



SECRETARY-TREASURER'S REPORT TO CONVENTION

APRIL 2023

Introduction

Since December 2015, I have had the pleasure of serving CUPE members as the Secretary-Treasurer of CUPE BC. This position is unique as it blends political duties with administrative and financial responsibilities. I remain as committed as I was on day one to represent CUPE members with the utmost respect, and to focus my efforts on building a financially strong and supportive CUPE Division.

It can be easy to overlook a union's internal operations and instead focus on the campaigns, actions, and political goals, as those issues are far more exciting. Yet all our outcomes depend on the systems we often neglect, and it's here where I see an excellent opportunity for CUPE BC, CUPE National and the labour movement. Modernization of a union's operations is far beyond administrative structure or governance. It involves embracing technology that can allow us to better serve our members, understanding best practices of non-profits for leadership, and challenging ourselves on financial and economic systems, so that we are better resourced than ever to face the challenges.

This report covers the activities since last Convention, with the exception of our financial reporting which is done on a calendar year basis (or in plain English: our fiscal year is January 1st to December 31st).

CUPE BC Finances

CUPE BC's financial operations exist in three separate funds. The General Fund covers operation and governance items, the Defence Fund is responsible for campaigns, donations and strike pay; and the Colleen Jordan Humanity Fund is responsible for international and domestic humanity and solidarity projects. All per cap contributions from locals go into the General Fund. They are then transferred to the Defence Fund and Colleen Jordan Humanity Fund.

The constitutional breakdown of per capita per fund is:

General Fund: .08%

Defence Fund: .05%

CJ Fund: .01%

Total: 0.14%

These three funds are regularly monitored, and quarterly reports are provided to the CUPE BC Executive Board and Trustees. Our finances are cared for by CUPE BC's accounting department – Director of Finance Wendy Monkhouse and Accountant Jolanta Osowska – and supported by our admin team with primary support from Darci Schmid.

The last two years have been very turbulent for CUPE members and locals. As a result of some worksite closures, local mergers, new locals forming and membership numbers returning, we currently (as of this date) have 157 locals with 98,175 memberships.

General Fund

Our total income in 2022 was \$3,595,340; our total spending was \$3,348,762, resulting in a year-end surplus of \$246,578. This improved our asset position in the General Fund from \$2,216,039 in 2021 to \$2,462,617 at 2022 year-end.

This surplus resulted from a continuation of some virtual meetings vs in-person, and higher income vs expectations. For reference, the 2021 surplus was \$476,846 which was far higher than normal and a result of the pandemic. As we transition back to pre-pandemic operations, we should expect to see lower surpluses in the future. Income estimates are made during budget preparation and at that time in 2022, we were just starting to see an increase in inflation/interest rates. Bargaining had just started at many provincial tables, and it was not expected (at the time of the budget presentation) that wage increases would be as high as they were.

Some additional points on the expenditures:

The 2022 Convention expenses came in at \$500,963. Convention 2022 was the first in-person since 2019 and it was great to welcome delegates from all across the province. The cost of Convention remains a concern, as the General Fund cannot cover 100% of the actual cost. We continue the practice of using the Defence Fund to cover expenses related. This is a significant problem as it misleads locals on the true cost of Convention and takes resources away from the Defence Fund. It is my hope that we can build additional budget capacity in this budget line to provide the opportunity to consolidate the Convention expenses into the General Fund where they more appropriately belong.

2022 Convention Cost	
GF –	\$500,963.
DF -	<u>\$170,740.</u>
Total	\$671,703
Less:	(\$81,951) Registration fees
Grand Total:	<u>\$589,752.</u>

Committee expenses from the General Fund came in at \$201,671, which is closer to pre-COVID spending but slightly lower as some committees and members continue to utilize on-line options for meetings. The committee expenses coded to the general fund are specific to their operating expenses (travel, hotel, book off reimbursement). As the cost to host meetings has increased dramatically due to inflation, the Executive Board will be encouraging committees to consider more hybrid options in the future to assist with keeping costs manageable.

