a rekindling of women's activism in the union.

This report summarizes the work of the National Women's Task Force and highlights what we learned from our consultations with over 7,000 CUPE members. Our report also lists the changes we believe need to take place so that we can benefit from the strength and energies of the full diversity of CUPE women.

The changes recommended here will improve the union for all of us. Many of the men who participated in our consultations raised some of the same concerns as the women. For example, some men found it hard to be involved in the union and also play an equal parenting role and some men also expressed a desire for a more respectful culture in the union.

The Task Force has opened the door for deeper discussions on equality issues in our union. There is so much more we need to do to address the additional problems experienced by CUPE women and men who are further marginalized by race, disability and sexual orientation. We recognize that our union needs to continue to break down the barriers if we are to effectively address the needs of all of our members.

We urge members and leaders at all levels of our union to make a commitment to implement the recommendations in this report.

We thank you for giving us this opportunity to serve and respectfully submit our final report.

INTRODUCTION

Our Mandate

The National Women's Task Force was created after delegates adopted resolution 106 at the CUPE 2005 National Convention in Winnipeg.

Resolution 106 asked the Task Force to do the following:

- Gather information about the situation of women at all levels of our union and review our education and leadership programs;
- Seek advice from CUPE activists and staff on women's equality needs, the reasons why women are not represented at all levels of the union, and possible changes to CUPE's structures to address women's equality needs;
- Make recommendations on programs that will advance women's equality in the union, including structural changes or new Regional Vice-President positions;
- And report back to the members through the National Executive Board, provincial division conventions and the 2007 National Convention.

There are 16 rank-and-file members, representing the regional, sectoral and cultural diversity of our membership, serving on the National Women's Task Force. A staff advisor from each province and staff from the national office assist the Task Force.

Summary of What We Did

The National Women's Task Force spent the last two years consulting with members across this country about women's equality.

Phase One – Consultations with Members

The first phase of our work was the consultation stage. The National Women's Task Force set out to reach as many CUPE members as possible and seek their views on the key equality issues facing women today.

CUPE members were thankful and eager to have this conversation about women's involvement in the union. They discussed the many benefits that come from active participation in the union and how the union can improve their workplaces and lives.

This is a summary of what we accomplished in our first year:

- Task Force members held 196 face-to-face meetings with almost 2,300 CUPE members in 121 different communities across the country. Meetings were inclusive and participatory and followed a standard set of questions. A summary report on the consultations, entitled "What we Heard", is available through the Equality Branch of CUPE.
- We met with an incredible diversity of members and with many who never make it to provincial or national conferences and conventions. Women from equality-seeking groups were present at over 30% of our meetings. In addition, we held special meetings with women from equality-seeking groups.
- 4,788 CUPE members responded to our membership questionnaire that was available on CUPE's website and distributed in each region or division by members of the Task Force.
- We sent a survey by direct mail to local unions to gather information about women and equality-seeking groups in our membership, on our local executives and to learn more about the policies and practices of locals. Approximately 15% of CUPE locals (298 locals) responded to the survey.
- We conducted research on other unions, their structures and measures to support women's involvement in their union.
- We produced Fact Sheets and communications material on women's issues, all of which are available on the CUPE national website. We produced a new poster, "Women strengthen our union", that has been sent to every CUPE local. The poster artwork has been so popular that we created wearable art – T-shirts with the design on the back.

Phase Two – Feedback on Recommendations

At the end of the consultation process, the National Women's Task Force reviewed all the input we received from members and drafted our initial recommendations into an interim Spring Report.

During the spring of 2007, we presented our Spring Report to all ten provincial division conventions and asked for members' feedback. Task Force members also presented to other major CUPE conferences in their province and at the national level.

The response to our Spring Report was overwhelmingly positive. The majority of members across the country supported our recommendations and made further suggestions for us to consider. Certain recommendations, such as the need for a Code of Conduct to govern behaviours in the union, resonated strongly with both women and men.

In some areas there were members who did not believe women faced any barriers. Other members acknowledged the barriers women still face, but did not believe that changes to our structure were necessary to address these barriers.

The National Women's Task Force considered all of these viewpoints. We strongly believe that many more women activists will rise to leadership positions if our union can address women's equality needs at the bargaining table and beyond, change our union culture so that we are more inclusive of the full diversity of women, and strengthen the skills of women activists.

The Task Force believes that structural change is also necessary if we want to ensure women's voices are heard. In a union whose membership is two-thirds women, women must be represented at all levels of our union, especially at the highest levels of decision-making. Women's representation is too important to leave to chance.

CUPE, like other organizations, needs to recognize that there are systemic barriers in our society, workplaces and union that mean we are not all equal. We are not all on a level playing field. Some members of our union are disadvantaged, as a result of their gender, race, physical or mental disability, sexual orientation and more.

Systemic problems require systemic solutions like the structural changes recommended here. Special requirements are needed to ensure women are represented in the top leadership positions of the union. Many other union and political organizations have taken similar measures to overcome systemic gender discrimination and ensure greater female participation in top elected positions.

The specific elements of a multi-year action plan for CUPE and changes to the composition of our National Executive Board are spelled out below in the body of this report.

THE STRUGGLE FOR WOMEN'S EQUALITY

A CUPE History

"Women are under-represented in proportion to their numbers at practically every level of CUPE. More than one-third of CUPE national membership is made up of women. There are only two women on the 17 member National Executive Board."

- The Status of Women in CUPE, 1971.

Thirty-six years ago, delegates to the 1971 CUPE National Convention discussed a program for women's equality. At the time, women made up only one-third of the CUPE membership, yet the union put the struggle for women's equality on the front burner.

The 1971 program included far-reaching recommendations to eliminate overt discrimination that existed at the time against women in hiring practices and in wages and pension plans. The program also called on CUPE to improve women's equality in society and the union by:

- Increasing the representation of women at every level of the union to reflect their numbers within the membership;
- Negotiating employer supplementary payments to UI maternity leave payments up to full salary and benefits during the period of maternity leave;
- Negotiating day care to support both women and men members;
- Establishing women's committees in each CUPE local.

Four years later, CUPE convention delegates adopted a second report called *The new Status of women in CUPE*, which evaluated our union's progress in advancing women's equality. The 1975 document, signed by then-National President Stan Little and National Secretary-Treasurer Grace Hartman, acknowledged the gains the union had made for women over four years and called for further actions to advance the equality of women.

CUPE has continued to make significant gains for women over the years, and we are proud to have had two strong women National Presidents serve our union. Sister Grace Hartman served as president from 1975 to 1983, and Sister Judy Darcy was President from 1991 to 2003.

