Dear Council Friends and Colleagues,

At the last Special Meeting of Members, held March 15, 2020, the Council of Canadians adopted a resolution to establish a Chapter Task Force (CTF). Since August of 2020, our Task Force has met with chapter activists, staff and board members to create a report.

The attached report from the Chapter Task Force is the product of months of discussion and consultation, the collective wisdom of decades of experience from activists and chapter members within the Council of Canadians, culminating in a series of recommendations to take the Council forward.

The 9 recommendations within this report will be voted on as motions at a Special Meeting of Members on February 28, 2021.

The Chapter Task Force would like to thank everyone for their participation in this process – chapter activists, board members and staff – a process that has been marked by consensus and solidarity among Chapter Task Force members and the broader constituency it has striven to fully and accurately represent.

Please receive these recommendations in the spirit in which they are offered, a series of steps to be taken to move the Council forward and to enhance understanding and communications between and among all parties who have been and remain passionate about the Council’s mandate to be the world we want to see.

Within the report you will see well researched, cohesive and comprehensive recommendations for best practices, policy and by-law revisions regarding how the Council’s chapters are structured, supported and governed, and other matters as detailed more explicitly in the rationales for the recommendations.

It is our hope that these recommendations will be received in the spirit with which they were created, the spirit of solidarity, hope and the knowledge and experience that comes of decades of experience as activists and members of the Council of Canadians. With a strong chapter base, the Council of Canadians is the grassroots political movement especially needed at this particular moment in time.

We look forward to your participation in the February 28th special meeting to vote on these recommendations and thank you for your consideration.

Chapter Task Force:

Meg Borthwick, London
Trish Cocksedge, Powell River
Carol Ferguson, North Shore
Marilyn Keddy, South Shore
Tara Seucharan, Toronto
Christina Warner, Interim Co-Executive Director
Robert Wilde, Edmonton

January 2021
CHAPTER TASK FORCE REPORT
February 4, 2021

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MOTIONS AT A GLANCE

Each of the 9 recommendations from the Chapter Task Force are being forwarded to the membership with a motion of support from the Council of Canadians Board of Directors. They will be voted on during the February 28th Special On-line Membership Meeting in the format below:

#1. Chapter Handbook

*MOTION: To recommend that Council members at a special meeting support the CTF recommendation #1 regarding the Chapter Handbook that:

The revision of the Chapter Handbook be led by staff in collaboration with Chapters regarding both content, format and style.

The handbook should contain the following but not be limited to these sections:

- Chapter requirements
- Chapter Funding - explain the process for obtaining funding to ensure full transparency. Also cover items such as accepting donations at events to help cover costs, private donations for specific local campaign work the chapter is doing, etc.
- How to deal with a member who is not behaving in accordance with Council of Canadians political positions. These guidelines should be developed jointly by staff and chapters and approved through a resolution at the AMM or by the Board of Directors. (CTF Report: Attachment 1, Safe Space Policy)
- Develop clear guidelines for determining when a Chapter ceases to be recognized by the national body. Currently, if a chapter is not engaged in political work, the Regional Organizer will continue to invite chapter leaders to regional events like monthly chapter calls and Annual Regional Meetings. In the case that a chapter has been inactive for a long period of time, the Regional Organizer will work with remaining chapter members on revitalizing that chapter, which often entails recruiting new members into leadership if a number of people have left the chapter. On occasion, the chapter may initiate a chapter closing.
- Working with allies
- Staff roles and responsibilities, especially what support chapters can expect from Regional Organizers and Campaigners.
- Guidelines regarding how chapters accept and decline individuals as chapter members or activists.

#2. Membership

*MOTION: To recommend that Council members at a special meeting support the CTF recommendation #2 regarding membership that:

- That the list of members of the Council of Canadians wanting to be contacted by chapters be made available to the chapter contact person and updated on a regular basis
- That chapters take steps to engage members in local activities
- That there be a designated national staff person responsible for memberships known/available to chapters for contact as required/needed.
#3. Resolutions Process

**MOTION:** To recommend that Council members at a special meeting support the CTF recommendation #3 regarding the resolutions process that:

The Council change the resolutions process to ensure chapter agency and follow up. This should include the following actions:

- Creating a standing resolutions committee that includes an active member of a chapter
- Creating categories for the submission of resolutions, determining the number of resolutions that can be dealt with at an AMM and creating a procedure for members to rank the resolutions prior to the AMM to determine those that are brought forward.
- Post-deadline emergency resolutions at the AMM and submission of resolutions to the Board between AMMs would remain unchanged.

