

# Counterpoint



## **JASON KENNEY BUNGLES COVID-19 RESPONSE**

Liberal minority government has a lot of work ahead

## **CUPE's anti-racism fight**

## **PARAMEDICS FEELING THE HEAT IN BC**

MICHELE ALEXANDER  
A CHAMPION FOR DIVERSITY AND INCLUSION

**MICHELE ALEXANDER**  
Inside worker, CUPE 15



*“Honouring and valuing the lived experiences of Black, Indigenous and racialized members will empower our members and encourage them to use their voices.”*  
p.5 CUPE National Diversity Vice-President Debra Merrier.

# Alberta Health care crisis

Alberta Premier Jason Kenney is facing fierce criticism for his mishandling of the government’s COVID-19 response. The United Conservative Party (UCP) government has struggled to get a hold on the growing capacity crisis within the Alberta health care system and delayed taking meaningful action to slow the spread of the virus.

The Premier is facing a crisis of confidence. In September, he managed to avoid a non-confidence vote from within his caucus but

his leadership remains in question.

“Jason Kenney has failed Albertans and their families. People are dying and this government is completely distracted with petty internal politics and navel-gazing. Kenney has failed to keep Albertans safe; he has failed to support our economy and he has failed to demonstrate any leadership on this matter,” said CUPE Alberta President Rory Gill.

Leaders from Alberta’s largest unions were among

the first to highlight the dire situation in Alberta and demand action from the Kenney government. In mid-September, CUPE joined the United Nurses of Alberta, the Health Science Association of Alberta, and the Alberta Union of Provincial Employees, calling on Premier Kenney to seek federal assistance from the Canadian Armed Forces. Days after the call from union leaders, and in reaction to predictions that Alberta’s intensive care

unit capacity would soon be overwhelmed, the government announced it would accept support from the military, the Red Cross and other provinces. As public pressure grew, the UCP were forced to take additional steps.

Premier Kenney belatedly announced a provincial vaccine passport program only weeks after declaring his government would not consider one. The program is called the “restriction exemption program,” and allows for fully vaccinated Albertans to continue to patronize non-essential businesses.

In addition, Alberta public sector workers will be required to submit proof of vaccination or obtain an accommodation based on the *Alberta Human Rights Act*. Public sector workers may instead produce a negative PCR or rapid test. The results are only valid within 72 hours of each scheduled workday, and the hefty cost is the personal responsibility of the workers.

Finally, in response to recent protests outside Alberta hospitals, the UCP government has expanded

the *Critical Infrastructure Defence Act* to include hospitals and other health facilities under the same protections as railways, highways, and pipelines. Individuals who violate the law by trespassing or interrupting operations could face fines up to \$25,000 or jail time; corporations could be fined up to \$200,000.

“I’m glad the government has finally taken some action, but at the end of the day it’s too little, too late. The damage has been done and people have lost their lives. Jason Kenney needs to be held accountable for that,” said Gill.

The UCP caucus remains divided. Some MLAs believe the province needed harsher restrictions sooner, while others think the economy should remain completely open and the virus left to run its course. As Jason Kenney tries to manage internal caucus turmoil, his political future remains uncertain. He will face a formal leadership review earlier than planned, at the UCP’s Annual General Meeting in April 2022.

■ Cheryl Oates



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# What to expect in Canada's not-so-new minority Parliament

Voters have spoken: in electing another minority Parliament, they have rejected the backward-looking politics of the Conservatives, and they have voted to keep the Liberals on a short leash.

In terms of seat counts, this “new” minority Parliament will be a near-exact mirror image of the result in 2019. Voters have denied Justin Trudeau the majority he was after and sent a strong contingent of New Democrats to the House of Commons to hold the Trudeau government to their progressive promises.

“While the electoral map might look pretty similar to 2019, a lot has changed in our country and our world since then,” said CUPE National President, Mark Hancock. “This election showed us a clear majority of voters want progressive action on climate and how we care for the vulnerable and underprivileged in our society.”

In Canada's House of Commons, 170 votes are needed for a majority to pass legislation. The Liberals, with 159 seats, and the NDP, with 25 seats, have the votes needed for a strong parliamentary majority on issues like climate, reconciliation, and child care.

