



**COAST TO COAST UPDATE**  
**AU COURANT D'UN OcéAN À L'AUTRE**  
 INTERNATIONAL BROTHERHOOD OF ELECTRICAL WORKERS  
 FRATERNITÉ INTERNATIONALE DES OUVRIERS EN ÉLECTRICITÉ



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 International Vice President / Vice-président international  
 First District, CANADA / Premier District, CANADA



**January/February 2011**

Greetings:

As you are all aware by now on February 11, 2011, Wisconsin's new Republican Governor Scott Walker made what amounts to an all-out war on public sector workers in his state, moving to deprive public service employees of their right to bargain collectively on matters essential to their economic security. In many more states, hundreds of bills have been introduced seeking to hem in public sector unions if not to ban them altogether.

The right-wing has further been active in 12 states in the U.S. filing for right-to-work legislation in addition to the 22 states that already have this anti-worker, anti-union law on the books. Three more states are contemplating this regressive legislation that severely limits the ability of unions to operate and represent their membership effectively. Certainly these state legislators are not interested in ensuring workers have a choice to union membership or not, or saving workers a few dollars of union dues but rather they are intent on ensuring that the union doesn't have the resources to do their job properly.

Building Trades unions in the U.S. are also facing contemplated bills that would gut prevailing wage laws and Project Labour Agreements. The AFL-CIO says it anticipates anti-prevailing wage laws in 15 states across the country.

Unions have rallied and Union members all across the United States, and especially in Wisconsin, have been protesting these attacks on the labour movement for the last month. The union density in the U.S. is around 12% and in Canada it hovers at about 30%. So are we safe from the ravages of the union bashers? I don't think so.

Provincial governments in British Columbia, Alberta and already in Saskatchewan have tested the waters. Deregulation of the trades, contracting out of government services to the non-union, banning of

Stab funds and salting, putting an end to trade specific bargaining in the construction industry and of course, freezing of public service employees' wages. All these issues effect the ability of unions to freely represent their members just the same as what is happening stateside. In Toronto, the City Council under the new Mayor is hell bent on contracting out garbage collection; work that is now performed by full time, unionized employees.

The National Citizens Coalition in Canada, where Stephen Harper was a former President, says that they think the U.S. policy on unions will filter to Canada. The head of the Coalition was quoted in an article in the Canadian press as saying in reference to the Wisconsin situation, 'I think it will be a lightning rod for people'. What does that say about right-wing thinking in Canada?

We can't let our guard down and we can't be complacent. We don't need more road blocks in our efforts to maintain our collective bargaining rights and only we can insure the sustainability of that with complete immersion in our municipal, provincial and federal political arenas. Unions created the working middle class family and without unions there won't be a middle class for our children and grandchildren.

In solidarity and friendship,



Phil Flemming, IVP

**1st District Welcomes New International Representative**

We are pleased to announce that effective March 1<sup>st</sup>, 2011, **Mike LeBlanc** has accepted the position of **International Representative – Construction Organizing Coordinator – Eastern Canada**.

Mike has been an active IBEW member of Local Union 105, Hamilton, ON since 1999 and an organizer with Local 105 for 7 years. During his tenure as organizer with the Local, Mike has been involved in over 50 organizing

campaigns and has successfully organized approximately 40 companies through certifications and voluntary recognitions in cooperation with many other Local Union organizers and members of various Local Unions.

Brother LeBlanc has also represented several unrepresented employees in ULP's with success and has filed several applications to certify non union companies in construction and industrial sectors both provincially and federally. He has been successful by defending several de-certifications at the Labour Board as well as bringing 2 companies from CLAC to the IBEW.

Please join us in welcoming Mike and give him whatever cooperation and assistance necessary.

### **Changing of the Guard at the IBEW Construction Council of Ontario**

After fifteen years of holding the position of Executive Secretary-Treasurer of the IBEW Construction Council of Ontario, Brother John Pender has made the decision to retire and enjoy the fruits of a very successful career.

Brother Pender, prior to his election as the Executive Secretary-Treasurer of the IBEW/CCO, held the elected offices of both President and Business Manager of Local Union 120 London Ontario. Brother Pender served as Business Manager of Local Union 120 until October 24, 1995 when he was elected to his first term as Executive Secretary-Treasurer of the IBEW/CCO representing 13 construction local unions across the province of Ontario.