Future Challenges

There are always challenges for CUPE BC to address and overcome, from large-scale job actions and financial debts to today's high inflation and pandemic recovery economy. As we return to in person events, the cost of events is dramatically increasing. In 2020 we were planning our first "SuperCon", a conference with a new, modern format that was unfortunately cancelled due to COVID-19. The budget was set at \$50,000. In 2024 we are on track for SuperCon with almost the same structure and size, but with a budget of \$80,000. This example is reflective of the new reality we have with event planning. As we negotiate new event contracts, we discover just how much costs have increased, and this means taking great care as we return to "normal" operations. In addition, we saved over a million dollars between 2020 and 2021 from canceling a Convention and holding one virtually. Running large surpluses in one or more years can mislead the membership as to what we can afford. One-off surpluses do not mean the following year there will be more income to support new spending projects. And in the case of CUPE BC, it means we achieved some financial goals in 2 years versus the expected 10 years.

Goals of the General Fund

A. **Build the capacity to move Convention costs from the Defence Fund to the General Fund where they belong.**

STATUS: Major challenge. Currently the General Fund cannot absorb the nearly \$180,000 of Convention expenses paid out of the Defence Fund. In addition, Convention expenses are increasing dramatically, and the General Fund is facing significant headwinds with higher operating costs (venue, hotel, food costs) from inflation. To achieve this goal, CUPE BC will have to avoid increasing operating spending for at least a few years to allow for the financial room to build. An additional challenge is that CUPE BC Convention is bursting at the seams in both Victoria and the Westin Hotel. Should we grow the number of delegates to Convention, we will be forced to relocate exclusively to the Vancouver Convention Centre, which would result in a large increase in costs, anticipated at over double the current cost of Convention.

B. **Establish an investment fund similar to the CJ fund to create a second source of income.**

STATUS: Completed, October 2022. As part of the investment manager review and with the accumulated surplus built during the pandemic, CUPE BC started a new investment fund with an initial investment of \$1.25 million. For the next few years, we will try to build that account to two million before turning it into an endowment account and use the earned income to support projects in the General Fund.

C. **Have an operating reserve ratio of 12 months in reserves.**

STATUS: Reducing. As of December 31, 2021, the ratio is 62.46%, meaning we can sustain our operations for 7.5 months. On December 31, 2022 the ratio was 57.91% or 6.95 months. This decline is a result of increased operating expenses compared to the value of our assets. Because this ratio is declining, I am strongly recommending against any increases to operating expenses until our ratio is stabilized. High interest and inflation rates, along with increases to event costs, are significant obstacles for CUPE BC, and we will need to be restrained over the next 12 to 18 months to ensure we don't build an operating system we cannot afford.

D. **Have the correct staffing level for the workload.**

STATUS: Understaffed. This is likely controversial to write, but silence never helps resolve a challenge like this. What must be said is CUPE BC is understaffed. The size of membership, events, and the complexity of challenges faced, have increased the demand on the staff of CUPE BC. The growth of CUPE BC has not resulted in an equal increase in our staffing levels. This same reality is faced by almost all of our locals and members, as more and more work falls on the same (or fewer) shoulders. This situation is awkward for an organization which is both a union and employer to acknowledge, but this challenge will remain until we recognize it exists and commit to building the capacity in the General Fund to allow for this increase to our operations.

E. Eliminate the accounting and administrative invoicing of the Defence Fund.

STATUS: Completed 2021. Previously the General Fund would invoice the Defence Fund for accounting services. This action helped increase the revenue in the General Fund by having a percentage of staff costs paid by the Defence Fund.

Defence Fund

Our total revenue for 2022 was \$2,330,074, which includes two material transactions with our investment holdings. When we changed investment managers, we were required to reverse unrealized gains from previous years, resulting in an unrealized loss of \$700,967. Our realized gain was \$774,485, which left us with a net increase of \$73,518.

Included in the income to the Defence Fund is \$205,506 that comes from the Colleen Jordan Humanity Fund. This transfer of funds is completed in compliance with Article 8.1(b)(ii) which was implemented after the Defence Fund was nearly exhausted and CUPE BC was forced to take on multiple loans. The loans have since all been paid off.

Our total spending was \$1,299,667, resulting in a year-end surplus of \$1,030,407. The \$1,030,407 surplus improved our asset position in the Defence Fund from \$9,090,204 to \$10,120,611.

The surplus is right on target with our goal of saving roughly one million dollars each year to build the Defence Fund. This goal balances the need to save, with the need to support locals and advance our issues.