“The election is over, but the fight doesn't end here,” said CUPE National Secretary-Treasurer, Charles Fleury. “We know we can count on the NDP to be a strong voice for workers and everyday people in the House of Commons.”

So, where could we see the NDP play an influential role in the upcoming minority Parliament? First, we know the NDP will ensure the Liberals follow through on their promise of a national affordable child care plan. In the last minority Parliament, the NDP also made amendments to significantly improve the Liberals' climate change accountability legislation. We can

expect the NDP to continue exerting its influence and ensuring the Trudeau government follows through on promises that were shared priorities in the NDP platform.

We could also see the NDP force the Liberals' hands on some of the NDP's

priorities, like a wealth tax of 1 per cent on family assets valued over \$20 million. The NDP could put pharmacare back on the table, after the Liberals left a national pharmacare program out of their platform altogether during the campaign.

But let's also remember, the Conservative Party – with 119 seats – will always be there to help indulge the Liberals' worst instincts. These two old-line parties have a long history of teaming up and letting corporations off the hook, failing Indigenous peoples, cutting health care transfers, and more.

The NDP has an important role to play in steering the course of this new Parliament towards giving everyday people the supports they need through the pandemic and the recovery that will follow.

■ **Hugh Pouliot**



## NATIONAL PRESIDENT MARK HANCOCK

### Looking ahead to our first virtual National Convention

Time has flown by, and a lot has changed in our world since we gathered in Montreal for National Convention in October 2019. And our next National Convention is just around the corner, where we will look back on the challenges we have overcome and the road ahead for our union and our movement.

Convention is our parliament. It's where we report on our union's work since our last convention. It's where we set our priorities for the two years ahead and beyond. It's where we elect the members who will lead us through that work.

This convention, our first to be held on a virtual platform, will look a little different, and there will be a great deal of important work to do. Many folks have already had the virtual convention experience, and we are taking lessons learned from virtual events

over the past 18 months. We are working hard to make this a successful forum for serious debate and decision-making.

In addition to debate on constitutional amendments and general resolutions, we will also debate and adopt a Strategic Directions paper, as we have done since 2003. The strategic directions document outlines our plans and priorities for our union for the two years ahead.

We'll hear a report from the Safe Union Spaces Working Group, which was formed earlier this year to chart a roadmap for ending harassment and discrimination in our union. I want to extend my deepest gratitude to the women on the NEB who have taken on this important work. While they are leading the work, each of us has a role to play in ensuring our union is an open and comfortable environment for everyone.

As National President, I am committed to doing more than just supporting the women in their work. I know I have a leadership role to play in directly challenging behaviour that makes anyone in our union feel unsafe, and I am working to change the culture to one that allows everyone to feel safe.

Delegates to convention will also be asked to adopt an Anti-Racism Strategy, which sets out ten goals for CUPE to strive towards over the next six years. The goals range from boosting education efforts, to bringing an anti-racist lens to the bargaining table, to increasing representation of racialized members in leadership positions, and more. It is critical for us to adopt this policy document and move forward with this important work.

Even if we can't be together in person, I am looking forward to welcoming all our delegates to convention the week of November 22.

MARK HANCOCK ONLINE  [twitter.com/MarkHancockCUPE](https://twitter.com/MarkHancockCUPE)







# CUPE's plan to fight racism at work and around the globe

*It's no accident that the COVID-19 pandemic brought with it a national reckoning about the depth of the crisis of systemic racism in Canada and around the world. The pandemic hit Black, Indigenous and racialized communities hardest – but as they fight back, more and more people are pledging to stand with them.*

“People across this country are waking up to the reality of systemic racism and joining social movements to fight it,” says Don Monroe, Co-Chair of the CUPE National Indigenous Council. “People are outraged and they want change. They know what we have been talking about is true.”

## **CUPE has a long and proud history of fighting racism.**

Recognizing the work to combat racism in all its forms is never complete, CUPE is moving ahead with a new Anti-Racism Strategy

that builds off the Workplace Racism Policy we adopted at our 1999 National Convention. Delegates will have an opportunity to discuss and adopt the Strategy at our upcoming National Convention.