Brother Pender's role as Executive-Secretary of the IBEW/CCO included a plethora of responsibilities, examples of which included contract negotiations, grievance arbitration and political action, to name a few. On September 29, 2010, a well attended tribute evening was held for Brother Pender to acknowledge his leadership, friendship, and zest for life, and to wish him continued success.

On December 16, 2010 the IBEW Construction Council of Ontario and the IBEW Electrical Power Council of Ontario (EPCO) held their respective election of officers. Brother John Grimshaw was elected by acclamation to succeed Brother Pender as the Executive Secretary-Treasurer of the IBEW/CCO.

Brothers James Barry and Bruce McNamara were elected to serve as President and Vice President respectively of the IBEW/CCO. Brother Jack Dowding was re-elected by acclamation to the position of Executive Chairman of both the IBEW/CCO and the EPCO councils, and Brothers Bruce McNamara and John Gillett were elected as President and Vice President respectively of the EPCO council.

We wish the newly elected officers of the councils all the best as they face the many and varied challenges in their new positions.

### **Growing Labour Unions Will Grow Our Econ-**

**omy** (By Dr. Richard A. Levins—Dr. Levins is Professor Emeritus of Applied Economics at the University of Minnesota. He is an award winning author of books about policy and market power issues affecting the food system. His articles have appeared in major newspapers across the country, in leading industry publications, and in professional journals. His writing draws upon a 25 year academic career involving both advising ongoing businesses and teaching economic principles at the college level. He now maintains an active practice in consulting, writing, and public speaking.)

Ask anyone, and they will tell you that the subprime mortgage mess brought down our economy. Otherwise, the economy was "fundamentally sound." I'll agree that tanking mortgages pushed us over the edge, but the subprime train wreck was only a symptom of a much larger problem. If subprime mortgages hadn't got us, something else would have.

Here's what I think happened. Beginning around 1980, labour union strength began to decline and wage growth slowed dramatically. For a while, working families compensated by having more family members take jobs, but eventually stagnant wages and rising costs took their toll. More families became trapped in debt as they tried to maintain a middle class was of life on wages that were no longer up to the task.

Even though wages were stagnant, North American workers continued to become more and more productive. This is something all of us can be proud of. But since there were not enough labour unions to bargain that productivity into height wages, super wealthy owners fattened up on what otherwise would have gone to middle class families. Since 1980, the share of wealth and income going to the upper one percent of North Americans more than doubled.

As the super-rich got even richer, they became more powerful. They changed banking rules to allow them to play fast and loose in ways that were once

illegal.

They changed the tax system in ways that would benefit them at everyone else's expense. Rather than build factories that put North Americans to work, they sent jobs overseas. Rather than pay workers middle class wages, they lent money to middle class families on increasingly risky terms.

Now we have the witch's brew: one part working people struggling to stay in the middle class, one part the gains from productivity growth going to the wrong people, and one part unimaginable fortunes chasing short term gains at any cost. We shouldn't be surprised that when Big Money met underpaid workers, the result was too much debt and too much funny money for the overall system to beat.

Lasting recovery will come only when we start treating the problem: without middle class wages, there is nothing "fundamentally sound" about our economy. We must grow our labour unions so they can do what only labour unions can do: keep the gains from worker productivity in the hands of working people.

**Electricians Union Donates Score Clock for Pearson Park Pool** *(The following article was posted in The St. Catharines Standard on December 30, 2010 and written by Marlene Bergsma, Standard Staff)*

The new indoor pool at Pearson Park will have a high-tech score clock and touch-pad racing system, thanks to a donation from the electricians working on the project.

Local Union 303 of the International Brotherhood of Electrical Workers is donating the \$31,000 system "as our way of giving back to the community," said Rick Naldjieff, membership and development manager for the union, who contacted the city to make the offer. "It's letting people know who we are."

He said Bondfield Construction, the Toronto-area company that was awarded the \$18.2-million contract to build the new pool and library complex, used local electricians for the project.

Procon Niagara of Welland is the electrical subcontractor on the project and it hires union electricians, said Naldjieff.

The electrical union has a deal with the clock's U.S. manufacturer, Fair-Play Scoreboards in Iowa, and

can get it for \$25,000, said Naldjieff. The union has donated similar scoreboards in other communities, mostly in the U.S. and mostly for football and baseball, he said. This is the first aquatics scoreboard to be donated, and the first such donation by Local 303, which represents about 400 electricians in Niagara and Dunnville, he said.

