

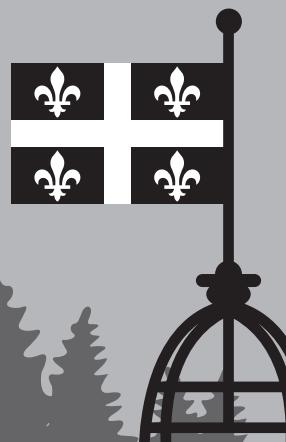
VOIR LOIN, VISER JUSTE

FINANCIAL STATEMENTS

2014-2017

REPORT FROM THE SURVEILLANCE COMMITTEE

2014-2017



65th CSN Convention
Montreal – 2017

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TREASURER'S REMARKS

Dear delegates,

The time has come to give you the results of the past financial period. At the CSN, it is the convention of unions that has the sovereign authority to approve the financial statements for the financial period just completed. Similarly, later this week, it will be up to you—the convention delegates—to adopt the budget proposed for the three-year period that has just begun.

This choice in favour of openness, democracy and accountability with respect to how we use the union dues paid by our members is part of our history. It is a distinctive characteristic of the type of trade-unionism that we practice at the CSN.

It is widely acknowledged, including by the most anti-union politicians and commentators, that the CSN's transparency regarding its financial situation is unparalleled. This characteristic of the CSN was emphasized during the debate on the Harper government's insidious Bill C-377.

The Conservatives claimed that the bill was aimed at ensuring the financial transparency of union organizations, but it was in fact aimed at limiting our political action. This is why we fought it—not because we wanted to avoid revealing information. The CSN was practising transparency long before Stephen Harper took power in Ottawa.

Of course, there are risks associated with the choice to be transparent: everyone can see the CSN's financial situation and comment on it. So be it!

We still believe that our choice is the right one, because members of the movement can make the most enlightened decisions when they have access to complete information. We still believe that our choice is the right one, because it has always served the interests of those belonging to CSN unions. In fact, our choice of transparency has always served the interests of the movement as a whole.

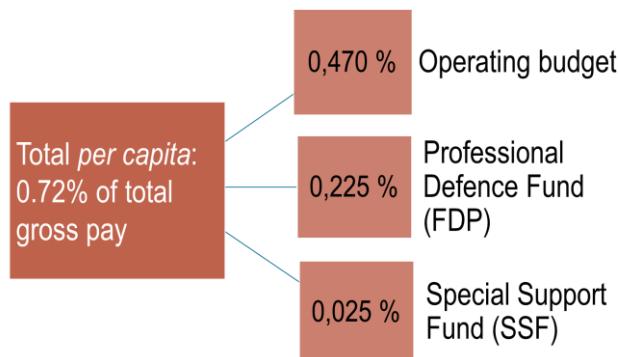
Before examining the results for the last financial period, I would like to briefly review the CSN's financial structure and a few budget choices made by the last convention.

The CSN's financial structure

The constitution and by-laws set the *per capita* paid to the CSN at 0.72% of total gross pay. These amounts are distributed among three separate funds: 0.47% goes to the operating budget, 0.225% to the Professional Defence Fund and 0.025% to the Special Support Fund.

Total *per capita*: 0.72% of total gross pay

Operating budget	0.470%
Professional Defence Fund (FDP)	0.225%
Special Support Fund (SSF)	0.025%



The operating budget pays for CSN services in support of unions, federations and central councils: union organizing, labour relations, communications, SAMVR (mobilization support and regional activities), legal services, administration and human resources.

Thanks to these services, the CSN can work effectively to defend the working conditions of the members of its affiliated unions and to advance their social and political demands. The operating budget also supports holding meetings of the various decision-making bodies and the democratic life of the CSN.

The Professional Defence Fund (*Fonds de défense professionnelle*, or FDP) covers expenses in support of struggles, such as special mobilization budgets, strike benefits and allowances to unions during disputes, as well as legal expenses related to union struggles.

This fund also covers expenses in support of collective bargaining, such as financial support for consolidated or co-ordinated bargaining in the private sector. In the public sector, the entire operating budget of the *Comité de coordination des secteurs public et parapublic* (CCSPP, or Co-ordinating Committee for the Public and

Parapublic Sectors) is paid out of the FDP. This same fund covers equalization payments to federations and central councils. Finally, it is responsible for paying expenses in support of our demands, such as those related to confederal campaigns, regional campaigns conducted by central councils and federations' sectoral campaigns.

The third fund, the Special Support Fund (*Fonds de soutien extraordinaire*, or FSE), is basically intended to support the first two funds by replenishing them as needed and decided by the Confederal Council. A militant union organization like ours must be able to deploy its action in accordance with evolving conditions. The Special Support Fund plays this crucial role in the CSN's financial structure.

Further on, we will see that the Special Support Fund was extremely useful during the last financial period.

Before completing this overview of the CSN's financial structure, I would like to take a brief look at the specific features that regulate the use of the Professional Defence Fund.

All our unions participate in this fund, unique among Québec unions. In a way, it's an incarnation of CSN-style solidarity. It's thanks to this fund that the struggles of each of our unions are supported by the movement as a whole.

