



Secretary-Treasurer's Report to Convention – May 2019

Forward

Since December of 2015 I have had the pleasure of serving CUPE members as the Secretary-Treasurer of CUPE BC. This position is very unique as it blends political duties with administrative and financial responsibilities. In my time in this position it has been paramount that the greatest organizational need is for me to focus on the operations side of CUPE BC.

It can be easy to overlook the internal operations of a union, and instead focus on the campaigns, actions, and political goals, as those issues are far more exciting. Yet all of our outcomes depend on the systems we often neglect, and it's here where I see a great opportunity for CUPE BC, CUPE National and the labour movement.

Modernization of a union's operations is far beyond executive structure or governance and it involves the embracing of 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 to ensure we are better resourced than ever to face the challenges.

CUPE BC has been undergoing a quiet internal transformation over the last couple of years. This transformation is a giant leap forward in terms of modernization of our systems, operations and staffing, and we are beginning to see the benefits in our work.

We have vastly increased transparency of information to our Executive Board members with the implementation of the cloud based meeting program Aprio. This provides all area, sector, local and staff reports and materials in advance of our meeting. We have also introduced event management software and new professional development courses for our staff which ensures they have the tools and skill to service our members at the highest level. We have made great strides, but still have a long way to go. I have learned the hard way to pace internal changes as it is important to balance

modernization with the delivery of events and programs that CUPE members and locals deserve and expect.

A second change I have been working on is bringing greater awareness to the importance of long-term financial planning within CUPE. However, this is challenging in elected positions with relatively short terms. Long-term financial planning involves significant risk management exercises which try to predict future issues that could cause operational and financial problems.

For CUPE BC we must look towards the challenges our locals will face. This includes the potential of an Andrew Scheer Federal Conservative government after this fall's election. This would likely see the introduction of Harper-era laws threatening the Rand Formula and would require increased financial reporting which would create huge financial costs for all levels of CUPE. Scheer also appears to be much more committed to social conservatism than Stephen Harper and this could cause significant funding shortfalls to many non-profits we call friends and allies.

Another challenge we face is automation. Automation and machine learning technology is changing workplaces at a tremendous pace and has the potential to have an equal or greater impact on work than the industrial revolution had on the workforce. We are already seeing unions facing serious challenges with automation and the permanent loss of jobs and members. This creates a vicious cycle of declining revenue, declining services for members and ultimately a reality of some workplaces with no jobs.

Technology isn't all bad, and I believe we should separate automation and machine learning into two categories:

1. What will have a negative impact on CUPE members.
2. What will have a positive impact on CUPE members.

We can strategize for the risk of the negative impact, but we cannot miss out on the opportunities technological developments offer to provide better, faster servicing and support to CUPE members.

This brings me to a third key focus for myself as Secretary-Treasurer - the diversification of financial revenue. CUPE, like many unions, is completely dependent on membership dues to fund operations. Our savings from previous years are often hidden away in term deposits and treated as "rainy day" funds. In turn the credit union or banks take these funds and use them to finance mortgages and make money of our savings. It's risky for elected officials to try to convince a local membership or a convention full of delegates of the benefits of investing our savings and developing investment funds which could provide a second source of income because markets rise and fall and there aren't any guarantees. No one wants to be a treasurer in a market downturn or recession. This fear traps unions into a precarious financial reality of relying on one source on income (dues), a source which is potentially more precarious than we realize.

A second or third source of income could provide security to unions as we face the challenges ahead. Labour disputes result in periods of time of little to no dues income. Automation and Rand formula threats could permanently reduce the size of unions. Relying entirely on dues is too risky in my opinion, and diversifying our income is necessary to prepare for the battles that will come.

CUPE BC Finances

CUPE BC's financial operations exist in three separate funds. The General Fund, which covers operation and governance items, the Defence Fund which is responsible for campaigns, donations and strike pay, and the Colleen Jordan Humanity Fund which is responsible for both international and domestic humanity and solidarity projects. All per cap contributions from locals go into the General Fund and then are 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%
<u>CJ Fund:</u>	<u>.01%</u>
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 – Wendy Monkhouse and Jolanta Osowska.

One of the good news stories with our finances has been the growth of the membership in CUPE locals, and as locals grow CUPE BC sees an increase in dues revenue. This increase has been in the range of four percent to nine percent over the last few years as we inch towards 100,000 CUPE members in BC.