#4. Chapter Representation and Relationship with the Board of Directors

**MOTION:** To recommend that Council members at a special meeting support the CTF recommendation #4 regarding chapter representation and relationship with the board of directors that:

- Any resolutions brought to the Board between AMMs be circulated to the Board at least two weeks prior to the meeting where they will be considered.
- The agenda and other related material including minutes, financial updates and other reports be circulated to board members at least one week prior to the board meeting.
- A Chapter/Regional report be a standing agenda item giving Regional Representatives the opportunity to highlight chapter and regional activities deemed relevant at the national level.
- Regional Board Representatives should have access to a zoom account and instruction on how to use it to facilitate communication with chapters.

#5. Board of Director Attendance at Regional and Chapter Meetings & Events

**MOTION:** To recommend that Council members at a special meeting support the CTF recommendation #5 regarding board of director attendance at regional and chapter meetings & events that:

- The Board of Directors encourage each Director to attend a Regional or Chapter meeting/event at least once a year.
- Board and Chapters members can reach out to one another to act upon this resolution. If required, this process can be facilitated by Regional Board Representatives and Regional Organizers.

#6. Communications: Online Community

**MOTION:** To recommend that Council members at a special meeting support the CTF recommendation #6 regarding communications: online community, to:
Look into an affordable, secure and user-friendly online platform that will connect people and information across the country, with components like chat, meetings, webcasts, document sharing and archiving. It can also have “rooms” or “channels” devoted to campaigns we are working on at both the national level and within chapters. These are all tools for communication and can facilitate connections between and among chapter activists, board members and staff.

It is an ambitious project, one that will take time and be undertaken with great care and attention to the needs of the organization. It will bring together people and information in a way that will meet the needs of a 21st century social justice organization and its members.

Chapters will receive a progress report from staff and engaged chapter members at the 2021 AMM.

#7. Orientation to Chapters for Board members, Staff, and New Chapter Activists and Members

*MOTION: To recommend that Council members at a special meeting support the CTF recommendation #7 regarding orientations that:

Staff and Chapters together work to create an orientation to Council chapters. This orientation will be taken by all new staff and Board members, and it will be offered to new chapter members and voting members.

#8. Reporting on Progress

*MOTION: To recommend that Council members at a special meeting support the CTF recommendation #8 regarding reporting on progress that:

The Chapter Caucus day during the 2021 Annual Meeting of Members be used, in part, to give updates on the work done to fulfil these Chapter Task Force recommendations. The Chapter Task Force is ready to help organize that event in partnership with chapter members, staff, and Board members engaged in the work that comes about because of this report.

#9. Moving Forward

*MOTION: To recommend that Council members at a special meeting support the CTF recommendation #9 for steps to move forward that include:

- Immediate formation of the Chapter Handbook Update team, with clear objectives and timelines.
- Conflict resolution process - develop appropriate conflict resolution processes to be used by chapters, members, staff and the Board.
- Create a Governance Committee to update and review governance processes, including conflict resolution. This was also a Good Governance Task Force recommendation (recommendation #25).
- Membership and Supporter engagement with Chapters - how can chapters best interact with and engage Members and Supporters in their area?
- Membership Votes - What decisions beyond Board elections and AMM resolutions / proposals should be decided by the wider membership?
- Partners and Allies - Reaching our political goals relies on integrated and holistic partnerships with allies. Consider how we strengthen and expand our networks of allies.

*Note: If approved, the items in recommendation #9 will be referred to the Council’s board and staff to follow up and implement.
INTRODUCTION

The Chapter Task Force is grateful to the chapter members who engaged in the consultative process which is the intelligence behind this report. The enthusiasm expressed by chapter respondents for the strengthening of the grassroots political base of the Council of Canadians is heartening. Chapters talked about their commitment to work within the mandate of the national organization to build a strong grassroots political movement, but it is primarily the capacity to organize around local issues that attracts and sustains chapter activists. People join chapters to take meaningful action contributing to political change in line with the history, values, and vision of the Council of Canadians.