Yet despite our advances, many of the equality issues identified in 1971 still remain.

- Women are still fighting for pay equity. Women in Canada working full-time, full year earn, on average, about 71 cents for every dollar a man working full time earns.
- Only one-quarter of CUPE collective agreements, covering 44% of employees, have some employer-paid top up to maternity payments (supplementary employment insurance benefits).
- Many part-time workers do not have access to, or do not qualify for pension and benefit plans. The majority of part-time workers are women (seven out of ten part-time workers are women).
- The struggle for high-quality, public, accessible and affordable child care continues. Despite the fact that the majority of mothers with young children are in the paid workforce, affordable and quality public child care is not readily available, except in the province of Quebec.
- Women's committees exist in very few locals. Only 12% of CUPE locals who responded to the NWTF Local Union Survey said they had a women's committee. Only five of ten provincial divisions have a women's committee.

The following table shows the changes in women's participation in the union over the past four decades:

Table A

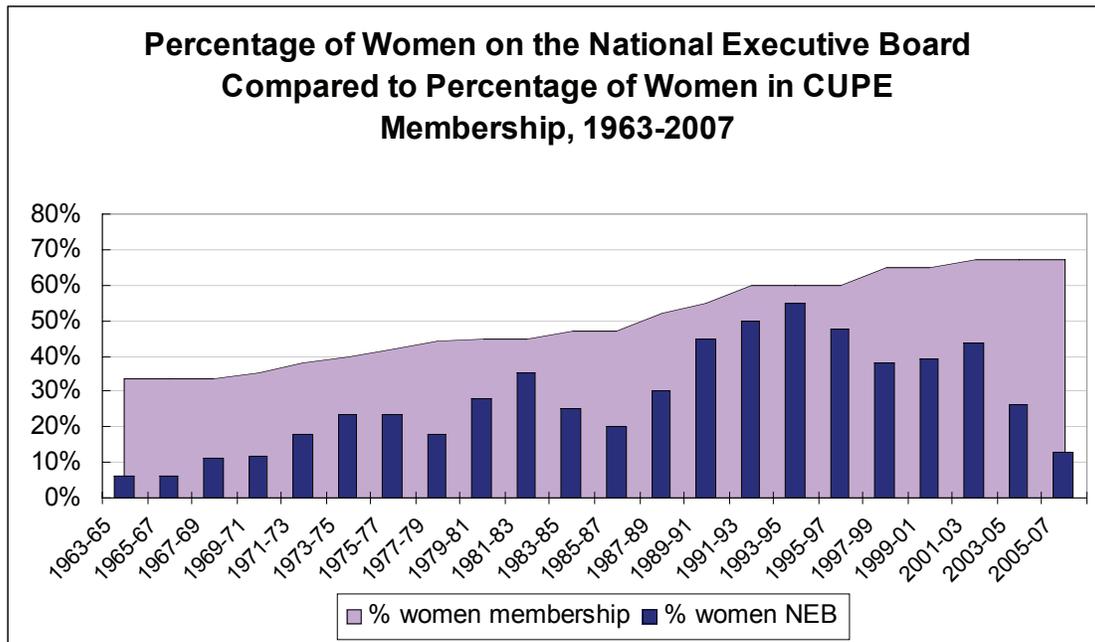
Women's Participation and Leadership in CUPE, 1968-2007					
	1968	1973-74	1985	1993	2007
Total number of CUPE members	124,000	200,000	300,000	408,000	560,000
% of members who are women	33%	40%	47%	60%	67%
Number of members on the National Executive Board (NEB)	17	17	20	20	23
% of NEB members who are women	12% (2 women)	24% (4 women)	25% (5 women)	50% (10 women)	13% (3 women)
Number of women presidents of provincial divisions (out of 10)	N/A	N/A	4	6	1
% of CUPE locals with female president	12%	28%	N/A	N/A	48%
% of CUPE locals with a majority female membership	35%	40%	N/A	N/A	68%
% of delegates to CUPE national convention that were women	10%	20%	41%	N/A	51% (2005)

N/A: Data not available. CUPE has not consistently tracked statistics on women in the union.

Sources: The New Status of Women In CUPE (1975); CUPE The Facts, May-June 1985; CUPE Membership Statistics.

- Women are still under represented in elected positions of leadership at all levels of the union compared to their numbers within the membership. Today, two-thirds of our membership is female yet women hold only three of the 23 seats on the National Executive Board (NEB) – only one seat more than in 1968. The addition of two Diversity Vice-Presidents on the NEB has helped make the board more diverse but we still have a long way to go to ensure the representation of women from equality-seeking groups.

Chart 1



Research on Women in Other Unions

The National Women's Task Force also looked at the situation for women in other unions, and studied the different measures those unions have taken to advance women's equality.

- A comparison of nine Canadian unions shows that, although CUPE is the union with the second highest percentage of women in its membership, it ranks eighth out of nine when it comes to the representation of women on national executive boards.
- Canadian unions use a variety of approaches to advance women's equality, such as: education and training programs specific to women, bargaining key provisions to support women, leadership and mentorship programs and biennial or annual women's conferences, and the ability for women's conferences to submit resolutions directly to convention.

Table B

Comparison of Women’s Representation in Canadian Union Structures

Union	# of union members	% of women members	% of women on executive	Ranking – % of women on executive
CUPE <i>Canadian Union of Public Employees</i>	560,000	67%	3 women of 23 (13%)	8
NUPGE <i>National Union of Public and General Employees</i>	340,000	55%	14 women of 21 (66.7%)	3
USWA <i>United Steelworkers of America *</i>	280,000	20%	3 District Directors (elected) are men	9
CAW <i>National Automobile, Aerospace, Transportation and General Workers Union of Canada</i>	260,000	33%	3 women of 17 (17.6%)	7
CEP <i>Communications, Energy and Paperworkers Union</i>	150,000	17%	8 women of 31 (28.8%)	5
PSAC <i>Public Service Alliance of Canada</i>	150,000	60%	4 women of 9 (44.4%)	4
SEIU <i>Service Employees International Union</i>	95,000	N/A	3 women of 4 (75%)	1
ETFO <i>Elementary Teachers Federation of Ontario *</i>	70,000	80%	10 women of 14 (71.4%)	2
CUPW <i>Canadian Union of Postal Workers</i>	54,000	33%	4 women of 15 (26.7%)	6

* Note: USWA is an international union without a “national” executive in Canada. The Elementary Teachers Federation of Ontario is a provincial union.