The growth in the overall asset position is an essential goal for CUPE BC. Last year we increased our savings target from 10 to 12 million to reflect the increase in the size of membership. We are close to our goal but must remain dedicated to achieving it. This goal must be shared by every local and delegate at Convention. Without prioritizing building our strike fund we remain at risk of running out of strike funds in a large dispute, which, for historical reminder, occurred in 2007 and in 2014.

Action Programs

Action Programs represent campaigns, projects, communications support for our Convention and promotional goods. Campaigns are further divided into two categories. CUPE National provides significant funding assistance for strong communities and anti-privatization programs. However, to access this funding, CUPE BC must first spend its own money and then invoice CUPE National throughout the year to receive reimbursement.

Total spending included:

From CUPE BC \$ 961,990

From CUPE National \$ 975,000

Total: \$1,936,990

Since Action Program spending represents the largest financial commitment in the Defence Fund outside of strike support, we must work closely with the Executive Board and CUPE National to ensure our spending supports our need to significantly build the assets in the Defence Fund. I am proud to have overseen the Defence Fund's growth and the expansion of some large-scale projects, the largest being our 2020 and 2021 Pandemic Fund. CUPE BC's Pandemic Fund was a historic success and allowed many locals who might not have been able to purchase the necessary technology to operate. The ability for CUPE BC to respond to a major, unforeseen challenge is a great example of why it is important to build a strong Defence Fund.

Community Events Trailer

In 2022 CUPE BC sold the Community Events Truck and Trailer and proceeded with the purchase of a new events vehicle. A Mercedes Sprinter Van was selected due to its four-wheel drive ability, which increases the ability to travel throughout the province, and the maintenance is done at their unionized shop. I am excited to have an events vehicle back on the road.

Investments

Funds in the Defence Fund are held in both cash, term deposits and equity investments. The average 2022 rate of return for Defence Fund investments was 0.44%; this included a decrease of the unrealized market value of \$700,967 and realized investment income of \$774,485. As many people are aware, the financial markets have been extremely volatile with rising interest rates hurting fixed income holdings significantly. I expect similar volatility to continue over 2023 which reinforces my position that we cannot rely on investment returns to build the Defence Fund.

CUPE BC has four-term deposits of \$250,000 for a total of \$1,000,000. The maturity dates are spread out over the year. We take any interest earned as income and re-invest only the principal. This design aims to provide a secure floor over our \$750,000 minimum required position, which, if we fall below, would trigger an additional per capita levy on affiliated locals. In 2022 this strategy provided an additional \$8,887 in revenue.

The decision to invest funds supports our goal of building our asset position. The Defence Fund cannot rely on dues revenue alone to build to the level we require; we simply do not receive enough income to meet the potential costs of potential labour disputes. Because of this, we accept market risk and invest funds to try to meet our obligations.

Goals of the Defence Fund

A. Hold 12 million in the Defence Fund

STATUS: Under target by 2 million but improving. We met our savings target for the year and are on pace to achieve our goal by or before 2025.

B. Target one million dollars (minimum) per year in savings to build the Defence Fund

STATUS: 2021 goal achieved.

C. Monitor necessity of the equity cap distribution between the CJ fund and the DF fund

STATUS: Ongoing. Following the 2014 labour dispute which decimated our Defence Fund and resulted in CUPE BC taking on a substantial debt, Convention delegates approved a resolution to divert 50% of future revenue from the CJ Fund to the Defence Fund. Since then, we have paid off our debts, and built up the Defence Fund. As we get closer to our savings target, we should consider restoring the original funding formula. This would require a constitutional resolution at a future Convention, and I plan to consult with accounting staff and the CUPE BC Trustees before presenting a resolution of that importance.

Colleen Jordan Humanity Fund

The Colleen Jordan Humanity Fund (CJ Fund) was created by delegates at the 2005 CUPE BC Convention. The purpose is to have a dedicated funding source for international solidarity and domestic anti-poverty initiatives.

Our total revenue in 2022 was \$205,851. Still, there are many transactions to clarify to understand the funds available to spend. The CJ Fund is complex due to half of the per capita revenue being diverted to the DF, and the use of an endowment fund which generates additional revenue.

- A. Total per capita revenue is \$411,012. One-half is diverted to the Defence Fund as per our constitution, leaving \$205,506 which is reported as Per Capita Revenue.
- B. Our endowment style investment strategy provides \$39,625 in additional income.
- C. The \$205,506 and \$39,625 provide \$245,131 of cash available to spend.
- D. The switch of investment managers resulted in a realized gain of \$263,829 but is offset by the unrealized investment loss of \$263,484.
- E. Net investment gain of \$345 is reported in our financial statements.
- F. Excess of total revenue over expenditures was \$45,959.