About 10 or 12 local electricians will be working on the pool and library, Naldjieff said. Dave Johnston, one of the swimming community members who lobbied the city to make the pool deep and wide enough for competitive swimming, said the donation means the city can host novice-level meets.

"If you are going to host any kind of meet, you pick a pool with eight lanes and an electronic timing system," said Johnston, who is the father of Olympic swimmer Mark Johnston. The system will be wired into two on-deck computers that will keep track of swimmers' times, he said.

The scoreboard and timing system would have been purchased by the city, said Johnston, who is a member of the aquatics centre advisory committee, but it wouldn't necessarily have been affordable right away.

"It's something an eight-lane pool should have eventually," he said.

The city is still looking for donations for a scoreboard for the artificial turf field.

Grantham Coun. Bill Phillips, who is also a member of the aquatics advisory committee, said the city is delighted with the donation. "It's something we are very pleased to accept," said Phillips. "The local electricians have really come to our assistance."

"We are absolutely thrilled," agreed parks and recreation director Rick Lane. "For the union to come forward in this fashion was very generous of them."

Lane said as a gesture of the city's appreciation, the union's name will be incorporated in the sign, and he has promised members a dip in the pool when it's completed.

**Ontario Long-Term Energy Plan Good for Economy and Job Creation** *(The following article was taken from the online Exchange Magazine publication - November/December 2010 - Editor Jon Rohr)*

*International Brotherhood of Electrical Workers sees double benefit of reliable energy supply along with the creation of long-term jobs*

In Toronto, the International Brotherhood of Electrical Workers (IBEW) announced its support for the Ontario government's Long-Term Energy Plan that was unveiled by Energy Minister Brad Duguid. "After many years of neglect, we finally have a realistic plan to increase Ontario's supply of clean electricity while creating thousands of new jobs in the energy sector," said Jack Dowding, Executive Chairman, and Power Council of the IBEW Construction Council of Ontario.

"Electricians and Powerline Technicians have long known that our transmission and distribution systems were in need of major upgrades. This plan recognizes the facts and lays out a time table and the funding required making the necessary improvements."

Ontario's construction industry has been a major benefactor since the introduction of the Green Energy Act. Hundreds of much needed jobs have been created for electricians, powerline technicians and other trades as a result of investments in solar and wind energy projects. Examples of these investments are solar farms in Arnprior, St. Isadore and Sarnia along with numerous wind projects in southwestern, northeastern and central Ontario.

"At a time when many traditional manufacturing and related jobs were disappearing, these green energy jobs emerged to help put our skilled trades people and apprentices to work," stated Dowding. "Future investments of the magnitude laid out by Minister Duguid means there will be additional work opportunities that will allow our industry to attract Ontario youth to the skilled trades through apprenticeship programs in the electrical and line-worker trades. We will see the double benefit of a reliable energy supply along with the creation of long-term jobs. This should be seen as very good news for all Ontarians."

**Ontario Energy Plan Will Modernize System, Encourage Investment** *(The following article was taken from the online Daily Commercial News - December 16, 2010 - written by Vince Versace, Staff Writer)*

Ontario's \$87-billion, 20 year long-term energy plan will help modernize the province's electricity system and sets the necessary framework to en-

courage innovation, say sector stakeholders.

"Even if it has to be updated, at least it gets people thinking about expenditures and investments that have to be made or we are going to be in trouble," said Alex Lolua, director of government and public relations at the International Brotherhood of Electrical Workers (IBEW).

"We joke in our industry that if Thomas Edison came back, he would recognize everything. That is how archaic some of the distribution and transmission aspects of it are."

Among the plan's details are \$14 billion earmarked for wind power, \$12 billion for conservation programs, \$9 billion for solar projects, \$9 billion for transmission lines and \$4.6 billion on new hydro-electric generation.

The plan also calls for \$33 billion in combined government and private investments to build two new nuclear reactors at Darlington and refurbish 10 older units.

The Council of Ontario Construction Associations (COCA) applauds the plan, noting that as stimulus-related projects come to a close, the energy plan will produce much-needed construction activity. "In particular with nuclear, some specific trades, particularly in the high-voltage electrical field, will see demands," said Ian Cunningham, president of COCA.

"Once those trades head there, there could be shortages in other parts of the provinces but the plan overall is good news for the industry."