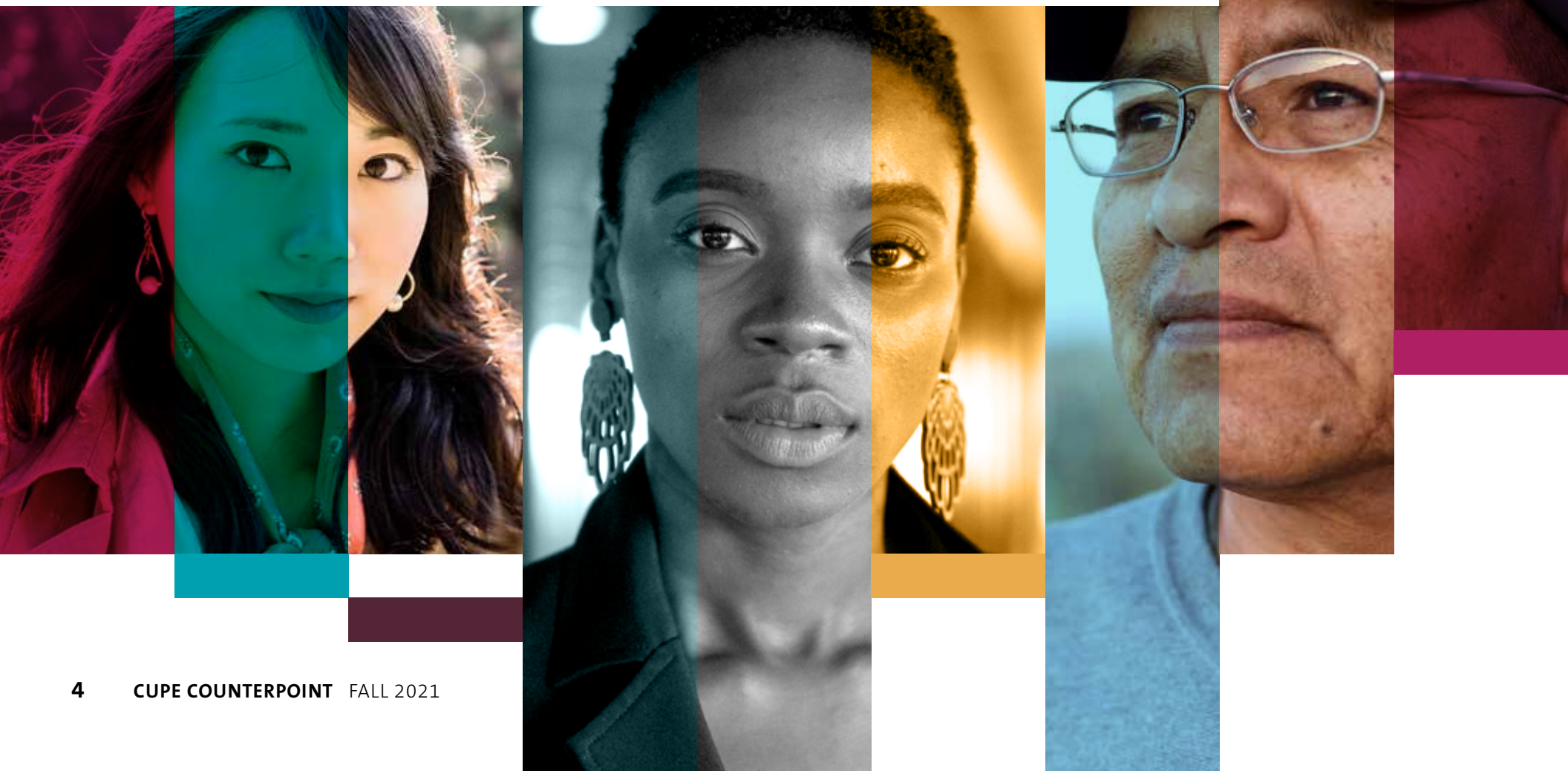
The Anti-Racism Strategy is borne from a recognition that we cannot achieve economic and social justice without achieving racial justice. These struggles are one and the same.

Most importantly, the Strategy is rooted in the knowledge and experience of CUPE members. Over

the past year, consultations have taken place around the country, seeking input specifically from Black, Indigenous and racialized members across Canada. The National Indigenous Council and National Rainbow Committee held consultations too.

Those consultations provided opportunities for CUPE members to share stories about their lived experiences of racism inside and outside the union, including anti-Black racism, anti-Indigenous racism, anti-Asian racism, Islamophobia and anti-Semitism. Members also talked about how the rise of white supremacist movements in Canada and around the world is making an unjust and unacceptable situation even worse.