Keep in mind that the FDP has its own constitution and by-laws that protect the fund and its mission. They begin by defining the roles of this special fund and indicate the purposes for which the money in the fund can be used. They also spell out forbidden uses of the fund. The FDP's constitution and by-laws stipulate explicitly that no amount from the FDP can be transferred to any other fund whatsoever, except for amounts stipulated when the FDP's operating budget is adopted.

Apart from the constitution and by-laws, successive CSN conventions have also voted many proposals with the common objective of protecting the FDP in the short, medium and long-term so as to ensure that it can always support the struggles chosen democratically by the workers.

The FDP has gone through a number of upheavals in its history. From the date on which it collected its first dues on January 1, 1963 through until the early 1980s, it was nearly emptied on a few occasions. Fund-raising campaigns were used more than once to rebuild the fund.

This is why the 1996 convention decided that the FDP should maintain a reserve of accumulated benefits equal to 150,000 benefits. CSN unions deemed the creation of such a reserve indispensable. A union organization like ours is never immune to serious blows or attacks from those who want to weaken the labour movement in general and the CSN in particular. We therefore need to have the resources to withstand them at all times, in all circumstances.

Realizing that we didn't have this reserve equalling 150,000 benefits, the 2002 convention resolved to:

- rebuild the reserve of 150,000 benefits;
- ban any use of revenue accumulated in the Special Support Fund until the liquid assets of the FDP and the Special Support Fund reached the level of 150,000 accumulated benefits.

A few years later, the FDP had finally rebuilt its reserve of 150,000 benefits, meaning that in recent financial periods we have been able to transfer amounts from the Special Support Fund to the operating budget in order to replenish it.

Today, the benefits reserve stands at \$38,250,000, the equivalent of 150,000 benefits of \$255. The money is there in full, ready to be used.

The 2014-2017 budget choices

After the 2011 convention adopted the budget, a separate resolution was passed to set up a committee to consider the services provided by the CSN. This committee submitted its report in the fall of 2012. Many of its proposals were adopted by the Confederal Council in the wake of this work; a number of them had financial repercussions and were therefore part of the proposed budget submitted to the last convention.

What were the main measures of financial support established as a result of the work on services?

First, the amounts of equalization payments to federations and central councils were raised to \$23,772,143 over three years, for an annual average of \$7,924,048. In other words, the equalization budget went from \$13,152,659 for the 2008-2011 period to \$23,772,143 for the 2014-2017 financial period – an increase of 80.7%, even though our *per capita* revenue only grew by 17.4% during the same period. The federations and central councils therefore enjoyed major financial support in providing services to unions.

Increase in equalization amounts since 2008-2011	80.7%
Increase in <i>per capita</i> revenue since 2008-2011	17.4%

The primary purpose of equalization is to help less well-off affiliated organizations regain a certain equity in the services provided to members of CSN unions, regardless of the central council or federation to which they belong. This is another concrete example of the solidarity shown by CSN members.

In the wake of the work done on the organization and delivery of services, the CSN also reviewed all its policies of financial support for its affiliated unions.

At the CSN, we know that our strength is based on autonomy, democracy and solidarity. We also know that it's the contact with all the other components of our movement that enables each union to truly understand and appreciate these fundamental values. This is why we have significantly enhanced our policy of financial support for unions' participation in CSN conventions. Tangible support is now given to newly affiliated unions, i.e., those that join our ranks between conventions. Since its last convention, the CSN reimburses pay and expenses for members composing these unions' delegations, in accordance with the rates in effect in the movement. Unions can receive a reimbursement for between one and three delegates, depending on the size of its membership. For the 65th Convention, this financial support has been offered to 101 unions. It's a way of providing a warm welcome to new unions and introducing them to the democratic life of our movement. To all delegates of newly affiliated unions, welcome to the CSN! Welcome to *your* organization!

The CSN believes that we have to fight unjustified and arbitrary firings and dismissals as hard as we can. Unfortunately, the costs of such arbitration cases are often exorbitant. We are convinced that no affiliated union should have to choose between defending its members' rights and ensuring dynamic union life because of the cost of arbitration.

Thus, depending on the size of the union, the CSN now reimburses between 50% and 100% of arbitration fees and expenses for arbitration on dismissals. In the last three years, 115 unions benefited from this financial support. In many cases, they received support for more than one case.

We know as well that workers who choose to organize are motivated by the desire for a rapid improvement in their working conditions. All too often, new unions have

very little in the way of resources to support negotiating their first collective agreement. We have therefore enhanced our policy on assistance so that new unions can also have a bank of days of leave for union work for preparing their contract demands.

For instance, \$800,000 was added for the Union Organizing department to help support new unions in their negotiations. During the last three years, 109 unions benefited from this support.

At the CSN, we firmly believe that workers succeed in obtaining better working conditions largely due to their mobilization. Although it is essential, this mobilization often demands a lot of time and energy and requires that the militants called upon to build it be trained and supported in carrying out their important duties.