- Several unions, federations of labour and other organizations, such as the federal NDP, have adopted different structural models to guarantee the presence of women in elected structures. The range of structural approaches includes: affirmative action or designated seats, gender parity (equal representation of women and men) or proportionality (see Table C).

- CUPE's sister union in the United Kingdom, UNISON, applies proportionality to their elected structures, which ensures that women are elected at all levels of the union in proportion to their numbers in the membership (70%).

Table C

Models to Increase Women's Representation in Union Structures

Union or Federation	Structural Model	% of members that are women	% of women on executive
CLC <i>Canadian Labour Congress</i>	6 affirmative action seats for women on executive. Gender parity among 4 executive officers.	Not known.	Officers: 50% women. Executive committee: 5 of 16 are women (31.3%). Executive council: 22 of 58 are women (37.9%).
OFL <i>Ontario Federation of Labour</i>	9 affirmative action seats for women on executive.	47% of 700,000 affiliated members.	2 of 3 officers are women. 9 of 36 (25%) executive members are women.
BCFL <i>BC Federation of Labour</i>	Gender parity among vice-presidents.	Not known. 450,000 affiliated members.	7 of 14 VPs are women (50%). Gender parity and diversity in other seats.
SFL <i>Saskatchewan Federation of Labour</i>	Gender parity for affiliates with more than one vice-president.	Not known. 85,000 affiliated members.	12 of 28 executive members are women (42.9%).
PSI <i>Public Services International</i>	Gender parity required in all elected structures and delegations. All PSI affiliates to achieve gender parity by 2007.	65% of the 20 million members.	50% women (gender parity).
UNISON United Kingdom	Proportionality. Women must be elected in proportion to their numbers in the membership.	70% of the 1.3 million members.	44 of 67 national executive council members are women (65.7%). One third of seats held by low paid women.

AN OVERVIEW OF WHAT WE LEARNED

Women's Participation in the Union

Through our consultations with members and results from our surveys, we learned that the participation of women varies considerably across the country.

Women are active leaders in our locals, especially in small locals and in female-dominated sectors. Women from small locals and geographically isolated areas, however, find it very difficult to get involved in the union beyond the local level. Women from equality-seeking groups have very different experiences and face additional barriers to involvement that other women may not have. Women still face many barriers to getting involved in the union and taking on leadership roles, especially at the higher levels of the union.

Our consultations with members revealed that our union would have a tremendous amount of new activists if we could tackle the barriers that women face.

Almost 29% of respondents to our membership survey said they want to be more active in the union. Young workers showed the most interest in getting more involved: 44.4% of members under the age of 31 said they wanted to be more active in the union. And 39% of members from the social services sector said they wanted to get more involved.

So what prevents women from being more actively involved?

- **Primary responsibilities for family and home**

Women's primary responsibility for family and home is one of the most important factors that influences women's ability to participate in the union. Women's low involvement in the union when their kids are young has a profound impact over the long term on their ability to get elected to higher leadership levels in the union. This is a deeply rooted systemic issue that affects women's equality in society and in our union.

The large increase of women in the paid labour force is one of the most dramatic social changes in Canada in the last thirty years. In 1976, only 39% of women with children under the age of 16 were in the paid labour force. By 2006, 73% of women with young children were working for pay outside of the home.

Women still do the majority of care giving and work at home, although there have been positive improvements in men's share of household and family responsibilities over the years. Thirty-five percent of women responding to our survey said that family responsibilities prevented them from getting more active in the union – compared to only 25 percent of men. Women told the Task Force that they are exhausted and experience triple days as they try to juggle all their roles and responsibilities for family. In some cultures, there are higher expectations placed on women or they are caring for extended families.

The demands at home and the need to earn wages to support their family means that many women do not have the time or energy to give to their union. Women also spoke about unsupportive partners or families and a lack of child care that prevents them from getting more involved in the union.

Some women told us that they waited until their children grew up before they became active in the union. By then they lost many opportunities to develop their skills and rise within the ranks of the union.

▪ **Working conditions and economic insecurity**

Too many CUPE women members work for low wages, in multiple jobs or struggle to get by with part-time or casual employment. Women of colour are more likely to be in low-income jobs and Aboriginal women have much higher unemployment rates than their non-Aboriginal sisters.

Our survey revealed that 26.4% of members regularly work at more than one job. About 21% work part-time or casual, and of those, over 55% said they would prefer a full-time job. This is much higher than national statistics showing that 23% of women working part-time would prefer full-time work.

We heard that many women are in jobs that are not backfilled when they take union leave. Their workload builds up while they are doing union work or it falls onto co-workers who resent their union activity. Crushing workloads make it difficult for many women to participate in the union. Many women said they fear employer retaliation against union activists.

Over 37% of respondents to our survey said that work commitments prevented them from taking a more active role in the union.

- **The union culture and practices**

Certain behaviours and practices in the union are turning members away. Many women said that they feel uncomfortable with the loud, aggressive and confrontational behaviour that can exist at union meetings or events. Women of colour and Aboriginal women, in particular, said such conduct creates stress and keeps them from getting involved.

Some newcomers to the union reported feeling intimidated or unwelcome by activists. They do not understand the unfamiliar language or practices of the union. Young workers commented that they want to get more involved, but are often told they need more experience before being accepted for union positions.

Although we read our Equality Statement at every CUPE function, some women reported having experienced bullying and harassment at union events. Other women said they do not feel safe at union conventions and schools that have a drinking and partying culture.

Harassment was cited as a systemic problem and the Task Force was urged to recommend a code of conduct and fair, transparent procedures to address harassment within the union. Many CUPE members – men and women alike – explained how the existing trial procedure in our constitution is complex and inadequate to address the problems.

- **Time and place union meetings held**

Many members told us that they cannot make it to union meetings because of family responsibilities or no child care, because they have to commute long distances or because the meetings conflict with their regular shift. Some women with disabilities said they are not informed of union activities, and so are excluded from the union at the outset.

About 18% of respondents to the membership survey said they never attend union meetings. Only 36% of respondents said they almost always attend union membership meetings. Of the members who said they wanted to be more active in the union, 20% said that the time and place of meetings prevented them from getting more involved.

Over 70% of locals responding to our Local Union Survey said their membership meetings are normally held in the evenings. Very few locals hold meetings at lunch hours or alternate hours.

The Barriers to Women in Leadership

The majority of CUPE members (56%) who answered our survey are concerned about women's under representation in leadership positions. Concern about under representation was highest in British Columbia and Ontario where 67% and 62% of respondents respectively said they were concerned.

These are some of the reasons members said it is difficult for women to get into leadership positions.