They also highlighted opportunities for change and showed a path forward that honours the experiences of members and empowers







them to become the leaders of change in our union and our communities.

“Honouring and valuing the lived experiences of Black, Indigenous and racialized members will empower our members and encourage them to use their voices. We need their vital perspectives in our movement,” says CUPE National Diversity Vice-President Debra Merrier. “Let’s walk the talk!”

The Anti-Racism Strategy outlines ten goals for CUPE to pursue in the fight to dismantle systemic racism and achieve a more just and more equal society. The goals range from changing CUPE’s internal policies and structures, to advancing anti-racism approaches in our bargaining and organizing, to taking political action and partnering with anti-racism movements in Canada and across the globe.

Together, the goals provide a six-year road map

for challenging racism and implementing anti-racist practices in workplaces, our union, and our communities.

One of the biggest challenges the Strategy looks to address is the question of representation in leadership. “The fight to end systemic racism has to be led and organized by grassroots members,” notes CUPE National Diversity Vice-President Yolanda McClean. “Although we have the skills and the ability to do the work, we are passed over for many opportunities. We don’t see ourselves reflected enough in leadership, and it’s unacceptable.”

Representation matters, and it is vital for members to see themselves reflected in their leadership. The Strategy lays out several initiatives for CUPE and our locals to elevate and support more Black, Indigenous and racialized members into positions of leadership.

The Strategy also calls

on CUPE to recognize the power we have at the bargaining table to address workplace inequities and precarious work, which disproportionately affects racialized workers.

Our Strategy calls on CUPE to bring an anti-racist approach to administering and enforcing our collective agreements, to empower members to come forward with experiences of work-

place racism. We know racism isn’t always overt – it often lurks under the surface. Our leaders need to know how to use every option in our collective agreements to support our members as racism hurts and can have severe implications of racial trauma.

“Many of our collective agreements already provide not just protection but also

education and training for everyone to help combat racism and other isms in the workplace,” says Leo Cheverie, a member of the Indigenous Council. “Let’s make sure we enforce these provisions.”

To learn more about the Strategy and to read all ten of the goals, visit the Anti-Racism Strategy at [cupe.ca](http://cupe.ca).

■ **Hugh Pouliot**

#### PROFILE MICHELE ALEXANDER

## A champion for diversity and inclusion within CUPE

*Michele Alexander is a proud CUPE 15 member, representing close to 10,000 inside workers at the City of Vancouver.*

Michele was born in Canada, and grew up in the United States during the 60s and 70s. She is no stranger to racism. She watched her mother get passed up many times for different employment opportunities based on her race. “When I returned to Canada as a single mother, I realized that racism was still very present, and I wanted to call it out wherever I could,” said Alexander. “Having stable and secure employment has allowed me to have a louder voice and encourage others to speak up as well.”

Deeply involved with CUPE’s work since she joined her first strike 21 years ago, Michele has served as CUPE BC Diversity vice-president and has been a long-standing member of the National Rainbow Committee. She cherishes her time as a member facilitator, always striving to bring people together and build solidarity.

As a member of the Rainbow committee, Michele is proud of her contributions to the work being done around CUPE’s anti-racism strategy.

“Black, Indigenous and racialized workers are often stuck in precarious jobs despite their education, skills, and experience. That precarity weakens workers, our union, and our communities. With this anti-racism strategy, we are building capacity to expand opportunities for CUPE members and their families.”

As Michele reflects on her more than two decades of activism at CUPE, she recognizes that the path to combatting racism is long. “We still have a long way to go to fight racism within our union, but I am confident we are on the right track.”

■ **Charles Brenchley**







Global Justice

## Blended finance scheme uses taxpayers money to fund private profit

The federal Liberal government is promoting a privatization scheme that uses public funds to help private investors profit from the global need to end poverty, address climate change and tackle inequality.

The model, known as “blended finance,” uses taxpayer money that has been earmarked for foreign aid to attract and subsidize private investment in projects that claim to promote sustainable development. This model, and the predatory investors that benefit from it, are responsible for the climate crisis and the crisis of inequality in the first place.