This is why we have greatly enhanced our policy of financial support for participating in mobilization training sessions, for unions in both the private and public sectors. Reimbursements are more generous, and more people can take part in these training sessions. This is especially true for unions that have members working on more than one site. And the financial results show that the review of this policy did in fact allow for greater participation in these training sessions by unions in all sectors.

Seeing that more and more unions in the private sector were uniting their efforts and joining together in consolidated bargaining or co-ordinating their bargaining, and being convinced that these regroupings improve unions' bargaining clout, the CSN revised its policies on support for consolidated or co-ordinated bargaining. Large amounts of money have been budgeted for this in the FDP.

In the same vein, the collective agreements of workers in the public sector expired on March 31, 2015. The CSN and its public-sector federations have traditionally played a leadership role in public-sector negotiations. The CSN therefore spared no effort to support the negotiations of public-sector employees in the FSSS, FEESP, FNÉEQ and FP – the women and men in health care and social services, education and government agencies who provide services to the population day in and day out, and whose work must be recognized for what it's truly worth.

Thus the amounts from the FDP earmarked for public-sector bargaining totalled \$9,723,059, an increase of more than \$6 million over the amount spent during the 2011-2014 period.

Looking at the FDP budget again, the movement can conduct three kinds of campaigns: confederal campaigns, sectoral campaigns and regional campaigns.

Confederal campaigns make it possible to conduct struggles promoting CSN unions' social demands, i.e., struggles that unite them regardless of their federation or central council and in which they continue to defend the interests of their members as workers, but outside the workplace. Take, for example, issues like employment insurance, safeguarding public services, the future of the manufacturing and industrial sectors or the fight against budget austerity.

Sectoral campaign budgets are available to federations to enable them to campaign in their sectors of the economy, while regional campaign budgets are used by central councils to promote demands within their territory.

To provide better support for our federations and central councils, the amounts for sectoral and regional campaigns were doubled in the last budget. This corresponded to an increase of \$815,000 in the FDP budget.

In another area, the last convention had also adopted proposed to raise strike, lockout or dismissal for union work benefits from \$240 to \$255 over three years.

These proposals attest to the solidarity of the CSN and all the members of its affiliated unions with the women and men who democratically choose to wage battles for better working and living conditions. This solidarity is a distinctive feature of the CSN and we are especially proud of it.

Let's turn now to the highlights of the financial period that has just ended.

Combined financial statements

The combined financial statements are the combined totals of the financial statements for CSN's three funds: the operating budget, the Professional Defence Fund (FDP) and the Special Support Fund (FSE).

In the 2014-2017 financial period, the monthly average number of dues-paying members was 284,790. At the last convention, we had projected a monthly average of 291,711 dues-paying members.

The average monthly rate of dues was \$24.25, compared to a projected rate of \$24.08 at the last convention.

This shortfall of 6,921 in the monthly average of dues-paying members resulted in *per capita* revenue that was \$4,322,495 lower than what had been estimated in the last budget.

	Budget	Actual
Average number of dues-paying members	291,711	284,790
Average rate	\$24.08	\$24.25
<i>Per capita revenue \$4,322,495 less than budgeted</i>		

Total CSN revenue - *per capitias* and interest – for the last three years totalled \$251,614,194.

Expenses added up to \$251,645,168, meaning that expenses exceeded revenue by \$30,974. Further on, we will see that without assistance from the Special Support Fund, the operating budget would have incurred a sizable deficit, even after the adoption of a modified budget at the September 2015 Confederal Council meeting aimed precisely at containing this operating budget deficit.

Before continuing the presentation of the financial results, we will take a look at the situation with respect to changes in the number of the CSN's dues-paying members.

Before the financial period that has just ended, the CSN had experienced almost 20 years of sustained growth in membership. The following table shows that from the 1996-1999 mandate to the one that ended on February 28, 2014, the monthly average number of dues-paying members at the CSN grew from 204,012 to 287,330.

As we saw previously, for the period ending February 28, 2017, the monthly average number of dues-paying members was 284,790.

Changes in the monthly average number of dues-paying members

Period	Dues-paying members
1996-1999	204,012
1999-2002	223,093
2002-2005	245,749
2005-2008	266,145
2008-2011	274,156
2011-2014	287,330
2014-2017	284,790

Not only was the number of dues-paying members smaller than projected in the 2014-2017 budget, it was smaller than the actual number in the previous financial period. Thus, for the first time since the mid-1990s, the CSN's membership shrank. And that's before taking into account the results of the recent period of changes in union allegiance in the health and asocial services system.

Already at the last convention, I pointed out to delegates that the growth in membership since 2008 was less than in the 1996-2008 years. I also told delegates that the growth in the number of dues-paying members observed in the 2011-2014 financial period had mostly been in the first half of that period, through to August 31, 2012, and that after that we had instead observed a slight decline or stagnation in the number of dues-paying members.

In other words, the change in the trend as of August 31, 2012 continued into this financial period and we know that it will be accentuated in the next three years.