General Fund

Our total income in 2018 was \$3,013,199; our total spending was \$2,748,546 which resulted in a year end surplus of \$264,653. This improved our asset position in the General Fund from \$664,230 in 2017 to \$928,883.

This surplus was a great achievement considering the challenges of 2018. Over the last year we had some unique challenges; the first of them being the move to our new office last February. We did our best to make any advance payments possible in 2017 to spread out the financial impact, but the move ultimately presented a variety of challenges to our General Fund. We also went through two staffing changes as a result of retirements - one of an administrative assistant, and the other of our Director of Operations, Sharon Prescott. Sharon's retirement resulted in us undertaking a hiring process for a new exempt manager, something CUPE BC had never previously done. We budgeted for a three month crossover with our new Director of Operations to ensure a smooth transition, however this also meant additional staffing costs.

Some additional points on the expenditures:

Administrative Committee and Executive Board expenses have decreased from a total spending of \$217,330 in 2017 to \$153,207 a total decrease of \$64,123. This decrease comes primarily from not holding a 'One Big Committee Meeting' (OBCM) which occurs every two years. The last comparable year was 2016 which had Admin and Executive Board expenses of \$133,719. This shows that one review of our two-year cycle of operations and we are roughly \$20,000 higher on expenses. This increase can be

attributed to the expansion of positions on the executive board following our last convention where four new positions were added. In an effort to help alleviate costs we are now holding Administrative Committee meetings in our office which should help reduce operational costs going forward.

The 2017 Convention expenses came in at \$317,094, this was \$68,839 under budget which comes from a combination of disciplined spending and an over estimate on the budgeted amount. Even with the cost coming in under budget I am proposing an increase to this budget line in 2019 as this year we hired Sharon Prescott on contract to assist with convention planning, and to ensure adequate transition time with our new Director of Operations. There is also an additional cost to holding conventions in Victoria due to shipping costs. It is very important to remind delegates that not all convention expenses are coded to the General Fund, but that there are also expenses coded to 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.

Committee expenses from the General Fund came in at \$153,301 which is down from 2017 spending of \$219,755. In previous years I have raised my concerns about the fact that not all committee operations are covered in the General Fund, but are included in the Defence Fund. This creates a false narrative on what it costs for CUPE BC to have committees. After three years of diligent work and after strong revenue growth we finally have the room to reorganize our committees and have all of their operation expenses listed in the General Fund. This is a big step forward as it increases the transparency of our operational expenses to the membership, and it reduces the draw on our Defence Fund which shouldn't be funding operational items.

Administrative Expenses for the Division in 2018 came in at \$1,980,924. This represents the cost of office and staff salaries, benefits, audit fees as well as the CUPE BC Magazine *The Public Employee*.

The final note on the General Fund is to speak to some short-term and long-term plans. In the short-term I am continuing to work towards building a reserve of roughly one

million dollars to ensure we have enough of a cushion to absorb the lost revenue from a large scale strike or lockout. The one million dollar target is a minimum level of reserve funds and we are close to achieving this target. The overall asset position of the General Fund remains an area of concern for myself, albeit not a major issue. Currently our asset position would provide enough reserve funding for CUPE BC to operate for six to eight months without income. This risk is only of concern during years with large sector (K-12) or mass coordinated bargaining (Metro/Greater Victoria Municipal, or Post Secondary) when the potential of a large number of members going on strike at the same time would result in a massive reduction of income. With a major reduction of income CUPE BC would be forced to draw funds from our savings in order to operate. I believe this is a low risk financial scenario, but it is worth committing ourselves to growing the assets in the General Fund to multimillion dollar levels. This may seem like a lot of money, and on an individual level it is, but for a provincial union of almost 100,000 members we should aim much higher for our collective financial security.

I have also worked hard to ensure all operational expenses are included in the General Fund and not in the Defence Fund. This is a major issue I am working hard to correct. Moving the committees was a major step, but a substantial amount of convention expenses, and administrative expenses remain coded to the Defence Fund. A short-term strategy of holding firm on no new operational expenses in the General Fund and continued growth in the revenue will hopefully build enough of a running surplus to move over those remaining expenses from the Defence Fund to the General Fund.

Holding firm is a major challenge as we are understaffed in the office and need to seriously look at increasing our staff allotment in 2020. I alone don't have the authority to make these short-term goals a reality, and while it may hurt my political popularity, I hope everyone understands why I might be at a con microphone occasionally encouraging restraint on resolutions that increase operational expenses.