We will not be fooled. CUPE is part of the Blended Finance Project, a coalition

opposing Canada’s push to privatize international aid. European countries have pushed blended finance for over a decade, and our Liberal government has jumped on board in the name of the United Nations Sustainable Development Goals (SDGs). The SDGs are an ambitious set of targets to end poverty and advance economic, social, and environmental development. UN member countries have promised to meet these goals by 2030.

The European track record shows blended finance has failed to support countries and people who need it the most. Even though there is plenty of evidence that privatization has failed in Canada and around the world, the Canadian government is doubling down on exporting it. In 2017, the Liberals established a federal agency to facilitate international privatization deals called FinDev Canada. Canada is also one of the main sponsors of the Con-

vergence Platform, a global organization facilitating these schemes, headquartered in Toronto.

Sustainable development through the lens of ‘blended finance’ is big business. This includes major contracts for what is referred to as “green” infrastructure such as renewable energy and water, and energy infrastructure.

The privateers declare the Sustainable Development Goals is what will close the funding gap and achieve the goal to alleviate poverty. In fact fair taxation and equitable redistribution of global wealth would erase the gap. But it’s clear this is not something the corporate sector is interested in.

As we look towards a post-pandemic world, we must join the international community to stop the private sector from profiting off of growing global needs.

“Civil society organizations in the Global North need to hold accountable their governments for what is done in their name in the Global South” Masaya Llawan Blanco told

participants in a recent webinar organized by the Blended Finance Project. The Development Alternatives with Women for a New Era (DAWN) is a network of feminist scholars, researchers and activists from the economic South working for economic and gender justice and sustainable and democratic development. Blanco, who works with DAWN, said “civil society organizations from wealthy and less wealthy and developing regions must build bridges and work together in coalition...there is a long history of transnational social movements that I think we can build on.”

CUPE supports progressive taxation of corporations and the wealthy and eliminating tax breaks and other incentives for corporations. These measures will help drive an equitable and resilient pandemic recovery that lets governments strengthen their public services and not rely on foreign investment.

■ Kelti Cameron



## Quebec liquor stores to be left high and dry!

As of late October, the 780 SAQ (Quebec’s crown corporation liquor stores) warehouse workers and those responsible for delivering bottles across Quebec have voted 94% in favour of pressure tactics up to and including strike action. This will lead to the disruption of the supply chain leaving SAQ stores high and dry.

“Management has forced us to go the strike route. The lack of respect for the membership is such that SAQ cannot retain its staff. Their salaries are no longer

competitive, and those remaining behind have to work so much overtime that their health and safety are at risk,” said Joël Latour, president of CUPE 3535.

SAQ sales are \$4 billion annually, and close to \$2 billion is sent to the government to finance our public services.

“We are a crucial link in the chain that drives this Crown Corporation, and we are the least well paid overall. Something must be done to rectify this situation. The members are mobilized, motivated and ready to go if necessary,” added

Michel Gratton.

The union claims that management’s unwillingness to listen at the bargaining table is unacceptable, particularly in the wake of the very difficult year and a half everyone has been through. Recall that the SAQ was designated an essential service during the pandemic, and all members of CUPE 3535 went about their work unrelentingly under very trying conditions.

The last collective agreement expired on April 1, 2021.

■ CUPE Quebec

## Government of New Brunswick prohibiting land acknowledgements an affront to reconciliation efforts

In October, the Government of New Brunswick issued a memo prohibiting government employees from making land acknowledgements.

“Any attempt to discipline our members for making land acknowledgements will be met with grievances,” said Steve Drost, President of CUPE New Brunswick. “This is an unconscionable directive that flies in the face of reconciliation. It is an example of how governments undermine Indigenous sovereignty.”

CUPE NB expressed profound disappointment in the Government of New Brunswick’s memo and supports our members’ efforts to further the goals of reconciliation by making land acknowledgements.

The union affirms the right of our members to use the words unceded or unsundered to describe the lands upon which we live. “The government memo infringes on our members’ right to free expression, and it attempts to pit public sector workers against Indigenous communities,” added Drost.

“That New Brunswick exists on unceded and unsundered lands of the Mi’kmaq, Wolastoqey and Peskotomuhkati is not up for debate – it is a fact,” he said.

“On behalf of the 28,000 CUPE members of New Brunswick, many of whom are Indigenous, the union affirms our solidarity with Indigenous communities in New Brunswick in their struggle for justice,” Drost said.