The commitment we heard to strengthening the synergy on a local, regional and national level is what we believe will contribute to the creation of a strong political movement that operates in partnership with like-minded social, labour, cultural, human rights and environmental groups at home and around the world.

The Chapter Task Force, through a consultative consensus-based process, is making recommendations that we hope will enable chapters to more effectively engage in social movement work and thus increase the Council’s political impact. We recognize that the chapter base has been weakened over the years, due partly to governance issues, changing organizing practices, and more recently to the pandemic. Despite this, there is a very strong core of active chapters across the country. There are other chapters that are barely holding on and we hope our work and the ensuing follow up will enable the revitalization and growth of the chapter base. Together we are positioned to accomplish this. It will involve among other things the recognition and identification of ways to increase the capacity of chapters to contribute to the building of grassroots social movements locally, provincially, regionally and nationally.

The relationships and skills built doing work within the Council are the catalyst for political engagement beyond the role and scope of our campaigns. For example, recent chapter and national office work on Universal Basic Income, militarism and anti-war efforts, and nominating the Cuban Medical Team for the 2021 Nobel Peace Prize are all efforts made possible by these relationships.

Chapters are an essential part of the Council of Canadians, with decades of experience carrying out dynamic and successful political work through national and local campaigns. The Chapter Task Force has tried to lay the groundwork for this political work to grow and strengthen.
RECOMMENDATIONS WITH RATIONALE

Chapter Agency and Decision-Making

- Chapters choose how and when to engage in political work whether it is national or local campaigns. A chapter’s capacity to engage in a national campaign generally depends on there being a volunteer interested in the issue and/or its relevance to what is happening locally and the support, including resources available through the national campaign organizer. Chapters want to have more input into the decisions around national campaigns and want to ensure that they reflect not only the bigger picture but how it plays out on a local, provincial and regional level.

- Historically chapters have worked closely with Campaigners and that relationship strengthens the political impact of the Council across the country and the support chapters receive. The Chapter Task Force is making this point with consideration for the financial situation the Council is dealing with and the staffing challenges it poses.

- The Chapter Task Force understands that the goal of strategic planning is to set overall objectives and a political vision for The Council of Canadians. It is the commitment to collaboration that informs the strategic planning. It is imperative that chapters have consistent opportunities for collaboration regarding political goals, campaigns, and political decisions. The recommendations on communication will suggest ways that this may be done more effectively. Further, we must be aware that local issues most often emerge with very little warning.

- Throughout the year staff, chapters, and board members discuss political strategy and take action on emerging needs. Staff play a specific role, as do chapters in initiating and leading campaigns. This is a dynamic and shared process and our strategy changes as the context changes.

- AMM resolutions offer opportunities for voting members to address some of the ways the political work of the strategic plan is adjusted/carried out. (see recommendations on resolution process)
What is a chapter?

The Council of Canadians brings people together through collective action and grassroots organizing to challenge corporate power and to advocate for people, the planet and our democracy. Chapters bring political activists together who support this mission and want to take action on a local, provincial or regional level.

Chapters bring this perspective to national campaigns by planning and executing political strategies, including events and actions in their communities.

Within this context chapters decide what issues they will work on and whether or not it is appropriate or if they have the volunteer capacity to engage in national campaigns. Local activists are strengthened by being a part of a national organization.

To become a chapter they need:

• At least 5 members of the Council of Canadians working together toward political change. Chapters must stay in open communication with other chapters through regional meetings and regular conversation, and with the Regional Organizer. A Chapter has a credit union/bank account and files an annual activity and finance report.

• Chapters choose their own membership and decision-making processes. Generally, they have a chair or co-chairs, treasurer, secretary and at least one contact person.