There is no one explanation for the decline in the growth of our membership during the period ending February 28, 2017. First of all, there was a financial crisis in 2008 that turned into an economic recession, followed by a slow, even anaemic recovery, especially with respect to employment—particularly in the private sector—where many well-paying jobs were lost, mostly in manufacturing.

Furthermore, successive government austerity budgets have resulted in cuts to public services.

Finally, the right wing and its mouthpieces stepped up their attacks on the labour movement.

All this partly explains why the rate of union organization—known as union density—in Québec, though enviable when compared to the rest of Canada or our neighbours to the South, declined to 38.6% in 2016. The CSN is present in all sectors of the economy, and inevitably suffered the consequences of this.

Let's look now at the results for the CSN's three funds.

Operating Budget

Revenue in the operating budget before the transfer from the Special Support Fund (FSE) was \$166,571,838.

Expenditures amounted to \$176,878,853, resulting in expenditures exceeding revenue by \$10,307,015 before the transfer from the Special Support Fund.

Operating budget	
REVENUE BEFORE THE TRANSFER FROM THE SSF	\$166,571,838
Per capitais	\$166,134,122
Interest	\$437,716
EXPENDITURES	\$176,878,853
EXCESS OF EXPENDITURES OVER REVENUE BEFORE THE TRANSFER FROM THE SPECIAL SUPPORT FUND	\$10,307,015

Fortunately, we were able to transfer \$24 million from the Special Support Fund to the operating budget: this is why the final result is a surplus of \$13,692,985 of revenue over expenditures.

A first transfer of \$15 million was authorized by Confederal Council delegates at their June 2015 meeting, and a second transfer of \$9 million was approved at the December 2016 Confederal Council meeting.

There were three main reasons why we had to transfer these large amounts from the Special Support Fund to the operating budget.

First, at the beginning of the financial period, we had to pay approximately \$8.5 million into the CSN employees' pension plan on top of our regular contributions. This amount was owed because of major solvability deficits registered in 2012 and 2013.

Second, in the past three years we have expanded our building at 1601, avenue De Lorimier, in Montréal. At the last convention, we were still in discussions with our financial partner, the Caisse d'économie solidaire, and senior levels at Desjardins aimed at reaching an agreement that would allow us to take out a loan. This agreement was concluded at the beginning of this financial period, and in accordance with what I had told you, we had to spend the first \$15.5 million before drawing on the loan. This was done.

Finally, as we saw earlier, the operating budget ran a deficit of \$10,307,015 before the transfer. We therefore had to make this up with the assistance of the Special Support Fund.

The budget adopted at the last convention did not predict such a large deficit in the operating budget. Seeing that we were headed for a sizable deficit here, the Confederal Council adopted a modified budget at its September 2015 meeting. There were two main types of changes. First of all, we took a certain number of steps to limit recurring expenditures that were causing a structural deficit. This unfortunately meant cutting a few positions.

As well, we had budgeted additional spending for other aspects that we thought were more pertinent, given prevailing conditions. For example, we decided to add personnel in the Communications and Union Organizing departments during the raiding period in the health and social services system. We increased the spending budget for the Union Organizing department considerably so as to be able to do optimal work during this period of changes in union allegiance without taking away from the necessary organizing work that we had to do in the private sector.

This said, despite this transfer of \$24 million from the Special Support Fund to the operating budget, liquid assets in the operating budget dropped from \$27,344,759 on February 28, 2014 to \$21,643,695 on February 28, 2017.

Operating Budget Liquid Assets

February 28, 2014	\$27,344,759
February 28, 2017	\$21,643,695

Furthermore, considering that not long before the end of the 2011-2014 financial period we had already transferred \$15 million from the Special Support Fund to the operating budget, it's not hard to see how indispensable this fund has been for the CSN in coping with difficult prevailing conditions and providing unflagging support to members of CSN unions. It's when we are confronted with such situation that we can truly weigh how useful and necessary the CSN's Special Support Fund is.

All this was possible in particular because the financial situation of the FDP was good, with assets excessing the reserve of 150,000 benefits. As a result, the Special Support Fund was able to provide support for the operating budget.

Professional Defence Fund

Per capita revenue in the Professional Defence Fund was \$74,010,727. Interest revenue was \$2,184,238, for total revenue of \$76,194,965.

Expenditures totalled \$74,747,225, for a surplus of \$1,427,740 of revenue over expenditures.

Professional Defence Fund		
REVENUE		\$76,194,965
<i>Per capitias</i>		\$74,010,727
Interest		\$2,184,238
EXPENDITURES		\$74,767,225
Struggles		\$27,258,242
Collective bargaining		\$39,181,803
Demands		\$8,335,667
Bad debts recovered		(\$8,487)
SURPLUS OF REVENUE OVER EXPENDITURES		\$1,427,740

The average weekly number of strike and lockout benefits was 165. A comparison with the previous three years shows that the weekly average of strike benefits dropped from 263 in 2011-2014 to 165 for the 2014-2017 period.