The IBEW says it can provide the labour and expertise to help build the new electricity system infrastructure required in the plan. Thanks to its photovoltaic installation training and experience accumulated through various windmill installations, there is a properly trained labour pool available, said Lolua. However, there could be "some stress" due to aging demographics within the lineman trade needed to build new transmission line capacity.

"We would like to have some discussions with the government to look at the expected rollout of the renewal for (electricity) distribution expenditures — that would help us get ready," said Lolua.

By 2018 the plan aims to generate 9,000 new megawatts (MW) of electricity from new hydroelectric sources and 10,700 MW from wind, solar and biomass projects.

A new 4,000 MW transmission line from Bruce to Milton, Ont. is also planned. The province says that for wind and solar grid construction, 95 per cent of the on-site construction labour should be done by Ontario residents.

COCA says a timeline for the energy plan would assist the industry in its preparation for anticipated project labour demands.

"We would like to see a schedule that will smooth out the demand, as well as it can, for as many trades as it can," said Cunningham.

The province's Green Energy Act, including its Feed in Tariff (FIT) program, has helped push recent growth in the electrical sector, state some sector insiders.

SunEdison, a subsidiary of MEMC Electronic Materials, Inc. recently announced that its affiliate, MEMC Singapore, has partnered with Newmarket-based Flextronics to produce solar photovoltaic panels at its facility. Production of the solar panels is expected to create 100 new jobs.

"This initiative not only satisfies the domestic content requirement (60 per cent) for SunEdison, but also signals a significant long-term investment in the Ontario solar market," Carlos Domenech, president of SunEdison said in a statement.

A recently announced Windsor, Ont. wind tower plant is part of a \$7 billion investment by Samsung and its partners in Ontario's growing wind power sector.

The plant will generate 300 new full-time jobs and up to 400 construction and indirect service job. All the anticipated 200,000 tonnes of steel (valued at \$140 million) to manufacture the towers will be from Ontario.

Also, Ontario's first-ever wind blade manufacturing plant, being built by Siemens Canada, was recently announced for Tillsonburg, Ont.

This plant will bring as many as 300 permanent

clean energy jobs and up to 600 additional construction and indirect service jobs to the region.

**U.S. Steel Workers Get EI Benefits People Are Pretty Happy** *(The following article was taken from "First Edition - The Hamilton Spectator (Ontario, Canada)" January 15, 2011, by Steve Arnold)*

Locked out U.S. Steel workers are getting a financial boost from the federal government. The 900 workers, who've been locked out of the former Stelco plant since November in a dispute over pensions, have been granted employment insurance benefits retroactive to Nov. 7.

The decision means the workers will be able to collect up to \$400 a week in EI benefits on top of \$200 in strike pay from the United Steelworkers. The total will bring them to about two-thirds of the normal \$800-\$900 weekly pay.

Workers at the Wilcox Street plant gate were pleased with the development Friday night. They believe it will put some pressure on U.S. Steel to get the plant back into production.

"We're willing to work, but they are the ones who locked us out," said Carlo Taormina, 54, a machine shop maintenance worker who has worked at the former Stelco plant for 33 years. "This will definitely put a little push on them."

Steve Hanneman, 54, a rolling mill worker with 34 years of service, called the development "great" and "a kick" at the company.

"I figure they figured they'd keep us out and we wouldn't get any EI," he said. "It eases the tension on the line."

Gary Howe, vice-president of Local 1005 and the union leader, who stick-handled the EI application, called it a "very good" development. He said approval just came through Friday.

Normally, workers involved in a labour dispute are denied EI benefits, but the union argued the Hamilton situation is different because the workers aren't on strike; they've been locked out by a company that has also broken employment and production promises made to the government. (The federal government is suing the company over those broken promises, seeking penalties that now total about \$15 million. The case could go to trial in the spring.)

Service Canada, which administers EI payments, decided to approve the Hamilton applications after an extensive review of legislation and fact-finding effort here "All of the usual criteria for getting EI still apply," Howe said. "People are pretty happy about this. They've been congratulating us all day."

Canada's employment insurance system pays workers who've lost their jobs through no fault of their own up to 55 per cent of their weekly pay to a maximum of \$457. That's substantially less than the \$20 to \$30 an hour U.S. Steel workers are used to getting. Eligibility is usually based on working a minimum number of insurable hours over the previous 52 weeks.