Long-term I hope to create an investment fund with the assets in the General Fund to provide a second source of income for CUPE BC. Once the short-term goals are met I am excited to see the opportunities we will have to grow our servicing capabilities for CUPE locals and members. There are amazing technological advancements that CUPE

can take advantage of to ensure we are the best and most advanced union in British Columbia - our members deserve the best.

Defence Fund

Our total income for 2018 was \$1,822,507, which includes \$174,008 that comes from the Colleen Jordan Humanity Fund. Our total spending was \$825,924 which resulted in a year end surplus of \$996,583. There was an investment loss in 2018 which had a negative impact on our total income.

The \$996,583 surplus improved our asset position in the Defence Fund from \$2,468,249 in 2017 to \$3,464,832.

This is an awkward item to report on since it's good news that we have greatly improved upon our financial position over the last number of years and currently have the highest total ever in our defence fund at \$3.4 million, but it's bad news our expectations of what we collectively have in the defence fund is so low. I want to challenge us to think it's reasonable for the largest union in BC to be much stronger financially.

The great challenge for building up the Defence Fund is that it is responsible for both strike pay and campaigns. So it is always a significant challenge to ensure we can support locals and community partners with resources while building up our asset position. We support a number of great initiatives and projects that strive to make our members lives better. The requests for support far outweigh the available resources and the great personal challenge with this position is the same our local treasurer's face and that is we have to say "no" sometimes.

While it's tough to say no to good causes, I believe we have to be strategic to achieve our goals. We must have a greater asset position in the Defence Fund to ensure we will have the money necessary to support our locals in times of great challenge.

Debt in the Defence Fund

Another area which reinforces the need to strengthen the Defence Fund is the acknowledgement of the debt to CUPE National. As mentioned before, in 2014 CUPE

BC required a \$1 million loan from CUPE National to meet our obligations to locals for strike pay. At that time CUPE BC already had a debt to CUPE National from job action in 2007 which ultimately means we were taking on debts faster than we were paying them off. The good news is the conditions on the debt are favourable: 10 year repayment, zero percent interest. Or put in another way, \$100,000 per year for 10 years. Even with good terms it's important for CUPE BC to be responsible for its own Defence Fund and our goal should be to be debt free, and to have enough funds in reserve to sustain a major strike or job action without going into debt.

Since becoming Secretary-Treasurer I have approved an additional payment to resolve the 2007 loan early, and have made additional payments on the 2014 loan, currently the debt is \$650,000 and I take great pride in working towards the day I can stand before convention and say we are debt free.

Action Plan

The Action Plan is supported by the Defence Fund and represents countless campaigns, communications support for our convention and promotional goods to promote our union. 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 including both CUPE BC and CUPE National on campaigns and programs in British Columbia was \$919,769.

Since Action Plan projects represent the largest financial commitment in the Defence Fund outside of strike support, it is critical we 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 growth of the Defence Fund along with the expansion of some large scale projects such as the sponsorship of the BC Library Association Summer Reading Program. I feel it's important to find a balance between a strong Defence Fund, with showing our commitment to spending on programs which matter to our members.

Community Events Trailer

During 2018 the CUPE BC Community Events Trailer (CET) travelled throughout the Province in support of BC local's initiatives and events including parades, promotion of CUPE workers, strike/lock-out support, local union picnics, festivals and other outdoor functions endorsed by the Division and its affiliates. The CET is offered to and transported to these events at no cost to CUPE locals.

Our CET is equipped with a fold down stage, a large awning, a propane fueled generator, a full sound system, an advanced first aid station with an Automated External Defibrillator (AED) and a full kitchen (including a stove, micro-wave, fridge and sink with hot and cold running water). The CET also has a large BBQ, a large cooler and water filtration and sanitization capability. The CET has four sources of power; 110v power from a land source, 12v battery power (limited application), the onboard generator and propane, and is equipped with three fire extinguishers. This year, we added a portable podium equipped with a microphone to assist speakers when they are making presentations and to provide a more polished and professional look to our events. There are still plenty of open dates in 2019 to take advantage of the CET, simply send your request to CUPE BC at info@cupe.bc.ca.

The CET is operated by the Local Community Organizer Tina Meadows, supplemented by some trained CUPE members who are booked off the job if necessary.

The CUPE Events trailer is beginning to show its age and is approaching its end of life after high use and a lot of great events. In order to ensure we always have an events vehicle for locals we have retained a consultant to prepare a business case for the executive board to review of our options for the future.