Variations like this are frequent in the history of the Professional Defence Fund. During the 2002-2005 period, for example, we had a weekly average of 607 strike and lockout benefits – the highest number since the end of the 1980s. And then during the following 2005-2008 period, the number dropped to 140, the lowest for the same period.

The following chart clearly shows the fluctuations in the number of benefits paid and consequently in the amounts paid out in various financial periods.

Changes in the number of strike and lockout benefits

	Number receiving benefits	Total amount paid out
1988-1990	704	\$7,185,212
1990-1992	454	\$5,138,033
1992-1994	420	\$5,691,832
1994-1996	481	\$7,335,575
1996-1999	464	\$11,557,460
1999-2002	299	\$7,532,210
2002-2005	607	\$18,840,497
2005-2008	140	\$4,382,431
2008-2011	494	\$15,670,730
2011-2014	263	\$9,739,920
2014-2017	165	\$6,426,235

The 2014-2017 budget used a prediction of 550 strike and lockout benefits on a weekly basis for a projected expenditure of \$21,450,000 over 3 years. Instead, the weekly average number of strike and lockout benefits was 165, for an expenditure of \$6,426,235. Despite this \$15,023,765 difference, the surplus for the period was a modest \$1,427,740.

There are several reasons for this. First, revenue was down by \$1,203,151 from what was projected for the 2014-2017 period. There are also other budget items where spending greatly exceeded what was budgeted. This was the case in particular for allowances to unions for strike spending. Although not the sole explanation, the main reason for these overruns in spending is related to the support that the FDP provided for the huge mobilization by unions in the public sector throughout the period of negotiations, and in particular during the strike days in the fall of 2015.

It's also the case that spending identified as operating expenditures is in fact spending on support for the many varied mobilizations by unions affiliated with the CSN. The retrospective of struggles presented during this convention is a magnificent illustration of the quantity of struggles by unions in all sectors. These multiple struggles caused cost overruns, but they were all supported, because the FDP exists precisely to support mobilization.

It should also be noted that there was an overrun in costs for confederal campaigns. Instead of the \$4,500,000 budgeted for these, we spent \$6,497,394.

The CSN deployed tremendous efforts in fighting the Couillard government's austerity measures. It also opposed the Harper government's employment insurance reform. It campaigned for more funding for CBC/Radio-Canada, following the federal government's repeated cuts. We fought to preserve the public nature of the health and social services system, seeking to protect CSN union members from the clutches of private interests and safeguarding the jobs of our comrades working in the system. These are just a few examples of campaigns that required resources from the FDP.

The FDP's net assets on February 28, 2017 were \$55,799,108. Unrestricted assets, i.e., what exceeds the reserve of 150,000 benefits, were \$17,549,108, down by \$822,260 from what the \$18,371,368 on February 28, 2014.

This said, the FDP is still in good financial shape. CSN union members, be they in the public or private sector and regardless of their region, can continue to count on the support of this formidable tool of solidarity to wage the struggles that the democratically decide to undertake.

Special Support Fund

The Special Support Fund's *per capita* revenue was \$8,427,792, and interest revenue was \$419.599, for total revenue of \$8,847,391, plus bad debts recovered of \$910.

The spending took the form of \$24 million in transfers to the operating budget authorize by the Confederal Council This meant that expenditures exceeded revenue by \$15,151,699.

Consequently, the net assets of the Special Support Fund are now \$2,607,680, compared to \$17,759,379 on February 28, 2014, and \$23,465,121 three years before that, on February 28, 2011.

Net Assets of the Special Support Fund	
February 28, 2011	\$23,465,121
February 28, 2014	\$17,759,379
February 28, 2017	\$2,607,680

In the past three years, we have observed the invaluable contribution made by the Special Support Fund. Without it, it would have been impossible to replenish the operating budget, with major repercussions for the support that the CSN provides to its affiliated unions.

In conclusion

Dear delegates,

Unions in the CSN decided to pool some of their resources in order to give themselves services and tools in support of their action on all fronts, at all levels – local, regional, federation and confederal.

Despite a difficult context, the CSN was able to use the *per capitae* paid by its affiliated unions to fulfil the mandates voted by the 64th Convention and support its affiliated organizations. For the past three years, the CSN's finances have been used to provide concrete support for the services and actions of all its component organizations.

The CSN has done a lot, but there is still much to be done. We have to make sure that we organize our resources so as to support our union action in the short, medium and long term. It is only in this way that CSN unions can improve their working conditions and that we can eventually live in a society that corresponds to the values defended by our movement.

Long live the CSN!