• Chapters meet as often as required but must hold at least one chapter meeting a year virtually or in-person, with enough notice to facilitate member participation, including at least one opportunity to give a financial report, affirm or change chapter leadership and processes. Examples include:
  - A shorter meeting focused only on this work
  - An online meeting or email check-in including chapter input to affirm or change chapter processes, structure or leadership

• These meetings should reflect accountability, transparency, shared leadership, democratic decision-making, and opportunities for new people to step into roles/leadership. Some examples of how chapters choose to do this might include consensus-based decision making or Robert’s Rules of Order. Chapters also choose their own structures. These structures serve chapter political work. They should be chosen democratically by the full chapter and facilitate the primary purpose of political engagement.

• Chapters choose how they engage in political change. A baseline definition is taking action, including building coalitions and partnerships, to influence political decision makers to do something good that they otherwise would not have done.

• Chapters generally maintain a network of supporters/allies they can call on for specific actions/events. It’s part of the important collaborative work that chapters do.

• Chapters have a deep history in their communities that strengthens the Council’s commitment to a people-led democracy. Chapter political work ebbs and flows, with times of intense action, quieter rest, and everything in between.
Chapter Handbook

The revision of the Chapter Handbook was not deemed to be within the scope of the task force. However, we recognize the urgent need for Chapters to have access to clear, concise information.

**We recommend** that the revision of the Chapter Handbook be led by staff in collaboration with Chapters regarding both content, format and style.

The handbook should contain the following but not be limited to these sections:

- Chapter requirements
- Chapter Funding - explain the process for obtaining funding to ensure full transparency. Also cover items such as accepting donations at events to help cover costs, private donations for specific local campaign work the chapter is doing, etc.

**Note**: In light of the current financial challenges facing the Council of Canadians the Chapter Task Force is not recommending a change in the current funding available to chapters. When the financial picture improves this should be revisited.

- How to deal with a member who is not behaving in accordance with Council of Canadians political positions. These guidelines should be developed jointly by staff and chapters and approved through a resolution at the AMM or by the Board of Directors. (Attachment 1, Safe Space Policy)

- Develop clear guidelines for determining when a Chapter ceases to be recognized by the national body. Currently, if a chapter is not engaged in political work, the Regional Organizer will continue to invite chapter leaders to regional events like monthly chapter calls and Annual Regional Meetings. In the case that a chapter has been inactive for a long period of time, the Regional Organizer will work with remaining chapter members on revitalizing that chapter, which often entails recruiting new members into leadership if a number of people have left the chapter. On occasion, the chapter may initiate a chapter closing. The task force does not feel that developing these guidelines is within our scope and refers to the bylaws of the Corporation, Section 9 - Chapters, 9.01 **Chapters of the Corporation**: “The board may establish governance policies concerning the certification, conduct and decertification of chapters as well as rules and regulations applying to chapters.”

- Working with allies
- Staff roles and responsibilities, especially what support chapters can expect from Regional Organizers and Campaigners.
- Guidelines regarding how chapters accept and decline individuals as chapter members or activists.
Membership

The Good Governance Task Force recommended and the Council membership approved that the only member category is individual. This means that chapters no longer elect one voting member. Anyone who is a member of the Council of Canadians can vote. This new singular category of individual member opens up membership to a broader base, recognizing ages/stages of members and allowing them to participate according to their ability for active involvement and/or level of commitment. The long-term view is to grow the organization in line with its vision, ensuring it is representative of our diverse society. It better reflects the Council as a membership-based national organization and adds political power through broad-based representation.

In order to respond to the opportunity that this expanded membership creates the task force is recommending:

1. That the list of members of the Council of Canadians wanting to be contacted by chapters be made available to the chapter contact person and updated on a regular basis
2. That chapters take steps to engage members in local activities
3. That there be a designated national staff person responsible for memberships known/available to chapters for contact as required/needed.
**Resolutions Process**

We heard from chapters that they want clarity and enhancement of their role in the Council’s decision-making processes. One way that chapters are currently engaged in decision making is through the resolutions process at the AMM. There is widespread dissatisfaction with the number of resolutions brought forward to the AMM and the lack of time to adequately deal with them. Although the outstanding resolutions are referred to the Board of Directors there is concern about the efficacy of this process.

Consultations indicated widespread support for a resolution process that enhances the Council’s operation both in terms of governance and political action through a renewed process that is more manageable by taking into account the capacity for implementation.