- **Workload and segregation in union positions**

The union culture of "all or nothing" means that many women feel that union involvement can swallow them up. The higher the position one holds in the union, the heavier the load. Many feel that there are heavier expectations of women leaders. These expectations place even more burdens on diverse women who may be dealing with additional challenges. Many women with disabilities said excessive workloads can have a negative impact on their disabilities.

In CUPE, women are less likely to be in paid union positions and are getting burned out from doing union work on a volunteer basis. About 23% of respondents to the survey said that the heavy workload in union positions is a major barrier to getting more active in the union.

And even though women have advanced greatly in our union, there is still a tendency for women to be segregated into traditional female union roles. In several consultations, members remarked that women can be the recording secretary or on the education committee, but not on the grievance or negotiations committee. We see this segregation when we look at our local officers: about 48% of CUPE locals have a female president, but 81% of CUPE locals have a female recording secretary. It is more likely for a man to be president of a female-dominant local than for a woman to be president of a male-dominant local.

- **Backlash to women's equality**

Many sisters spoke about a backlash against women and equality-seeking groups and a strong sense that women are losing ground. Members who speak out on equality issues often feel silenced and marginalized. This is a particular concern in this current political climate in which a federal Conservative government is attacking the rights of women and equality seekers.

Many members feel that there is a lack of commitment to women's equality within the union and a general fatigue about equality issues. Part of the backlash comes from a lack of understanding on how sexism, racism, ableism, homophobia, transphobia and other forms of oppression impact our members from equality-seeking groups.

- **Barriers in the union electoral process**

Women find it difficult to get to union conventions or conferences. Their local may not have the finances, especially in small locals where women are concentrated. Larger locals may only send the officers who are more likely to be men. Women from equality-seeking groups find it even more difficult to get delegate status. Women also find it difficult to leave their family to go to union events out of town. Although women make up two-thirds of our membership, one-half of convention delegates at the 2005 national convention were women.

For women who do get to conventions and other CUPE functions, the process and rules of order can be confusing or intimidating. Members with disabilities reported that there are often no accommodations for after-hours activities, which prevent them from fully participating in all convention activities. Child care is rarely provided for early morning or evening forums and caucuses, if provided at all.

Women also spoke about the unwritten rules around elections, such as not challenging incumbents and backroom deals to decide on successors. Many women commented that running against a long-term leader could be risky for one's political future in the union.

Diverse women said they do not see diversity reflected in our union structures and want a more inclusive and representative union.

- **Union education and skills development**

Women in almost all consultations emphasized how important it is for CUPE to provide leadership training and skills development specific to women. They also urged the union to train every new local president on how to be an effective leader, including how to delegate and share tasks, how to effectively chair a meeting and understand equality issues.

Over and over again members told the Task Force that the key to developing new leaders is education and mentoring. Many women said they do not have the confidence to take on leadership roles unless they have the knowledge and supports to do the job.

OUR GOALS AND RECOMMENDATIONS

Based on our discussions with members across the country over the last two years, the National Women's Task Force developed the following goals and recommendations.

Our long-term goals are to strengthen the union by:

- Improving working conditions for women, through collective bargaining and other actions such as lobbying for legislative change;
- Building toward gender parity in the union leadership at all levels of the union, and improving the representation of equality-seeking groups;
- Making the union more inclusive, transparent and welcoming of women in all their diversity.

The Task Force developed 54 recommendations that we believe will help our union meet the above goals (see Appendix A for the full set of recommendations). The 54 recommendations fall into six priority areas:

1. Bargaining to support women;
2. Applying equality throughout the union;
3. Education and training for women;
4. Leadership development for women;
5. More effective union meetings and ways to involve members;
6. Creating a more representative union structure.

We propose a two-fold strategy for reaching these goals:

- A. A multi-year action plan with focused and sustained actions to develop women leaders at all levels of the union, address key workplace issues, and integrate equality, respect and inclusion into all aspects of the union.
- B. Specific changes to our structure at the national level to set a minimum threshold for women's representation.

A. Multi-Year Action Plan for Women

Changing our union culture and doing things differently from the ground up will take time. That's why we are proposing a multi-year action plan that will be reviewed every two years through a report to national convention. The biennial report would inform members of our union's progress in implementing the Multi-Year Action Plan for Women and would make recommendations on what further actions need to be taken.

Fortunately, our union has already begun to move forward on some of the recommendations, such as specific education and training programs for women. And changes adopted at the 2005 CUPE National Convention already have been implemented to increase women's participation in our union. For example, the new appointment process to national committees has increased the number of women on committees from 48% to 62%. And an equality lens is being applied to the new trainee representative program.

The Next Two Years: Priorities for Change

Some of the 54 recommendations in our Multi-year Action Plan can be implemented immediately and others will require planning and dedicated financial and staff resources.

The National Women's Task Force has focused on eight key program recommendations and three structural changes from the Action Plan that would move the work of the Task Force forward in the next two years.

The eight program recommendations are:

1. Organize a National Women's Bargaining Conference in 2008.
2. Develop a legislative agenda for women, which would include continued lobbying for a national child care program and improvements to Employment Insurance.
3. Create a more respectful union, by developing:
 - A Code of Conduct that would be enforced at all CUPE conferences, conventions and schools with consequences for unacceptable behaviour.
 - A clear and effective internal harassment procedure, along with the appropriate constitutional changes.
4. Create full-time Equality Representatives in every region.
5. Train staff on equality issues and bargaining equality.

6. Strengthen our training and education programs for women.
7. Create a mentoring program for women leaders.
8. Develop dependent care policies for the union.

1. Organize a National Women's Bargaining Conference in 2008.

Too many women members are concentrated in low-paying jobs, or are struggling to make ends meet on two or three part-time jobs. Pay equity is still not achieved in many provinces and sectors. Many women lack collective agreement language that provides them with family illness leave, the ability to balance work and family, maternity benefits top up, paid leave for union work or benefits for part-time workers.

CUPE has developed important bargaining resources to advance women's equality needs and equity issues. The *Up with Women's Wages* documents and "Bargaining Equality" binder are valuable tools. We need to regularly update them and continue to use them in all of our work.

The conference would provide an opportunity for members to develop strategies on building women's bargaining power and set achievable goals on bargaining the issues that are important to women. It would also be an opportunity to put the "Bargaining Equality" binder into action and develop accountability measures for bargaining equality issues.

2. Develop a legislative agenda for women, which would include continued lobbying for a national child care program and improvements to Employment Insurance that benefit women.