Pierre Patry,
CSN treasurer

CONFÉDÉRATION DES SYNDICATS NATIONAUX

COMBINED FINANCIAL STATEMENTS

OPERATING BUDGET

PROFESSIONAL DEFENCE FUND

SPECIAL SUPPORT FUND

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

CONFÉDÉRATION DES SYNDICATS NATIONAUX

COMBINED RESULTS

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Actual, 36 months 2011-2014	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
REVENUE				
Per capita	235 764 323	\$ 252 895 136	\$ 252 895 136	\$ 248 572 641
Interest and miscellaneous	<u>4 089 284</u>	<u>2 800 000</u>	<u>2 800 000</u>	<u>3 041 553</u>
	<u>239 853 607</u>	<u>255 695 136</u>	<u>255 695 136</u>	<u>251 614 194</u>
EXPENDITURES				
Management	46 677 678	45 489 810	46 301 684	44 067 796
Union Organizing	20 411 248	20 753 205	27 757 927	29 692 974
Labour Relations	31 978 996	35 367 336	35 292 906	34 480 558
Communications	9 756 519	9 725 349	9 969 720	9 606 340
Support for Mobilization and Regional Life	33 774 985	34 416 422	34 924 131	35 734 924
Administration	17 234 374	24 118 554	24 045 872	23 296 261
Support for struggles	28 150 182	40 010 000	40 010 000	27 258 242
Support for collective bargaining	30 444 349	39 245 202	39 390 964	39 181 803
Support for our demands	4 392 740	6 630 000	6 630 000	8 335 667
Bad debts recovered	<u>(11 210)</u>	<u>-</u>	<u>-</u>	<u>(9 397)</u>
	<u>222 809 861</u>	<u>255 755 878</u>	<u>264 323 204</u>	<u>251 645 168</u>
SURPLUS (SHORTFALL) OF REVENUE OVER EXPENDITURES				
	<u>17 043 746</u>	<u>\$ (60 742)</u>	<u>\$ (8 628 068)</u>	<u>\$ (30 974)</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

COMBINED BALANCE SHEET

ON FEBRUARY 28, 2017

	February 28, 2014	February 28, 2017
ASSETS		
SHORT-TERM ASSETS		
Cash on hand	4 947 419	\$ 2 643 361
Term deposits, 0.85 % to 2.05 %, (1.04 % to 1.30 %, on February 28, 2014)	58 076 184	\$ 39 066 783
Investment in Fonds Bâtirente	2 560 968	2 675 106
Accrued interest receivable	269 113	318 684
Accounts receivable	3 179 704	3 812 940
Per capitais receivable, estimated	13 024 226	14 028 625
Per capita arrears receivable, estimated	17 936	24 295
Short-term receipts	846 191	915 598
Expenses chargeable to next financial period		
	82 921 741	63 485 392
PER CAPITA ARREARS RECEIVABLE	18 389	-
TERM DEPOSITS, 0.95% À 1.60%, maturing August 2018 to December 2021 (1.08% to 1.60% maturing February 2015 to December 2016 on February 28, 2014)	26 250 000	\$ 28 574 384
SOLIDARITY DEPOSIT	755 000	755 000
INVESTMENT SHARES	4 700 000	4 700 000
SHARE OF NET ASSETS IN CSN PENSIONERS' INSURANCE FUND	11 335 786	15 709 212
CAPITAL ASSETS	<u>14 961 133</u>	<u>66 413 626</u>
	<u><u>140 942 049</u></u>	<u><u>\$ 179 637 614</u></u>
	<u><u><u>\$</u></u></u>	<u><u><u>\$</u></u></u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

COMBINED BALANCE SHEET

ON FEBRUARY 28, 2017

	<u>February 28, 2014</u>	<u>February 28, 2017</u>
LIABILITIES		
SHORT-TERM LIABILITIES		
Accounts payable	12 067 657	20 399 918
Portion of long-term debt coming due in the next year	-	736 958
	<u>12 067 657</u>	<u>21 136 876</u>
LONG-TERM DEBT	-	32 750 299
LIABILITIES IN LUMP-SUM CONTRIBUTIONS	888 105	-
LIABILITIES IN DEFINED BENEFIT PENSION PLANS	47 350 000	43 509 300
LIABILITIES IN ACCRUED BENEFITS FOR THE SUPPLEMENTARY RETIREES' BENEFITS PLAN	12 148 700	11 517 400
OBLIGATIONS TO THE PENSIONERS' SUPPLEMENTARY INSURANCE PLAN DEFINED CONTRIBUTIONS	<u>11 335 786</u>	<u>15 709 212</u>
	<u>83 790 248</u>	<u>124 623 087</u>
NET ASSETS		
Applied to the accrued benefits reserve fund	36 000 000	38 250 000
Capital investments	14 961 133	27 605 996
Gain (loss) on valuation	(9 985 642)	(12 091 942)
Unrestricted	16 176 310	1 250 473
	<u>57 151 801</u>	<u>55 014 527</u>
	<u>140 942 049</u>	<u>\$ 179 637 614</u> \$