The \$45,959 surplus improved our asset position in the CJ Fund from \$1,826,381 (2021) to \$1,872,340 (2022).

The design of the fund is to spend as close to the total income as possible each year. Unfortunately, we did not achieve our goal due to a change in committee leadership and the lack of formal policy. As a result, we have developed a process to ensure the Secretary-Treasurer is able to coordinate with the International Solidarity Committee chair to dispense any additional income before year end.

The balance of the net assets remains above the constitution trigger of \$1,250,000 found in Article 8. This constitutional trigger requires CUPE BC to divert 50% of the funds going in the CJ fund to the Defence Fund. The additional funds were used to build up the asset position of the Defence Fund and were used to pay down the debt. With the loan now eliminated and our defence fund getting closer to achieving our savings goal, we are a few years away from considering reverting back to the original funding formula.

CUPE BC is required to administer the CJ Fund in accordance with the Humanity Fund Guidelines (Appendix B of the CUPE BC constitution). These guidelines outline a formula for spending summarized as:

- **20%** of revenue to be reinvested to build the fund.

Of the funds available after re-investment:

- Up to **70%** for international humanity and development work
- Up to **30%** for Canadian Anti-Poverty Work

In 2019 the fund was transformed into an Endowment Fund. The investment policy was changed to ensure dividend returns can be used to finance projects. This is a major evolution of the CJ Fund. For years surpluses have grown the asset position into a very healthy total, and there wasn't an initial plan for those funds. So, to protect the savings but increase the number of funds available to finance projects, I worked with our investment managers to redesign the investment portfolio into an Endowment Fund.

This investment model is an excellent example for locals who find themselves cash-rich but budget poor. Instead of using term deposits, investing savings in the same model of the CJ fund locals can create a secondary source of income to better resource our locals and support our members.

The International Solidarity Committee report covers many of the great projects we support and to learn more I encourage delegates to read their report.

Hardship

The CJ Fund has supported CUPE members in a variety of ways. From fires to floods, we have seen major disasters strike, and we have used the CJ Fund to support members in need. In 2022 we did not see a large disaster strike, but we saw a major increase in individual hardship requests. Because of our limited resources vs the large size of the membership, CUPE BC only provides donations of \$500 to members in extreme hardship such as loss of a child, terminal

illness, or loss of home without insurance. In 2022, I received more requests in the first two months than in the entire previous year. I believe this is an unfortunate reality as income inequality pushes more and more members into precarious situations and close to the edge of hardship.

A final note is that the funds in the Colleen Jordan Humanity Fund are held in cash, and equity investments. The 2022 average rate of return was -2.98 %.

Goals of the CJ Fund

A. Continue growth of endowment fund model and track income from investments.

STATUS: ongoing.

B. Monitor hardship spending and ensure we have enough funds available for both member hardships and disaster relief.

STATUS: Increased budget for 2023, monitoring will be ongoing.

C. Ensure we spend as close to zero as possible each year.

STATUS: Developed better process to ensure this happens

Financial Statements & Auditors Report

Following this report are the audited financial statements for 2022 and the Auditor's Report prepared by the firm of Matthews Campbell, Chartered Professional Accountants.

The Division has utilized Matthews Campbell to conduct the audit of our finances and is very satisfied with their high level of detailed work and professionalism. They continue to provide guidance to us on how to improve the controls on the Division's financial operations.

CUPE BC Trustees

The work of our CUPE BC Trustees is critical and too often overlooked. I appreciate the attentive and thoughtful approach that Debbie Mohabir, José Van Berkel and David Robertson have brought to their work. In my time in the Secretary-Treasurer's office, they have all been very supportive and an excellent resource. Their report can be found in the Convention binder and will be delivered following my report.

The Trustees have done excellent work assisting with the investment manager review process and recommendations to streamline our adjustments for the vehicle mileage allowance. Their

recommendations have improved CUPE BC's operations and have helped me be a better Treasurer.

Membership

Per Capita reports provide some of the most accurate details for total number of members in our province. Below are two tables as of February 2023 with data from CUPE National.