■ Simon Ouellette



## Leaving CUPE on solid financial ground

In September, I presented my last report to the National Executive Board as your National Secretary-Treasurer. After careful and considerable reflection, I have decided to retire after the national convention in November. After 10 years in office, it is time for me to go back home to Québec.

Since my first election in 2011, I have had the honour and privilege to serve CUPE in this role, working with you to support thousands of workplace struggles, campaigns, legal battles, coalitions, and community events. These ten years have been some of the most rewarding and challenging of my life, and I am proud to leave CUPE on solid financial ground.

In the last two years, CUPE has faced unprecedented challenges caused by the COVID-19 pandemic. Fortunately, CUPE was in good financial shape when the crisis hit.

But with thousands of members laid off, we were losing millions of dollars in revenues. To maintain the servicing and supports to our locals and members and balance the books, every budget line was reviewed.

Thanks to the dedication of our leaders, members, and staff, we found creative and innovative solutions to deal with our new reality. As a result, we identified significant savings in our operations for 2021. And because our collective resilience is unparalleled, CUPE still has the resources needed to back the important fights our 700,000 members take on.

As we prepare to rebuild in the post-pandemic world, I am extremely proud of the work we have done together. I know that CUPE will continue its mission of working toward a brighter and more prosperous future for all CUPE members and their communities across Canada.

In solidarity,

CHARLES FLEURY ONLINE  [twitter.com/CUPENatSec](https://twitter.com/CUPENatSec)



## A Liberal minority government and the future of child care in Canada

Prior to the fall federal election, the Liberal government was quickly signing bilateral agreements with provincial and territorial governments for a universal child care program. To the delight of child care activists, pen was finally being put to paper to make \$10 a day (on average) child care a reality, albeit not until the end of December 2026. Each province who signed an agreement agreed to a fifty per cent reduction in the cost of care by the end of 2023.

When the writ dropped in early August, New Brunswick, Ontario,

Alberta, Northwest Territories, and Nunavut were left without a signed child care agreement. As the Conservative Party rose in the polls, people began to worry that the 50-year promise of universal child care was once again going to be placed on hold. Fortunately, child care is still on the federal government agenda.

“With another Liberal minority government, child care will need strong friends to hold the Liberals to their promise. Fortunately, the NDP have enough seats in the house to give the Liberals the votes (and the

pressure) they will need to build a strong program for everyone,” said Margot Nickerson, co-chair of CUPE’s National Child Care Working Group.

The work for child care activists is not over. While it is great the news that a universal program is pending in many provinces and territories, there have been no guarantees that workers’ wages will be improved. Child care workers have had their pay tied to child care fees for decades. If the governments do not dismantle this payment structure, workers will not see the raise in pay

they desperately need and deserve. According to Statistics Canada data from 2015, child care workers make less than half (\$24,100 annually) of the average national income for workers in all other occupations. A report released by Statistics Canada in June 2021 showed that child care employment had declined by 21 per cent since the previous year and there is a concern those workers will not return to the sector. “Child care is already severely understaffed, if we want to create universal child care, we need to offer a decent wage. Child care

workers simply can’t afford poverty wages,” said Lee-Ann Lalli, Co-Chair of CUPE’s National Child Care Working Group.

Child Care activists anxiously await the return of Parliament and the announcement of the Cabinet. The Throne speech and Ministerial mandate letters will set the stage on the work being committed to and the areas where activists and the NDP will need to push to build a truly affordable, accessible, universal, child care system for all.

■ **Adrienne Silnicki**



# Essential service workers fight privatization and COVID-19 on leading university campuses

Allan James became a Maintenance Technician at the University of Toronto in 2002. Since 2012, he is also president of CUPE 3261 at the University of Toronto.

Universities have a long history of providing quality jobs to workers, with higher wages, benefits and pension plans, and a decent work-life balance. CUPE members include many immigrants and racialized people, and the union has negotiated decent collective agreement benefits whose language provides access to higher education at U of T.

The past 20 months established an increased need for thorough cleaning and disinfection on-campus that experienced staff has carried out diligently. Workers made it a duty to look after everybody's health and safety extensively.