Improving women's working conditions cannot be addressed solely at the bargaining table. There are legislative changes that our union can lobby governments for such as a national child care program and improvements to the Employment Insurance program. Cuts to the Employment Insurance program by the federal government have made it more difficult for part-time workers, who are mostly women, to qualify for benefits.

3. Develop concrete mechanisms to create a more respectful union, specifically:

- A Code of Conduct that would be enforced at all CUPE conferences, conventions and schools with consequences for unacceptable behaviour.

- A clear and effective internal harassment procedure, along with the appropriate constitutional changes.

Women members across the country spoke about unacceptable behaviour and harassment that can exist at CUPE conferences, schools or conventions. Often these behaviours are part of social events where women may not feel safe or welcome. Although we read the Equality Statement at all CUPE events, and have an Ombudsperson program at many CUPE events, there are no consequences for unacceptable behaviour or we rely on internal trial procedures that are intimidating, complex and difficult.

4. *Create a full-time Equality Representative position in every region. This would require funding for the four regions without an Equality Representative: Maritimes, Atlantic, Saskatchewan and Alberta.*

Equality Representatives play an important role in educating members and staff on equality issues and providing expertise on challenging issues like harassment and duty to accommodate. Equality Representatives can lighten the workload of Servicing Representatives. Currently there are only four Equality Representatives on national staff in our union. The Task Force believes that the creation of Equality Representatives in all regions will advance equality issues and strengthen our union for all members.

The Task Force urges every region without an Equality Representative to bring this recommendation forward as part of the fall budget and priorities and planning process.

5. *Develop a program for training staff on equality issues and bargaining equality by:*
 - Offering courses on equality issues at staff training sessions and strongly encouraging all staff to take these courses.
 - Make training on equality issues part of orientation for new staff and within the trainee rep program.

As our union membership becomes more diverse, there are increased demands on the union to address a wide range of equality issues. If we are to effectively respond to these new developments, it is critical that we train staff on equality issues so they have more expertise for their increasingly complex jobs.

Staff plays an important role by supporting locals in bargaining, developing collective agreement language, coordinating sector strategies and providing locals with expertise on a range of issues. CUPE staff are in a position to help us create a more inclusive union, and we need to support them with training on topics such as anti-racism, bargaining equality, Aboriginal issues, a representative workforce, using a gender or diversity lens, “Thinking Equality” when planning meetings or events, disability issues and more.

6. *Strengthen our education and training program for women by:*

- Continuing to develop and offer courses specific to women.
- Expand scholarships or subsidize the cost of courses to enable more women to participate, including women from equity groups.
- Make courses available in more communities so it is easier for women to participate.

Our union has recently developed specific workshops of women, such as the weeklong course, *Women Breaking Barriers*, and a new workshop, *Women Speaking Up*. Members told us that education and leadership training on a range of topics was critical to giving women the skills and confidence to be more active in their locals and at other levels of the union. It is difficult, however, for many women – especially women from small locals – to attend courses because of financial reasons, family responsibilities or inability to get union leave.

7. *Create a mentoring program for women that focuses on:*

- The development of skills and qualities of women, including women from diversity groups, to become effective and inclusive leaders;
- Development of organized support systems for women leaders, especially new leaders.

When women are elected into leadership positions, the new position can seem overwhelming and, at times, isolating. Members spoke repeatedly in the consultations and through the survey about the importance of mentoring to develop women leaders.

Women can learn from other women leaders about how to empower members and develop an inclusive union that strengthens our union. Members also told us that once women are elected into leadership positions, they need concrete support systems to continue to grow and develop in their role.

8. *Develop a model dependent care policy to provide child care or dependent care at union meetings, conferences, conventions and schools; or reimburse members for dependent care costs they incur when participating in union activities.*

Child care and family responsibilities are major barriers to women's participation in the union. Women talked about how difficult it is to attend union meetings, conferences or schools unless they have child care support, and increasingly, elder care support. For many members, paying for child care while doing union work is a major financial barrier to their participation in the union.

The existence of dependent care policies varies across the union. Larger locals and provincial divisions may provide on-site child care for meetings and conferences. Or they may have reimbursement policies to help cover the costs of paying for child care or elder care at home when doing union work.

The Task Force recommends that CUPE National encourage all locals, provincial divisions and other levels of CUPE to develop dependent care policies.

B. Structural Change: Creating More Representative Union Structures

The National Women's Task Force has a long-term goal of creating a more inclusive and representative union. We believe that changes to our union's programs and specific action plans will increase the representation of women and equality-seeking groups over the long-term.

Changes to our structure, however, are also necessary to ensure the representation of women in all our diversity on our National Executive Board. It is structural change that demonstrates CUPE's commitment to including women's voices, views and needs in the highest decision-making levels of our union.

Therefore we recommend the following structural changes:

1. Clarify the Process for Electing Regional Vice-Presidents

- The Task Force recommends that the Regional Vice-President (RVP) elections to the National Executive Board be changed so the process is clear and transparent.

- Each region entitled to Regional Vice-Presidents would meet in caucus at the national convention and elect their RVP. These names would be announced on the convention floor and declared elected by the Election Officer.

This would enshrine the principle of caucus choice by regions. It would put into writing what is already in practice and make the RVP election process clear and transparent.

2. Create Two New National Officer Positions and Gender Parity

- The Task Force recommends the addition of two (2) full-time Executive Vice-President positions for a total of four (4) full-time National Officers. Of the four National Officers, gender parity shall be applied: two of the officers must be women and two shall be men.
- The decision to create the new Executive Vice-President positions would be made at the 2007 National Convention. The elections to fill the positions would take place at the 2009 National Convention and thereafter.

CUPE's membership has increased from almost 56,000 members in 1963 to over 560,000 in 2007. There have been two National Officers since our union was founded, despite the fact that our membership has grown ten-fold and there are increased demands on our officers.

Creating two new National Officers will allow four officers to share the workload, make our officers more accessible to the membership, and strengthen the democratic side of our union. Applying the concept of gender parity to our National Officers is a positive message to our members about our commitment to equality and the importance of having women in key leadership.

3. Create Four New Regional Vice-President Positions to Ensure Minimum Representation of Women on the National Executive Board

The Task Force recommends the addition of four (4) Regional Vice-President (RVP) positions to the National Executive Board as follows:

- Quebec – Three (3) Regional Vice-Presidents, *at least one of which must be a woman* (addition of one RVP);
- Ontario – Five (5) Regional Vice-Presidents, *at least two of which must be women* (addition of two RVPs);

- BC – Three (3) Regional Vice-Presidents, *at least one of which must be a woman* (addition of one RVP).

The addition of the above four new RVPs would take effect at the 2007 National Convention.