Region	Locals	Full Time	Part Time	Total Membership
Fraser Valley	11	4,799	1,997	6,796
Kootenay	22	1,966	793	2,759
Metro	40	26,739	25,180	51,919
North	28	3,285	1,984	5,269
Okanagan	18	6,228	2,353	8,581
Provincial	4	3,424	1,646	5,070
Vancouver Island	34	12,477	5,304	17,781
Total	157	58,918	39,257	98,175

Sector	Locals	Full Time	Part Time	Total Membership
Agencies/Boards	5	1,535	159	1,694
Colleges	6	1,328	479	1,807
C. Social Services	5	882	1,353	2,235
Health	3	3,190	1,529	4,719
Library	5	614	948	1,562
Multi Sector	6	7,992	5,251	13,243
Municipal	60	17,127	14,259	31,386
Schools	51	17,912	10,777	28,689
Transportation	4	1,285	118	1,403
Universities	12	7,053	4,384	11,437
Total	157	58,918	39,257	98,175

What is important to acknowledge is the ratio between Full Time and Part Time is improving. A few years back, I raised concerns that we were on a path to being 50% split between the two categories. The challenge that we face is the amount of dues paid is very different between the two categories, but the cost of servicing remains constant. What occurs is the same amount of dues (income) must be divided by a greater number of members. This stretches an organization like CUPE BC and can cause significant challenges. Over the past few years, we have seen great progress by CUPE Locals in this area. Local 23 (Burnaby) deserves special recognition for their work at the bargaining table to convert large numbers of Part Time positions into Full Time. This work makes a meaningful impact on CUPE members, with the added benefit of supporting our ability to support CUPE Locals and members.

Internal Operations

CUPE BC has a small office of dedicated individuals. Karen and I are the two full-time elected officers; we have a hard-working group of Executive Board members that volunteer a lot of their own time in service to this great union. We have a small, dedicated group of individuals that accomplish a lot throughout each year for our staff. While impressive, the high workload tasked to our team is a significant issue that needs to be addressed to avoid overwork and burnout of staff.

Our internal operations have continued to evolve, and the latest change is the promotion of Wendy Monkhouse from Senior Accountant to Director of Finance. This new excluded position better reflects the responsibility Wendy has shouldered for many years and I look forward to working with her to ensure our finances are well looked after.

We continue to focus on becoming more efficient at accomplishing our known tasks, so we have more capacity to react to unknown events. Known events are items like Conventions, Executive Board meetings, and conferences. The unknown is responding to emergent situations. Our project management software helps us prepare, track and one day consult better on events than we ever have before.

The goal of becoming more efficient is not simply a catchy phrase but an absolute necessity. During my time in the office, I have witnessed firsthand the dedication our staff members have to CUPE members. I have also witnessed how the growth of our union, the growth of events like Convention, Executive Board, conferences, and meetings have grown far faster than our staff support. Without intervention, CUPE BC will become trapped in a cycle of only having the staff resources to organize events, with little to no capacity to follow through with any outcomes from those events. A good example is the ability to act on resolutions passed at Convention. Between Conventions, less the time already dedicated to planned events, we have roughly 6 months to complete all actions required from resolutions passed at Convention. This example highlights the immense pressure we face to meet the needs and expectations of locals and members.

Lastly, we have spent considerable effort over the past year working on our diversity, equity, and inclusion action plan. The first phase includes updating many internal policies and procedures to ensure we operate in a way that respects all people. This work isn't the mostly flashy, but it's critical to truly change a workplace culture for the better. As we review our

systems, we must look for ways to include all members, especially those excluded in the past, and build a union that recognizes there is great strength in diversity. By opening our union to new voices, by centering reconciliation with First Nations peoples, we can build a better union than ever before.

Planning for the Future

I continue to focus on modernizing CUPE BC to be the absolute best union in BC. I believe our members deserve that, and that it takes a commitment to continuous improvement. I have learned in my time that we must be mindful on the pace of change, which if not managed, can burn out our activists and staff who spend more time updating systems than completing actions that really matter to our members.

One specific project I believe we should consider is a complete review of our constitution. Many provisions have not changed since the 1960's or 70's, yet our union has evolved significantly. The Secretary-Treasurer duties for example, were written at a time CUPE BC had no office staff, used cash accounting, and operated in a similar fashion to a local. Today we have amazing office staff, both excluded management and unionized employees. We have multiple investment programs, and pension plan oversight responsibilities.