"U of T has been cutting good caretaking jobs and contracting out their work to for-profit cleaning companies which pay roughly 30 per cent less in wages and benefits. They claim that they are performing COVID-related cleaning work in over 20 buildings now, but in reality they are replacing jobs that are being cut indefinitely for penny-pinching savings. What is even worse, private industry is exploiting



workers – and particularly racialized workers, who are over-represented in lower-paid and precarious positions. It's unacceptable that our university supports that, while it says it cares about equity and social justice," says Allan James, president of CUPE 3261.

What started with outsourcing of construction projects has extended to contracting out all food services and caretaking, building patrol and maintenance. Contracting out is the new norm at U of T and several other universities in Ontario.

The CUPE 3261 campaign

highlights university service workers as valuable front-line champions looking out for students' and staff's wellbeing. Supporters are invited to sign a petition on the local union's website.

"At the University of Windsor, we see it very clearly that private companies don't really care about our community. Most of our part-time staff have given over 17 years of service without ever moving into full-time positions, only to see contractors get their jobs. It is inexcusable that such respected institutions are furthering precarious work, low wages and poverty.

We will keep fighting for our members and for decent conditions for all workers in the sector," said DJ Strand, president of CUPE 1001.

At Wilfrid Laurier University, the Facilities and Asset Management team, which includes facilities, custodial and grounds staff, were deemed an essential service. Their focus has been the safe return to class. The university's administration did not hesitate to highlight the incredible work CUPE members are doing, as they have persistently kept on-campus activities operational, clean and safe.

"We are committed to give people the means to stay safe and we are glad that management at Wilfrid Laurier is on our side. CUPE 926 won the President's award for team achievement this year, as we housed doctors and nurses in one of our residences, at the beginning of the pandemic, doing our best to help them. Working together with management has helped us regain buildings that had contract cleaners, and as a result, the university is now hiring more service workers," says Jody MacDonald, vice-president of CUPE 926.

■ Aline Patcheva

## CUPE ramps up campaign to fix B.C.'s broken 9-1-1 system

Members of CUPE 8911 are speaking up and speaking out about the crisis in B.C.'s 9-1-1 calling and dispatch services.

An existing campaign to raise awareness about their work has taken a more urgent turn since members were pushed to the breaking point this summer, when fatal heat waves pressured the 9-1-1 system beyond its limits.

British Columbia's 9-1-1 services are provided by E-Comm, the first point of contact for 99 per cent of 9-1-1 callers and the provider of call-taking and dispatch services for 33 police and 40 fire departments across the province. Continuing understaffing challenges in

a high-stress environment—exacerbated by extreme weather events, the COVID-19 pandemic and the ongoing opioid crisis in B.C.—have led to severe burnout, poor working conditions, and high staff turnover. Ongoing challenges with recruitment and training of new staff, coupled with serious retention problems, are putting this vital service at risk.

"There is a crisis at E-Comm, and without significant changes we are putting the entire system at risk of catastrophic failure," says CUPE 8911 President Donald Grant. "We're seeing it every day on the job, and in media reports of the horrible consequences of

people not being able to get through to 9-1-1. The current funding challenges have life-or-death implications for the public because understaffing directly impacts our members' ability to respond to emergency and non-emergency calls in a timely manner. In our line of work, seconds count."

The main problem is a reactive funding formula, based on cost recovery, that prevents E-Comm from getting ahead of existing problems or meaningfully improving the services it provides. A recent report commissioned by E-Comm concluded that the company cannot be successful with an understaffed system that

relies so heavily on overtime and staff missing breaks, or that simply abandons efforts to meet its service levels. The situation is bad enough in normal times but, during a crisis, E-Comm is simply unable to handle call volumes.

"This service needs a boost in revenue right now in order to address existing problems before they snowball," says Grant. "If real solutions are not reached soon, the problems will become untenable. With public safety at stake, there is an urgent need for stabilized funding to hire additional staff and mitigate the extreme stress of dispatchers and call takers."

CUPE 8911's campaign is calling on E-Comm's funders—municipal governments—to provide an immediate financial infusion to right-size operations at E-Comm, consistent with staffing recommendations laid out in the report. The union also recommends that the funding formula for E-Comm be reimagined so that it better reflects inflationary realities of operations and creates room to pre-empt—rather than react to—a crisis that puts the public at risk.

For more information, visit: [www.ecpbc.ca/secondscount](http://www.ecpbc.ca/secondscount)

■ Dan Gawthrop