ON BEHALF OF THE EXECUTIVE COMMITTEE,

Jacques Létourneau
President

Pierre Patry,
Treasurer

CONFÉDÉRATION DES SYNDICATS NATIONAUX

CHANGE IN COMBINED NET ASSETS

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Applied to the accrued benefits reserve fund	Invested in capital assets	Gain (loss) valuation	Unappropriated (in deficit)	Total
Opening balance	33 750 000	\$ 11 074 896	\$ 5 372 000	\$ 5 268 801	\$ 55 465 697
Surplus (shortfall) of revenue over expenditures	-	(3 393 118)	-	20 436 864	17 043 746
Acquisition of capital assets	-	7 279 355	-	(7 279 355)	-
Product of disposition of capital assets	-	-	-	-	-
Reimbursement of long-term debt	-	-	-	-	-
Transfer to the accrued benefits reserve fund	2 250 000	-	-	(2 250 000)	-
Gain (loss) valuation	-	-	(15 357 642)	-	(15 357 642)
Balance February 28, 2014	36 000 000	\$ 14 961 133	\$ (9 985 642)	\$ 16 176 310	\$ 57 151 801
Surplus (shortfall) of revenue over expenditures		(4 909 292)	-	4 878 318	(30 974)
Acquisition of capital assets		56 361 785	-	(56 361 785)	-
Variation in accounts payable for capital assets		(5 320 373)	-	5 320 373	-
Increase in debt		(33 487 257)	-	33 487 257	-
Transfer to the accrued benefits reserve fund	2 250 000	-	-	(2 250 000)	-
Gain (loss) valuation			(2 106 300)		(2 106 300)
Closing balance	38 250 000	\$ 27 605 996	\$ (12 091 942)	\$ 1 250 473	\$ 55 014 527

CONFÉDÉRATION DES SYNDICATS NATIONAUX

COMBINED CASH FLOW

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	February 28, 2014 36 months	February 28, 2017 36 months
OPERATING ACTIVITIES		
Surplus (shortfall) of revenue over expenditures	17 043 746	\$ (30 974) \$
Items not involving any cash flow or cash equivalents		
Depreciation on capital assets	3 377 525	4 839 670
Loss on disposition of capital assets	15 593	69 622
Investment Bâtirente - capitalized revenue	(179 335)	(114 138)
Future benefits	<u>3 086 458</u>	<u>(6 578 300)</u>
	23 343 987	(1 814 120)
Net variation in items outside operating working capital fund:		
Accrued interest receivable	18 386	(49 571)
Accounts receivable	(646 786)	(633 236)
Per capitais receivable, estimated	(2 510 925)	(1 004 399)
Per capita arrears receivable	15 564	12 030
Expenses chargeable to the next financial period	104 273	(69 407)
Accounts payable	<u>891 272</u>	<u>3 011 888</u>
	<u>21 215 771</u>	<u>(546 815)</u>
FINANCING		
Long-term debt	-	33 487 257
Payment of lump-sum contributions to pensioners' insurance fund	<u>(2 893 595)</u>	<u>(888 105)</u>
	<u>(2 893 595)</u>	<u>32 599 152</u>
INVESTMENT ACTIVITY		
Net variation in term deposits	(14 076 184)	16 685 017
Acquisition of capital assets	(7 279 355)	(51 041 412)
	<u>(21 355 539)</u>	<u>(34 356 395)</u>
INCREASE IN CASH BALANCE		
CASH BALANCE, start of period	(3 033 363)	(2 304 058)
CASH BALANCE, end of period	<u>7 980 782</u>	<u>4 947 419</u>
	<u>4 947 419</u>	<u>\$ 2 643 361</u> \$
Transactions without any effect on cash flow	-	\$ 5 320 373 \$

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

FINANCIAL STATEMENTS

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

RESULTS

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Actual, 2011-2014	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
REVENUE				
Per capita	157 210 256	\$ 168 723 477	\$ 168 723 477	\$ 166 134 122
Transfer from Special support fund	15 000 000	-	24 000 000	24 000 000
Interest and miscellaneous	<u>667 784</u>	<u>500 000</u>	<u>500 000</u>	<u>437 716</u>
	<u>172 878 040</u>	<u>169 223 477</u>	<u>193 223 477</u>	<u>190 571 838</u>
EXPENDITURES				
Management - p. 13	46 677 678	45 489 810	46 301 684	44 067 796
Union Organizing - p. 14 (note 15)	20 411 248	20 753 205	27 757 927	29 692 974
Labour Relations - p. 15	31 978 996	35 367 336	35 292 906	34 480 558
Communications - p. 16	9 756 519	9 725 349	9 969 720	9 606 340
Support for Mobilization and Regional Life - p. 17	<u>33 774 985</u>	<u>34 416 422</u>	<u>34 924 131</u>	<u>35 734 924</u>
Administration - p. 18	<u>17 234 374</u>	<u>24 118 554</u>	<u>24 045 872</u>	<u>23 296 261</u>
	<u>159 833 800</u>	<u>169 870 676</u>	<u>178 292 240</u>	<u>176 878 853</u>
SURPLUS (SHORTFALL) OF REVENUE OVER EXPENDITURES				
	<u>13 044 240</u>	<u>\$ (647 199)</u>	<u>\$ 14 931 237</u>	<u>\$ 13 692 985</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