**We recommend that** the Council change the resolutions process to ensure chapter agency and follow up. This should include the following actions:

1. Creating a standing resolutions committee that includes an active member of a chapter.
2. Creating categories for the submission of resolutions, determining the number of resolutions that can be dealt with at an AMM and creating a procedure for members to rank the resolutions prior to the AMM to determine those that are brought forward.
3. Post-deadline emergency resolutions at the AMM and submission of resolutions to the Board between AMMs would remain unchanged.
Chapter Representation and Relationship with the Board of Directors

The Chapters in each of the four regions elect a Regional Board Representative who is a full member of the Board with all the responsibilities to the national organization that a position on the Board entails. In addition to other Board responsibilities, it is expected that the Director will consult with chapters regularly and support the organization by ensuring the Board is closely attuned to the views and interests of chapters in their respective regions. Because each region is different, it will be up to each Director and their region to develop the appropriate consultation and communication mechanisms.

Although chapters value and support having these positions on the Board of Directors, their role and responsibilities are not widely understood and are often confused with the staff position of Regional Organizer. The current description of the Regional Board Representative position is attached. (Attachment 1)

The Chapter Task Force recommendations are intended to:

1. Raise awareness of chapter interests and activities with the Board of Director
2. Adjust the Board timeline to allow Regional Board Representatives to discuss relevant agenda items with chapters prior to the Board Meeting.
3. Develop collegiality and strengthen our joint political work

Recommendation:

- That any resolutions brought to the Board between AMMs be circulated to the Board at least two weeks prior to the meeting where they will be considered.
- That the agenda and other related material including minutes, financial updates and other reports be circulated to board members at least one week prior to the board meeting.
- That a Chapter/Regional report be a standing agenda item giving Regional Representatives the opportunity to highlight chapter and regional activities deemed relevant at the national level.
- Regional Board Representatives should have access to a zoom account and instruction on how to use it to facilitate communication with chapters.

We recommend that the Board of Directors encourage each Director to attend a Regional or Chapter meeting/event at least once a year.

Board and Chapters members can reach out to one another to act upon this resolution. If required, this process can be facilitated by Regional Board Representatives and Regional Organizers.
Communications: Online Community

Communications within an organization can be the making or breaking of it. Often, when communications break down the effect is disabling. When communication is healthy and productive that organization is strengthened in its effectiveness.

Chapter members told us that they would like to see more effective communications. These include easier ways to contact chapters and members, better ways of communicating with staff and the Board of Directors. At present there are two email lists - Organize This (staff moderated) and Organize This Too (chapter moderated) - with neither entirely serving the purpose of effective communications. It’s a complex issue with no easy fix, but with chapter input we have arrived at some strategies and potential tools for addressing the difficulty in streamlining and improving internal organizational communications in a way that will benefit all who work within the organization we love and respect, the Council of Canadians.

Online Community

How do we connect all of the moving parts of the Council? It seems an almost impossible task, given the variety of roles and capacities of staff, Board members and chapter volunteers, not to mention geographic considerations. We do not know when we will be able to have in-person AMMs, and then there is the rest of the year when chapters want to communicate with each other and non-chapter members over vast geographic distances. Chapter members have shown significant support for an online community, provided it provides support to people with limited technology.

We recommend looking into an affordable, secure and user-friendly online platform that will connect people and information across the country, with components like chat, meetings, webcasts, document sharing and archiving. It can also have “rooms” or “channels” devoted to campaigns we are working on at both the national level and within chapters. These are all tools for communication and can facilitate connections between and among chapter activists, board members and staff.

It is an ambitious project, one that will take time and be undertaken with great care and attention to the needs of the organization. It will bring together people and information in a way that will meet the needs of a 21st century social justice organization and its members. Chapters will receive a progress report from staff and engaged chapter members at the 2021 AMM.

Orientation to chapters for Board members, staff, and new chapter activists and members

Chapters are an essential group within the Council and the Council’s political impact is strengthened when all groups within the Council know and understand the roles of each.

We recommend that staff and Chapters together work to create an orientation to Council chapters. This orientation will be taken by all new staff and Board members, and it will be offered to new chapter members and voting members.
REPORTING ON PROGRESS

We recommend that the Chapter Caucus day during the 2021 Annual Meeting of Members be used, in part, to give updates on the work done to fulfil these recommendations. The Chapter Task Force is ready to help organize that event in partnership with chapter members, staff, and Board members engaged in the work that comes about because of this report.