Investments

Funds in the Defence Fund are held in both cash and equity investments. Investments are managed by Seamark Asset Management in a diversified portfolio reviewed by myself, the accounting staff and the CUPE BC Trustees. The first three quarters of 2018 were pretty good for the markets, but unfortunately the fourth quarter had a steep decline and we ended in the negative. The averaged 2018 rate of return for Defence

Fund investments was -2.81%; this includes a decrease of unrealized market value of (\$140,165), and realized investment income of \$117,257 for a decrease of \$22,908.

It's disappointing to have a negative investment return but it does not shake my resolve of the importance of diversifying our finances. While our year end is negative we have had a strong first quarter in 2019 and have made up the loss from 2018.

Working with Seamark CUPE BC has lead the growth of a family plan that allows locals to invest assets into the market and share a common management fee. Current assets are \$4,811,757 which includes five locals along with CUPE BC and the management fee is currently 0.67%. There is an additional four to five locals considering joining in the near future which will increase assets to nearly 6 million dollars which would reduce management fees to 0.58%.

Looking Forward

I'm happy to see growth of the Defence Fund and the reduction of our debt while we have balanced running campaigns and supporting locals as they work to improve the lives of their members. My short term priorities are to make additional payments on the debt from the additional funds provided by the Colleen Jordan Humanity Fund (roughly \$170,000 per year) and to build the assets in the Defence Fund to over \$10 million dollars. That may seem like a lot of money, but for BC's largest union we must think collectively and I strongly believe that we should aim higher, much higher.

Longer term I believe we should do a review of the structure and design of the fund. It was created a long time ago and the funding ratios and rules made sense in that day and age, but less so today. CUPE BC has almost doubled its size of membership since items like the per capita levy were introduced and items such as coordinated bargaining have created large scale strike/lockout scenarios that have proven to exceed the capacity of the Defence Fund. We increased strike pay by 50% in 2013 then ran into our biggest financial deficit in history a year later. Furthermore we have multiple constitutional "trigger points" relating to the levy and funding between the Colleen Jordan Humanity Fund which cause operational challenges for accounting. Regular

maintenance is always a good thing and doing a review of our financial structure is good due diligence.

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 source of funding for International solidarity and domestic anti-poverty initiatives.

Our total income in 2018 was \$161,019 and our total spending was \$151,954 which resulted in a year end surplus of \$9,065. This improved our asset position in the CJ Fund from \$1,374,307 in 2017 to \$1,383,372.

The design of the fund is to spend as close to the total income as possible each year. A \$9,065 surplus is incredibly accurate based on income assumptions at the beginning of the year.

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. My goal is to use the diverted funds to pay down our debt to CUPE National. Once the debt is paid off we should take a hard look at that section of the constitution and whether it has served its purpose.

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
- Up to **50%** for International humanity and development work
- Up to **30%** for Canadian Anti-Poverty Work

In 2019 the fund was transformed into an Endowment Fund and 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 what to do with those funds. In order to

protect the savings, but increase the amount of funds available to finance projects I worked with our Investment Managers to redesign the investment portfolio into an Endowment Fund.

With the change to the Endowment Fund the Executive Board has submitted a resolution to amend the Humanity Fund Guidelines to ensure the revenue generated from the investment returns goes 100% to funding projects. The resolution will clarify the difference between per capita revenue and investment revenue and ensure the Humanity Fund grows as intended, and supports the important projects both home and abroad.

Some of the projects which we supported in 2018 include:

1. **Codevelopment Canada** - \$65,000 in support of a variety projects in CUBA, Nicaragua, Honduras, Colombia and direct organization support.
2. **Pivot Legal** - \$15,000 towards their work on a number of issues including missing and murdered indigenous women, homelessness, and equality.
3. **Hope in Shadows** - \$8,000 towards the production of calendars which low wage members of the public can buy for a discounted price, then sell to raise income for themselves.
4. **Protein for People** - \$7,000 towards ensuring food banks in BC have protein options like canned salmon.
5. **BC Wildfire Donations** - \$10,000
6. **CUPE Member support for Flood damages:** \$10,000

A final note is the funds in the Colleen Jordan Humanity Fund are held in cash, term deposits and equity investments. Investments are managed by Seamark Asset Management in a pooled low volatility fund which averaged a 2018 rate of return of -4.78%.

Financial Statements & Auditors Report

Following this report are the audited financial statements for 2018 and the Auditor's Report prepared by the firm of Matthews Campbell, Chartered Professional Accountants.