Quebec, Ontario and BC are the only regions with multiple RVP positions due to their size (76% of CUPE's 560,000 members reside in these three regions).

With the additional positions, these three regions will have one RVP for every 38,000 members versus the remaining provinces, which have one RVP for every 20,000 members (see appendix D).

This proposal, along with the two new National Officers, would guarantee a minimum of 20% women on the National Executive Board. Presently, there is no requirement for the number of women on the NEB, even though our membership is two-thirds women. This proposal is not the same as designated seats because the seats are not assigned as "women's seats". Instead, a threshold is set for a minimum number of women among total Regional Vice-President positions.

- **The gender requirement for the above positions of National Officers and Regional Vice-Presidents shall expire at the 2017 National Convention.** At the 2017 convention, or any convention before 2017, delegates could decide to extend the gender requirement or increase the gender balance on the National Executive Board.
- **Women from equality-seeking groups will be encouraged and supported to run for the above positions.** All levels of the union are urged to develop systems to recruit, mentor and support women from equality-seeking groups for leadership positions.

CONCLUSION

These have been the most extensive consultations with members ever held by CUPE. We reached thousands of members and heard hundreds of stories about barriers that women confront every day at work, at home and in the union.

Women told us that they want to be included and more active in our union. They want to contribute to making our union a strong and powerful force. Yet many women flagged barriers to union involvement. And for some women these barriers are even greater because of discriminatory attitudes and exploitative working conditions. This is our historic opportunity to make positive change so our union can continue to make a difference in women's lives.

CUPE has made tremendous gains for women over the years. The negotiation of pay equity agreements has put millions of dollars into the pockets of previously underpaid women. We fight against privatization and contracting-out, to protect good public sector jobs. CUPE activists are a major force in the Code Blue campaign for public child care.

We will be stronger as a union if we can tap into the energies of the diverse women in this union. To do that, we must address women's low pay and economic insecurity by building women's bargaining power. We need to support women's activism by addressing their child care and elder care needs and change the culture of our union so that women in all their diversity feel welcome, and see the union as a vehicle for change. Our union must deepen its work to combat stereotypes, racism, ableism, homophobia and transphobia. We need to support women's organizing within our union so women can mobilize to advance women's issues.

The Multi-Year Action Plan for Women will make incredible advances for women's equality and benefit our entire union. The implementation of the plan, however, will require significant, ongoing resources and a commitment to monitor our progress on the recommendations. The National Women's Task Force stresses the importance of having regular progress reports to national convention on the Action Plan so that our union can evaluate further actions to address women's equality. One of the recommendations in our Multi-Year Action Plan is to create a permanent staff position in the Equality Branch to coordinate our union's work on women's issues and the implementation of this plan.

Making change for women will make the union a better place for all members. When we eliminate barriers for the full diversity of women, we open the doors for all members.

For more information on the work of the Task Force, visit www.cupe.ca/nwtf or click on the National Women's Task Force box on the front page of the CUPE website. More detailed information on what we heard is available in separate reports on the face-to-face consultations and the membership survey.

Appendix A



CUPE MULTI-YEAR ACTION PLAN FOR WOMEN 2007 – 2017

Recommendations of the National Women’s Task Force

Introduction

The National Women’s Task Force was created by the adoption of Resolution 106 at the 2005 CUPE National Convention in Winnipeg. The mandate of the Task Force was to consult broadly with CUPE members on women’s equality issues and to examine barriers to women’s participation at all levels of our union. The Task Force was asked to bring back recommendations to advance women’s equality in the union, including structural changes such as new Regional Vice-President (RVP) seats.

The following 54 recommendations were developed by members of the National Women’s Task Force after extensive consultations with CUPE members across the country in 2006 and 2007. Over the course of one year, the Task Force met face-to-face with more than 2,300 members in 196 meetings in 121 communities. Over 4,788 CUPE members responded to our membership survey and 298 locals answered the Local Union Survey.

The National Women’s Task Force presented its findings and preliminary recommendations to provincial division conventions and other CUPE forums during the spring of 2007. At the end of May 2007, we reviewed the feedback we received and finalized our recommendations in this revised Multi-Year Action Plan for Women.

The Task Force believes that these recommendations will strengthen our union for all members. Addressing women's equality needs in bargaining, changing our union culture so that we are more inclusive of the full diversity of women, and strengthening the skills of women will improve women's lives at work, at home and in the union. And structural changes will ensure that women's voices are represented at the highest level of our union.

Our recommendations fall into six priority areas:

Priority Areas for Action:

- Bargaining agenda to support women;
- Apply equality throughout the union;
- Education and training for women;
- More effective and inclusive union meetings;
- Leadership development and mentoring for women;
- Creating a representative union structure.

Bargaining Agenda to Support Women

1. Hold a national women's bargaining conference in 2008. The conference would provide an opportunity for members to build strategies and set clear achievable goals on bargaining the full range of diverse women's issues.
2. Develop bargaining language on key equality issues and update the "Equality binder". Develop accountability measures for bringing equality language forward and give staff the time and resources to do this.
3. Encourage locals and bargaining councils to bargain union leave provisions that support women's participation in the union (including book offs, back-filling while on union leave, dependent care policies, etc.).
4. Develop an agenda for legislative changes that addresses women's equality needs such as a national child care program and improvements to the Employment Insurance program.
5. Encourage bargaining councils and other strategies that build women's bargaining power. The majority of women in our union are concentrated in small, fragmented locals with limited ability to make gains in bargaining.
6. Develop an organizing strategy that focuses on predominantly female sectors with the goal of lifting the wages, benefits and working conditions of women.

Apply Equality Throughout the Union

7. Address inappropriate behaviour at CUPE functions. Develop a Code of Conduct that would be enforced at all meetings and social functions at all levels of the union, including conferences, conventions and schools.
8. Develop a clear and effective internal harassment procedure to deal with any alleged violation of the Equality Statement by members or staff. This would require constitutional changes.
9. Explore the idea of an independent ombudsperson.

Strengthening our Staff Resources

10. Create full-time Equality Representative positions in every region. This would require funding to create full-time Equality Representatives in the four regions without one: Maritimes, Atlantic, Saskatchewan and Alberta.
11. Establish timelines for the implementation of the Action Plan over the next ten years, monitor the implementation of recommendations and provide progress reports every two years to the national convention.
12. Create a full-time Coordinator of women's issues within the Equality Branch to advance diverse women's issues within the union, and move the recommendations of the National Women's Task Force forward.
13. Implement mandatory, comprehensive staff training on equality issues and bargaining equality provisions. Priority for training should be directed to new staff and those in the representative trainee program.
14. Strengthen the staff selection process by:
 - Implementing an Employment Equity plan within CUPE, and actively recruit members from equality-seeking groups.
 - Include as part of selection criteria for new staff that they must show a demonstrated commitment to equality issues.
15. Describe hiring process for staff (CSU, ATSU, COPE). Post CUPE job descriptions and application forms on website so they are accessible to members.