Howe said most of the locked out workers will meet that standard, and while the financial boost will help, the workers would rather be back in the plant.

"They'll be getting up to \$600 a week now and that's survivable," he said. "The bottom line is that we'd still rather be working. This will help, but we'd still rather be producing steel."

U.S. Steel continues to serve its Canadian customers from American plants during the dispute. City Councilor Sam Merulla, who spearheaded a motion calling on the federal government to allow the EI claims, said the decision recognizes the Hamilton lockout is not just a dispute between employer and workers.

"In this dispute Local 1005 is standing up for all Canadian workers whose employer is owned by a foreign entity," he said. "They've involved in a fight that's important to the future of all workers in Canada."

U.S. Steel locked out the Hamilton workers Nov. 7 to back up its demand the existing defined benefit pension plan is closed to new employees, directing them instead into a defined contribution scheme. It is also demanding an end to pension indexing for current retirees.

**Smart Employers Will See Unions As Tools For Improving Workplace** *(The following article was taken from the Edmonton Journal, January 19, 2011, by Nancy Furlong, Freelance)*

Few of us would find it easy to terminate an employee. It's not pleasant to be the one who has to undertake this role -- and nor should it be. Neither is it pleasant to be on the receiving end.

This is someone's livelihood and it's best to proceed with caution and with clear process. That's where unions -- and negotiated collective agreements -- can be a real benefit to an employer, as well as offering real protection to workers.

This issue has come to media attention recently concerning the case of Edmontonian Maia Soukonnik, who was killed by her mentally disturbed adult son in 2008. She had called 911, but the call was lost and the dispatcher may not have followed up. The dispatcher was dismissed and the Edmonton Police Association has filed a grievance against the dismissal. The issue will now go to an arbitration panel.

Any potential job dismissal will likely have boss and worker on edge, acting and reacting emotionally, with feelings sometimes overwhelming logic.

A case with tragic overtones such as this one is a perfect example and will also include outside observers and the public in those sentiments.

This is exactly why unions and employers work so hard to craft precise and clear terms, agreed upon by both sides at a time when heads are clear and emotions are calm. These policies act as a map through a minefield that allows the correct decision to be made.

The usual language in collective agreements concerning dismissal is that it must be for "just cause". It's a simple enough concept. Did the worker do something worthy of losing his job? Is dismissal justified?

A recent article by lawyer Howard Levitt in The Journal's Working section said that the "just-clause" requirement is one way unions erode employer control over the workplace.

This is far from the truth and it is disturbing to see a lawyer practicing in the field so misrepresent the principle.

The just-cause element of collective agreements simply spells out the test to ensure that the employer's decision to terminate the worker is justified -- that it is a fair and reasonable response to what has hap-

pened. An employer who wants to be fair will welcome this.

If these conditions are met, the employer can relax in the knowledge that a difficult decision has been taken cautiously and that it was the right decision, not one based on anger or fear.

Employees, meanwhile, know that with this kind of process in place, they do not face the prospect of being unjustly fired and that they and their co-workers will be treated fairly.

The rigour applied to the process allows employer and employees to establish what really happened and in certain cases make changes to policy or procedures to avoid similar situations in the future. Instead of a war zone, a calm process allows for a successful resolution.

Unions are stakeholders in the workplace. They make sure that terms and conditions of employment reflect the needs and desires of the workers. They help workers feel secure and appreciated. A happy worker is, after all, a productive worker. A contract that reflects their needs encourages employees to apply and to stay put. Smart employers will recognize this and work with their unions.

Levitt's suggestion, to record all minor workplace errors, even for mistakes that may be fairly common, and his claim that workers would lie and that their unions would encourage such a thing creates a war-zone mentality.

Modern labour-relations policies recognize that these approaches are likely to create a toxic and unproductive workplace atmosphere and make having a union painful for the employer.

Levitt's advice to employers is to make the union and employees their enemy.

Although that might be good for his business, I suggest it isn't for employers, their employees or their businesses.

Nancy Furlong is secretary-treasurer of the Alberta Federation of Labour and has been a full-time labour relation professional since 1980. She has spent many years presenting arbitrations on behalf of unions in the Alberta labour relations community.

### **Local Union 1318 – Halifax, Nova Scotia Retirees**

IBEW Local Union 1318 in Halifax, Nova Scotia had a retirement party for three of its long time members.