In addition, our committee structure could use a review. I understand proposing this can be extremely controversial, but I think it warrants attention when you consider that some committees were created to respond to certain circumstances, which subsequently have also had other solutions developed. We have numerous situations of duplication where committees were created to do certain work, but then (CUPE) specialized staff positions were created to also do the work.

No changes should be considered without also recognizing the recruitment and development opportunities our committees provide to CUPE activists, but I believe if we could re-think our committees, we could build a system that eliminates duplication, frustration of expectations, and produces more meaningful outcomes for CUPE locals and members.

Another development is that the move to a new online per-capita program for CUPE BC will be launched this year, a game-changer for CUPE locals. This new program recognizes the amount of time and effort we ask for local presidents and treasurers to commit to running our organization and aims to reduce it. Our CUPE BC team has been working closely with the firm

Intergalactic to develop a program that meets our internal accounting needs and is simple for locals to use. I want to thank Wendy, Jolanta, Darci and Kiran for their dedication to this project. I also want to thank those local leaders we have leaned on for their expertise and experience.

Conclusion

For a few years now, I have said that CUPE BC is undergoing a quiet transformation. We are evolving and embracing new ideas and technologies. I don't focus on this out of personal preference, but what I see is the absolute need to evolve before facing a crisis. CUPE BC has delivered great services and events for our members, often out of the sheer will of our staff, volunteers, and officers. I can only imagine what we can accomplish with a greater investment in our staff, and even better organized and operating office, a more informed and involved executive, and better and more collaborative tools for local leadership.

The modernization of CUPE BC won't happen because of one person's will. I could not do this job without the support and ideas of the CUPE BC office staff. I sincerely appreciate the dedication they bring to their work every day. We have had significant changes in our office, but we have a great team, and I can't tell you how much I enjoy going into the office and working with such dedicated and amazing people. Kiran, Wendy, Jolanta, Darci, Chika, Morgan, Maja and Nancy – thank you for everything you do.

I would like to acknowledge each of the members of our Executive Board who have worked hard to strengthen our Division and our union in every corner of the province. Each one of them steps up when called on and always puts the needs of CUPE members first.

I also want to express my sincere appreciation to local presidents and executive members from every CUPE local across BC. The work you do with and for your members every day is vital to the continued strength of our union. As your Secretary-Treasurer, it's my goal to make the lives of our local leadership better.

I must also thank all the CUPE National servicing representatives, specialists and support staff who do incredible work supporting our locals and representing our members. Finally, I would like to give special recognition to the leadership team of Regional Director Martina Boyd, Assistant Regional Directors Rob Jandric and Ryan Boyce for their cooperation throughout the year. In addition, the Strong Communities Working Group works closely with the Division to fight

for CUPE members in British Columbia. I thank them for their dedication to you and the additional support they provide to CUPE BC.

We all know how much our work and volunteerism take us away from our family. I want to thank my wife Kathryn for her love and support, and our two amazing children, Audrey and Sophie, who keep me grounded in what's important in life. I want to thank my parents, Jim and Diane, who were members of the Telecommunications Workers Union and Hospital Employees' Union, for instilling their labour values and encouraging me to work to make the world a better place. I thank my sister and brother-in-law Alison and Dwight and their kids Mason and Ainsley for their love and support. Also, I would like to mention and thank Kathryn's parents, Don, a retired member and long-time Vice President of CUPE Local 50; Lori, a retired member from CUPE Local 2011; and my sister-in-law Kelly, a member of the Health Sciences Association. I am often obsessed with our financial position and policies. Without my friends and family to ground me, I would have burnt out long ago.

We know that our work as trade unionists and labour activists will never end. There will always be another employer or government trying to take away the collective rights we have fought for over many years. Unions are more important now than ever. We must continue to renew our union and organize within our membership so we can face the challenges ahead and win.

I am proud to be a CUPE member, and I want to thank my home, local 374, for all its support. It is an honour to serve as Secretary-Treasurer for CUPE British Columbia and work on behalf of the 100,000 CUPE members across the province. There are a lot of challenges ahead, but by working together, we can overcome any obstacle and continue to stand shoulder and shoulder as proud members of this great union.

Respectfully submitted,

Trevor Davies
Secretary-Treasurer
CUPE BC Division

April 2023