“Thinking Equality”

16. Implement an equality screen for all national committees and promote to all chartered CUPE organizations (provincial divisions, local unions, district councils) through revised model local bylaws.
17. Apply an “equality screen” on everything we do in the union so our union is more inclusive of women and members from equality-seeking groups. An “equality screen” acknowledges the different needs and experiences of diverse women, including lesbians, transgender women, women of colour, Aboriginal women and women with disabilities.
18. Include the Equality Statement in orientation kits for new staff and members.
19. The National Women’s Task Force supports the principles and actions in the Vancouver Declaration, and calls for the implementation of the declaration. The NWTF notes that there are many common recommendations between our Action Plan and the Vancouver Declaration, and we have integrated a diversity perspective throughout our recommendations.

Education and Training

20. Continue to develop and deliver courses specific to women, especially leadership training and skills development. Course topics to include: how to mentor, public speaking skills, presenting a grievance and facing management, analyzing budgets, speaking with media, consensus-building skills and consensus leadership models, and lobbying politicians.
21. Make educational courses more accessible to women at all levels of the union by providing scholarships or by subsidizing the costs of attending CUPE schools. In particular, CUPE should subsidize the costs of offering the weeklong Women Breaking Barriers course so that more women, especially women from equality-seeking groups, are able to participate.
22. Make equality courses a requirement to get diploma from CUPE.
23. Develop an education course for men on how to be women’s allies.
24. Include equality issues and Duty to Accommodate course in weeklong courses.
25. Avoid cancellations of CUPE courses, especially equality courses or courses that build women’s skills. If feasible, provide the course with less than 10 participants.

26. Develop a course for new members: “My Union”. The course could introduce women to leadership roles, how to move into these roles and how to mentor members.
27. Develop ways to circulate notices about CUPE schools more broadly so that more rank and file members are aware of educational opportunities.
28. Use more simple visual tools and promote the use of clear language in our educationals. For example, visual education tools, such as a video, could be used explain the structure of CUPE.

More Effective and Inclusive Union Meetings

29. Encourage locals to make meetings more welcoming and accessible to all members. Provide suggestions on how to involve and engage members: provide child care and food at meetings, consider better meeting times and places so that more members can attend, have shorter and more effective meetings, hold more meetings at the workplace, and consider working toward a consensus instead of voting.
30. Develop a model dependent care policy to: provide child care or dependent care at union meetings, conferences, conventions and schools; and/or reimburse the dependent care costs of members who participate in union activities. Encourage locals, divisions and district councils to adopt dependent care policies.
31. Revise model bylaws to incorporate more inclusive practices. Encourage locals to review and amend their bylaws.
32. Provide financial support to small locals who want to meet the accessibility needs of their members with disabilities to attend meetings, conferences, conventions and schools. Provide accessibility measures, including American Sign Language interpretation, at all CUPE National conventions.
33. Translate Rules of Order into clear language.
34. Revise Tips for Chair into clear language, and develop better process for union meetings.
35. Re-write the members’ oath in clear language and develop a more welcoming process. The current process can be intimidating.
36. Develop new members kits, include the Equality Statement and make available on CD.

37. Implement a buddy system in which local executive members and stewards “buddy” with new members.
38. At conventions and conferences, hold more discussions that do not require “pro” and “con” mikes. This encourages open and respectful discussion rather than divisive debate.
39. Write clear job descriptions of union positions and committees including time involved. This provides members with a better understanding of different opportunities and time commitments for involvement in the union.
40. Provide orientation for new members at national conventions. The orientation session would explain how our convention works, provide information about the rules of order and explain how resolutions are debated and approved. CUPE could provide a laminated sheet with rules of order in clear language for new delegates.

Leadership Development and Mentoring for Women

Skills Development

41. Develop a mentoring program for women leaders and allocate resources for the program from the General Fund. This program would develop the mentoring skills of current leaders, provide resources to develop the skills of women activists with leadership potential, especially women from equality-seeking groups and provide organized support systems for new women leaders.
42. Provide training for every new local president on how to be an effective leader. This would include training on: how to delegate and share tasks, how to chair an effective meeting, and understanding equality issues.
43. Develop a resolution to National Convention 2007 to amend the Constitution to allow for co-presidents or officers.
44. Develop job shadowing for union positions (NEB, locals, etc.).

Organizing Women

45. Encourage the creation of women's committees at every level of the union. Promote existing materials on women's committees and encourage women to organize around the full diversity of women's issues, including the struggles of women of colour, Aboriginal women, lesbians, transgender women and women with disabilities.
46. Hold women's caucuses at each convention (national, division) automatically. We need to create the space for women to connect, learn about women's issues and strategize for change.
47. Engage women in community campaigns and job actions (child care, pay equity and Up with Women's Wages, casual and temporary jobs, employment equity, long-term care campaign, coordinated bargaining plan for all sectors, etc.).
48. Continue outreach to small locals, along the lines of consultations that the NWTF held with members.
49. Encourage the development of reimbursement policies – similar to CUPE National's policy – that make it easier for women to participate in union activities. This includes: policies to provide advances on expenses, central payment of hotel costs, etc.

Creating a Representative Union Structure

50. Clarify and make transparent the process for electing Regional Vice-Presidents (RVPs) at the national convention. Amend the Constitution so that delegates elect their RVP(s) in regional caucuses instead of by all delegates on the convention floor. This would put in writing the present practice of caucus choice.
51. Create two new full-time Executive Vice-President positions for a total of four (4) full-time National Officers. Of the four National Officers, gender parity shall be applied: two (2) officers must be women and two (2) shall be men. The decision to create these new Executive Vice-President positions would be made at the 2007 National Convention, and the election to fill the positions would take place at the 2009 National Convention and thereafter.
52. Create four (4) new Regional Vice-President (RVP) positions to ensure a minimum representation of women on the National Executive Board. The four RVP positions would be distributed among the following provinces:

- Two additional RVPs for Ontario (for a total of five RVPs, at least two of which must be women);
 - One additional RVP for Quebec (for a total of three RVPs, at least one of which must be a woman); and,
 - One additional RVP for B.C. (for a total of three RVPs, at least one of which must be a woman).
53. The gender requirement for the above positions of National Officers and Regional Vice-Presidents shall expire at the 2017 National Convention.
54. Women from equality-seeking groups will be encouraged and supported to run for the above positions.