MOVING FORWARD

- Immediate formation of the Chapter Handbook Update team, with clear objectives and timelines.
- Conflict resolution process - develop appropriate conflict resolution processes to be used by chapters, members, staff and the Board.
- Create a Governance Committee to update and review governance processes, including conflict resolution. This was also a Good Governance Task Force recommendation (recommendation #25).
- Membership and Supporter engagement with Chapters - how can chapters best interact with and engage Members and Supporters in their area?
- Membership Votes: What decisions beyond Board elections and AMM resolutions / proposals should be decided by the wider membership?
- Partners and Allies - Reaching our political goals relies on integrated and holistic partnerships with allies. Consider how we strengthen and expand our networks of allies.

Note: If approved, these items will be referred to the Council’s board and staff to follow up and implement.
CONCLUSION

The Chapter Task Force has paid very close attention to what Chapters and others told us during numerous consultations. We thank you from the bottom of our hearts for your open, honest and thoughtful feedback.

This is a work in progress. We are providing direction that will strengthen the grassroots chapter base of the Council of Canadians. We are calling on chapters, members, staff and the board of directors to pick up on the issues we have flagged and bring them to fruition.

*Humanity is at a crossroads. Economic globalization and unregulated market capitalism have divided the world – and Canada – into rich and poor as at no time in living history and endangered the ability of the planet to sustain life. Tragically, most governments support an economic system that puts unlimited growth above the vital needs of people and the planet. The Council of Canadians is part of a global civil society movement to drive transformative change in the absence of true leadership by governments.*

*The foundation of our work is the education and empowerment of people to fight for the values and policies we believe in. Our supporters and network of more than 60 active volunteer chapters create a powerful voice for social and environmental justice. We work to hold governments accountable and challenge the unbalanced power of corporations, promoting positive social change in Canada and the world.*

*(Vision statement Council at a Crossroads 2019)*

The need for activists to be united and enabled to organize in a people’s movement has never been more urgent. This report from the Chapter Task Force assumes that in order to challenge corporate power and advocate for people, the planet and democracy we need a strong activist base in a national organization that is non bureaucratic, non-hierarchical, open and transparent. For the past 35 years the Council of Canadians has existed to education and empower people to fight for the values and policies we believe in. We are in a period of transformation.

*We think of ourselves as serving the base, serving activists, the grassroots. The main role of organizers and the national office is to support citizen activism at the base.”* — Maude Barlow

The Chapter Task Force respectfully submits this report to offer guidance as we continue with our allies to build a Canada wide people’s movement for social and environmental justice.

- Meg Borthwick (Ontario, Quebec and Nunavut Region)
- Trish Cocksedge (Pacific Region)
- Carol Ferguson (Atlantic Region)
- Marilyn Keddy (Co Chair, Board Liaison, Regional Board Representative)
- Tara Seucharan (Good Governance Task Force)
- Christina Warner (Co Chair, Interim Co-Executive Director)
- Robert Wilde (Prairies, NWT Region)
Appendix A: Safe Space Policy Example

From the London Chapter

As activists, we work to create spaces that are free of as many barriers as possible. We are all responsible for creating the spaces we desire, by educating ourselves and each other, and ensuring that we are in dialogue. We recognize that the dynamics of hierarchy, power and privilege that exist within society are also found within our movement. We believe that failing to address these dynamics alienates and further victimizes our friends and allies and stops us from creating the equitable world we want. Individuals participating are asked to be aware of their language and behaviour, and to think about whether it might be oppressive to others. We define oppressive behaviour as any conduct that demeans, marginalizes, rejects, threatens or harms anyone on the basis of ability, activist experience, age, criminal record, cultural background, education, ethnicity, gender, immigration status, language, nationality, physical appearance, race, religion, self-expression, sex, sexual orientation or other such factors.

We also acknowledge that harassing behaviour, including sexual harassment and non-consensual touching, is not permitted and that those who engage in such behaviours will not be welcome at our events. In spaces we have booked for events, Council of Canadians London Chapter reserves the right to ban individuals whom it deems a threat to the safety of women and of other individuals who may be vulnerable to harassing or oppressive behaviour.