Tony Phelan (left) started working at CTV in 1975 with their Engineering Department until he retired in November 2010. Dave Peverill (right) started in 1976 and worked in many departments including Video Tape, Commercial Editing and Master Control until he retired in November 2010. Missing from the picture is Hugh O'Flynn who started in 1983, worked in Master Control and also retired in November 2010. We wish them well in their retirement.

### **Electricity Sector Council's Board of Directors Appoint - New Chair, Norm Fraser of Hydro Ottawa**



The Electricity Sector Council (ESC) is delighted to announce the appointment of Norm Fraser as Chair of the Board of Directors. Norm is Chief Operating Officer at Hydro Ottawa and has held a place on the Council's BOD since its inception in 2005. "Having been a part of the Council's

Board from the beginning, I have seen how positive of an impact the organization's work has made in the industry. In saying so, I'm eager to take on the role of Chair of the BOD and continue moving forward in finding solutions to our industry's issues and challenges," said Norm Fraser.

With this news, we'd also like to inform you of the retirement of Tom Goldie. Tom was with the Council since 2005, and had held the position of BOD Chair since that time. The ESC and its stakeholders across the country thank Tom for his generous support and for helping to lead the Council where it stands today. We wish Tom the best of luck with his future endeavours.

# ANNOUNCEMENTS

## 23rd Annual IBEW/MS Charity Golf Tournament

This year's 23rd Annual IBEW/MS Charity Golf Tournament is on Thursday, May 19th, 2011 at BraeBen Golf Course; 5700 Terry Fox Way, Mississauga (just off Mavis behind Lowes and across the street from Home Depot and 20 minutes from the 1st District Office). Mark this important date. Also, the 2011 Harley Ticket Early Bird draw for \$5,000 cash will be held at the tournament.

### 2011 Dues Increase

Reminding all IBEW Members that effective January 1, 2011, the union dues were increased \$1.00.

### IBEW Has Talent

Just a reminder that the IBEW will be having a talent competition that will be showcased at the International Convention in 2011. Prior to the International Convention, each District will have a competition so that a winner can be chosen to represent their District at the Convention.

The First District competition will take place at the Progress Meeting in Quebec City in July, 2011. Deadline to submit your videos online or DVD's to the International Office is April 29, 2011.....stay tuned for more details.

### 2011 Harley Draw

The 1st District International Representatives is raffling off a 2011 Harley Davidson Road King Classic. There will also be an Early Bird draw of \$5,000 in cash and another draw for \$5,000 when all the Harley tickets are sold, or at the 2011 All Canada Progress Meeting in Quebec City in July 2011, whichever ever comes first. Tickets are now available from your Local Union or 1st District International Representatives.



## 2011/2012 Projected Meetings

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|-----------------|---|
| Mar. 9-11/11    | <b>Utility Conference</b><br>Gaylord Nat'l Resort & Convention Centre<br>Washington, DC                             |
| Mar.16-18/11    | <b>Broadcasting, Manufacturing and Telecomm. Conference</b><br>Hyatt Regency Savannah<br>Savannah, GA               |
| Mar.31-Apr.2/11 | <b>Construction Conference</b><br>Hyatt Regency<br>Washington, DC   |
| Apr.12-15/11    | <b>Business Manager Training (Week Two)</b><br>Le Centre Sheraton Montreal Hotel<br>Montreal, QC                    |
| May 2-5/11      | <b>Building Trades Legislative Conference</b><br>Delta Ottawa Centre Town (formerly the Crowne Plaza)<br>Ottawa, ON |
| May 9-13/11     | <b>CLC Convention</b><br>TBA<br>Vancouver, BC   |
| May 19, 2011    | <b>MS Annual Golf Tournament</b><br>Braeben Golf Course<br>Mississauga, ON  |
| May 24-26/11    | <b>Electricity Sector Council<br/>Bright Futures Conference</b><br>Intercontinental Hotel<br>Toronto, ON            |
| July 11-14/11   | <b>All Canada Progress Meeting</b><br>Hilton Quebec Hotel<br>Quebec City, QC  |
| Sept.19-23/11   | <b>International Convention</b><br>Vancouver Convention Centre<br>Vancouver, BC                                     |
| Nov. 15-17/11   | <b>Membership Development Conference</b><br>Paris Hotel<br>Las Vegas, NV  |