Appendix B

Members of the National Women's Task Force

Newfoundland and Labrador

Donna Ryan, CUPE Local 488
Lynn McDougall, National Representative

Nova Scotia

Barbara Moore, CUPE Local 3912 (Co-Chair)
Elizabeth Borden-Paris, CUPE Local 2330
Jacquie Bramwell, National Representative

New Brunswick

Odette Robichaud, CUPE Local 1840
Danielle Savoie, National Representative

Prince Edward Island

Donalda MacDonald, CUPE Local 1770
(NEB Member)

Quebec

Lucie Levasseur, CUPE Local 2051
Annick Desjardins, Equality Representative

Ontario

Candace Rennick, CUPE Local 2280
(NEB Member)
Helen Kennedy, CUPE Local 79
Joanne Martin, National Representative

Manitoba

Arlene Macklem, CUPE Local 998
Maureen Morrison, Equality Representative

Saskatchewan

Hitomi Suzuta, CUPE Local 2419
Geraldine Harris, CUPE Local 3967
Elaine Ehman, National Representative

Alberta

Shelina Hassanali, CUPE Local 4731
Marie Boyd-Robinson, National
Representative

British Columbia

Sheryl Burns, CUPE Local 1936
Conni Kilfoil, Equality Representative

HEU

Donisa Bernardo, CUPE-HEU Local 6014
Margi Blamey, HEU

Airline

Cidalia Ribeiro, CUPE Local 4092
Marilyne White, National Representative

Coordinator

Cheryl Stadnichuk, Research Representative

National President

Paul Moist (Co-Chair)

National Office

Gisèle Dupuis
Anne McGrath
Doreen Meyer
Jane Stinson
Pam Beattie

To Contact the National Women's Task Force

E-mail: women@cupe.ca
Website: cupe.ca/nwtf

Appendix C

Resolution No. 106

Submitted by the National Executive Board, CUPE Saskatchewan

CUPE NATIONAL WILL:

Establish a National Task Force prior to November 30, 2005, made up of National Executive Board and rank-and-file members, to meet throughout our union for the following purposes:

- To gather a statistical profile of women's representation at all levels of our union;
- To review and discuss CUPE's education programs, leadership development programs and supports for women;
- To receive advice from CUPE activists and staff on women's equality issues and needs, including reasons why women are not represented at various levels within our union;
- To seek advice of possible changes of CUPE structures to address women's equality needs, including measures to recognize the diversity of women;
- To report to the National Executive Board, provincial division conventions and to the 2007 National Convention;
- Further, the task force will make recommendations on a wide range of women's equality issues including the five new RVP positions, their continuance or other NEB structure recommendations.

BECAUSE:

- Women's equality issues exist at all levels of our union, including the lowest level of women's representation on our National Executive Board in a generation; and
- A comprehensive review process is required to deal with the full range of women's equality issues within our union; and
- Women are the largest group within CUPE and our union will be stronger when we positively address women's equality needs.

*Committee
recommendation*

Concurrence as
amended

Convention decision

Carried

(In last bullet delete "five", add "if created" after "positions" to read: "Further, the task force will make recommendations on a wide range of women's equality issues including the new RVP positions **if created**, their continuance or other NEB structure recommendations.")

Appendix D

National Executive Board Structure

National Officers (2)

- National President
- National Secretary-Treasurer

General Vice-Presidents (5)

Regional Vice-Presidents (14)

Nova Scotia.....	1
Newfoundland and Labrador.....	1
New Brunswick.....	1
Prince Edward Island.....	1
Quebec.....	2
Ontario.....	2
Northern Ontario.....	1
Manitoba.....	1
Saskatchewan.....	1
Alberta.....	1
British Columbia.....	2

Diversity Vice-Presidents (2)

Appendix E

List of Communities Where NWTF Held Consultations

Amherst, NS	Kamloops, BC	Quebec City, QC
Antigonish, NS	Kelowna, BC	Red Deer, AB
Baie Verte, NF	Kenora/Fort Frances, ON	Regina, SK
Barrie, ON	Kindersley, SK	Richibucto, NB
Bathurst, NB	Kingston, ON	Richmond, BC
Belleville, ON	Laval, QC	Rouyn, QC
Brandon, MB	Leduc, AB	Saguenay, QC
Bridgetown, PE	Lethbridge, AB	Saint Sauveur, QC
Bridgewater, NS	Lindsay, ON	Salmon Arm, BC
Bruce Mines, ON	Liverpool, NS	Saskatoon, SK
Burnaby, BC	London, ON	Sault Ste. Marie, ON
Calgary, AB	Lumsden, SK	Sherbrooke, QC
Campbell River, BC	Mackenzie, BC	Smithers, BC
Castlegar, BC	Markham, ON	St. John, NB
Charlottetown, PE	Marystown, NF	St. Stephen, NB
Chéticamp, NS	Medicine Hat, AB	Sudbury, ON
Chilliwack, BC	Miramichi, NB	Summerside, PE
City of Kawartha Lakes, ON	Mississauga, ON	Surrey, BC
Cobourg, ON	Moncton, NB	Swift Current, SK
Coquitlam, BC	Montreal, QC	Sydney, NS
Courtenay, BC	Moose Jaw, SK	The Pas, MB
Cranbrook, BC	Moosomin, SK	Timmins, ON
Creston, BC	Nanaimo, BC	Toronto, ON
Crows Nest Pass, AB	Nanaimo/Malaspina, BC	Vancouver, BC
Dalhousie, NB	New Glasgow, NS	Vaughan, ON
Dauphin, MB	North Battleford, SK	Victoria, BC
Dawson Creek, BC	North Bay, ON	Waskesiu, SK
Denare Beach, MB	Ottawa, ON	Westlock, AB
Edmonton, AB	Oxbow, SK	Weyburn, SK
Edmundston, NB	Penticton, BC	Whitby, ON
Edson, AB	Peterborough, ON	Windsor, ON
Fort McMurray, AB	Petrolia, ON	Winnipeg, MB
Fraserwood, MB	Port Hardy, BC	Woodstock, NB
Fredericton, NB	Portage la Prairie, MB	Yarmouth, NS
Grand Falls, NF	Powell River, BC	Yellowknife, NT
Haliburton, ON	Prince Albert, SK	Yorkton, SK
Halifax, NS	Prince George, BC	
Inkerman, NB	Prince Rupert, BC	



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