Everyone has a right to feel safe and valuable. Safe space is both an individual and a communal responsibility. We encourage everyone to be conscious and respectful of the safety of others.

Note: When spoken at a meeting, the safe space policy can begin with a land acknowledgement.
Appendix B: Role of the Regional Board Representative (current)

Role of the Regional Board Representative

- Regional Board Representatives must be members in good standing of the Corporation and an active member of a chapter. They are elected by the chapters (one vote per chapter) in their region. They are full members of the Board with the same rights and obligations of other Board Members, including the fiduciary duty to the national organization.

- Because the Regional Board Representative is elected by the chapters in the region, it is expected that they will consult with and represent the interests and concerns of the region in Board meetings as appropriate. Because each region is different, it will be up to each Regional Board Representative and their constituents to develop the appropriate consultation and communication mechanisms.

- The Regional Board Representative must be familiar with the goals and principles of the Council and must be able to fully participate in Board meetings, which may be held monthly and may include travel to in-person meetings anywhere in Canada.

- The by-laws provide that if a Regional Board Representative ceases to reside in the region they have been elected to represent, they will no longer be a Director and the Board may determine an appropriate way for the chapters in the region to elect a replacement.

- In the event that the Chapter where the Regional Board Representative is a member is dissolved, they shall have thirty (30) days to either form a new Chapter or join another Chapter.
Supporters:
Engage in online actions like petitions, letters to MPs, etc. Are not voting members.
~150,000 people

Chapter members
engage in chapter meetings and activities. Chapters determine voting membership and structures. Membership requirements not set by national organization.
47 chapters.

Council of Canadians Members:
pay membership dues, have voting rights, can start a chapter along with other members.
3600+ members

Council members who are also chapter members: Participate in chapter activities and meetings and can also vote at national member meetings.

Members engaged in national campaigns, mostly online.

When chapters send emails to regional lists, supporters in those regions receive that email. (AGM or event eblasts, e.g.)
THE COUNCIL OF CANADIANS

STAFF ORGANIZATIONAL CHART

As of March, 2021

National Chairperson
John Cartwright (he/him)

Vice Chair
Navjeet Sidhu (he/him)

Executive Director
Molly Kane (on leave) (she/her)

Governance and Administration Officer
Jeannette Muhongayire (she/her)

Interim Co-Executive Director,
Director of Campaigns & Organizing
Christina Warner (she/her)

Interim Co-Executive Director,
Director of Communications
Ravi Joshi (he/him)

Director of Development
(Vacant - To be filled)

Director of Finance & Administration
Meena Peruvemba (she/her)

Regional Organizer
Pacific
AJ Klein (she/her)

Regional Organizer
Prairies-Northwest Territories
Christina Kruszewski (they/their)

Regional Organizer
Ontario-Quebec
Mark Calzavara* (he/him)

Regional Organizer
Atlantic
Angela Giles (she/her)

Campaigner (Blue Planet Project)
Meera Karunananthan

Campaigner (Climate & Social Justice)
Dylan Penner (he/him)

Campaigner (Climate & Social Justice)
Robin Tress (she/her)

Campaigner (Water)
Vi Bui* (on leave) (she/her)

Campaigner (Vacant - to be filled)

Communications Officer (Digital)
Pam Woolridge

Communications Officer (Digital Campaigns)
(Vacant – to be filled)

Communications Officer (Research and Analysis)
Donya Ziaee (she/her)

Major and Legacy Gifts Officer
Hélène Bertrand** (she/her)

Database Administrator and Analyst
Carl Stewart (he/him)

Stewardship Officer
Karen Jordon (she/her)

Administrative Assistant (Monthly Donor Program)
Dana Chapeskie (she/her)

Administrative Assistant (Donor Records and Service)
Meena Agarwal (she/her)

Human Resources Officer
Daniella Carpio (she/her)

Finance Officer
Michelle Ratt (she/her)

Administrative Assistant (Reception and Office Support)
Roger Desjardins (he/him)

* Mark and Vi will be switching positions in April/May 2021

** Hélène is Acting Director during the posting of that position.