The Division has utilized Matthews Campbell for the last 13 years 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. Over the 13 years different auditors in the firm have reviewed our finances which provide the best benefit of good institutional knowledge of CUPE BC with "fresh eyes" to ensure the highest quality of audit work.

CUPE BC Trustees

The work of our CUPE BC Trustees is very important, and too often overlooked. I appreciate the attentive and thoughtful approach that Sisters Laurie Whyte, Jose Van Berkel and Patti Price have brought to their work. In my time in the Secretary-Treasurer's office they have all been very supportive and an excellent resource. They did a tremendous amount of work reviewing the expense policy and making recommendations for improvements. Their report can be found in the convention binder and will be delivered following my report.

Administration/Operations

The second pillar of CUPE BC the Secretary Treasurer is responsible for is the oversight of the administrative services of the office and staff. First I will review the membership of CUPE BC and second the internal operations of our union.

Membership

According to statistics from CUPE National there were a total of 94,594 CUPE members in British Columbia as of January 1, 2019. This can be further broken down with 54,566 members being defined as full-time employees, and 40,028 as part-time employees. These statistics come from CUPE National, and include the few non-affiliated locals in BC.

Internal Operations

CUPE BC has a small office of dedicated individuals. Paul 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. For our staff, we have a very small dedicated group of individuals that accomplish a lot throughout each year. While impressive the high workload tasked to our staff is a significant issue that needs to be addressed to avoid overwork and burnout of staff.

Change remains constant in CUPE BC. A year after a major office re-organization our Director of Operations Sharon Prescott retired. I can't thank Sharon enough for her almost 20 years of dedication to CUPE BC and the officers. With Sharon's retirement we posted and found our new Director of Operations, Kiran Kooner. Kiran comes to CUPE BC by way of the City of Surrey and holds a Masters in Public Policy from Simon Fraser University. Kiran has been tasked with leading the modernization of CUPE BC operations and in a short time has been changing the culture and performance expectations of CUPE BC. We all have high expectations of our Director of Operations, a legacy passed down from Sharon. I know Kiran is up to the challenge and I look forward to working with her to build the best Provincial Division in CUPE.

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 convention, executive board meetings, and conferences. Unknown are responding to emergent situations. New events management software will help us prepare, track and one day consult better on events than we ever have before.

The goal of becoming more efficient isn't simply a catchy phrase; but an absolute necessity. During my time in the office I have witnessed first hand 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. I am

committed to building a strong, efficient and organized union office that has high professional standards and delivers on commitments.

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. The move to a new online per capita program for CUPE BC has started and will be 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 run our organization, and aims to reduce it. Technology already exists that can be harnessed to reduce the time required to run the operations side of our union at the local and provincial level. In addition the website that will host this new program can also be used to offer even more services for locals. Items such as requesting our community events trailers, accessing the policy manual and other resource documents should be simple and easy to access. In the future registering for conventions, conferences and even electronic payments between locals and CUPE BC can become a reality.

Conclusion

I said early on in this report that CUPE BC is undergoing a quiet transformation. We are changing, 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 we are faced with a crisis. CUPE BC has delivered great services and events for our members, often out of sheer will of our staff and officers. I can only imagine what we can accomplish with a greater educational investment in our staff, an even better organized and operating office, a more informed and involved executive and with better and more coordinated tools for local leadership.

The modernization of CUPE BC won't happen because of the will of one person. I could not do this job without the support and ideas of the CUPE BC office staff. I sincerely appreciate their dedication they bring to their work everyday.

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 give thanks to all the CUPE National servicing representatives, specialists and support staff who do incredible work supporting our locals and representing our members. I would like to give a special recognition to the Strong Communities Working Group who works closely with the Division to fight for CUPE members in British Columbia. I thank them for their dedication to you, and for the additional support they provide to CUPE BC.

We all know how much our work and volunteerism takes us away from our family. I want to thank my wife Kathryn for her love and support, and we are incredibly proud to have expanded our family with the birth of our daughter Audrey this past August. Audrey gives me new motivation and courage to do whatever I can to make the world a better place. 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. Also I would like to give mention and thanks to Kathryn's parents, Don a retired member and long time Vice President of CUPE Local 50, Lori a current member of 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 and 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 to 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 their support. It is an honour to serve as Secretary-Treasurer for CUPE British Columbia and to work on behalf of the 95,000 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

May 2019