BALANCE SHEET

ON FEBRUARY 28, 2017

	<u>February 28, 2014</u>	<u>February 28, 2017</u>
ASSETS		
SHORT-TERMS ASSETS		
Cash balance	2 835 922	\$ 1 519 111
Term deposits, 0,85 % (1,04 % to 1,09 % on February 28, 2014)	21 508 837	\$ 17 449 478
Investment in Fonds Bâtirente	-	2 675 106
Accrued interest receivable	59 745	-
Accounts receivable	3 555 401	5 870 171
Per capitais receivable, estimated	8 619 102	9 250 423
Per capita arrears receivable, estimated short-term receipts	11 604	15 258
Expenses chargeable to the next period	<u>846 191</u>	<u>915 598</u>
	37 436 802	37 695 145
 TERM DEPOSITS, (1,60 % maturing june 2015)	 3 000 000	 -
 ARREARS OF PER CAPITAS RECEIVABLE	 11 808	 -
 SHARE OF NET ASSETS IN CSN PENSIONERS INSURANCE FUND	 11 335 786	 15 709 212
 CAPITAL INVESTMENTS	 <u>14 961 133</u>	 <u>66 413 626</u>
	<u>66 745 529</u>	<u>\$ 119 817 983</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

BALANCE SHEET

ON FEBRUARY 28, 2017

	<u>February 28, 2014</u>	<u>February 28, 2017</u>
LIABILITIES		
SHORT-TERM LIABILITIES		
Accounts and charges payable	10 001 884	18 987 075
Portion of long-term debt coming due in the next year	-	<u>736 958</u>
	<u>10 001 884</u>	19 724 033
LONG-TERM DEBT		32 750 299
LIABILITIES IN LUMP-SUM CONTRIBUTIONS	888 105	-
LIABILITIES IN DEFINED BENEFIT PENSION PLANS	47 350 000	43 509 300
LIABILITIES IN ACCRUED BENEFITS FOR THE SUPPLEMENTARY RETIREES' BENEFITS PLAN	12 148 700	11 517 400
OBLIGATIONS FOR THE PENSIONERS SUPPLEMENTARY INSURANCE PLAN,DEFINED BENEFITS	<u>11 335 786</u>	<u>15 709 212</u>
	<u>81 724 475</u>	<u>123 210 244</u>
NET ASSETS (DEFICIT)		
Capital investments	14 961 133	27 605 996
Gain (loss) on valuation	(9 985 642)	(12 091 942)
Unrestricted	<u>(19 954 437)</u>	<u>(18 906 315)</u>
	<u>(14 978 946)</u>	<u>(3 392 261)</u>
	<u>66 745 529</u>	<u>\$ 119 817 983</u>

FOR THE EXECUTIVE COMMITTEE,


Jacques Létourneau
President


Pierre Patry,
Treasurer

CONFÉDÉRATION DES SYNDICATS NATIONAUX

CHANGE IN COMBINED NET ASSETS

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Invested in capital assets	Gain (loss) valuation	Unappropriated (in deficit)	Total
Opening balance	11 074 896	\$ 5 372 000	\$ (29 112 440)	\$ (12 665 544)
Surplus (shortfall) of revenue over expenditures	(3 393 118)	-	16 437 358	13 044 240
Acquisition of capital assets	7 279 355	-	(7 279 355)	-
Product of disposition of capital assets	-	-	-	-
Reimbursement of long-term debt	-	-	-	-
Gain (loss) valuation	-	(15 357 642)	-	(15 357 642)
Balance February 28, 2014	14 961 133	\$ (9 985 642)	\$ (19 954 437)	\$ (14 978 946)
Surplus (shortfall) of revenue over expenditures	(4 909 292)	-	18 602 277	13 692 985
Acquisition of capital assets	56 361 785	-	(56 361 785)	-
Variation in accounts payable for capital assets	(5 320 373)	-	5 320 373	-
Increase in debt	(33 487 257)	-	33 487 257	-
Gain (loss) valuation	-	(2 106 300)	-	(2 106 300)
Balance February 28, 2017	27 605 996	\$ (12 091 942)	\$ (18 906 315)	\$ (3 392 261)

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

NOTES ON THE FINANCIAL STATEMENTS

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

EXPENDITURES - LEADERSHIP

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
MANAGEMENT			
Executive Committee and support staff - p.31	11 182 951	\$ 11 428 387	\$ 11 532 780
Controller's office - p.32	545 272	560 676	546 568
PDF administration - p.32	554 166	569 570	583 957
Property management - p.32	548 162	563 566	525 820
Human Resources - p.33	8 543 679	8 714 831	8 797 467
Legal Services - p.34	7 366 194	7 564 866	7 256 524
UCCO-SACC-CSN - p.35	8 567 386	8 717 788	8 117 211
Confederal Bureau	390 000	390 000	333 374
Confederal Council	2 100 000	2 100 000	1 842 242
Convention	2 200 000	2 200 000	2 012 209
Committees and working groups - p.36	1 730 000	1 730 000	1 235 355
Fondation pour l'aide aux travailleuses et travailleurs accidentés	150 000	150 000	154 167
International Women's Day - March 8	200 000	200 000	121 270
International Workers' Day - May 1	200 000	200 000	129 669
Commemoration April 28th	200 000	200 000	28 543
Gay Pride	12 000	12 000	8 012
International solidarity:			
International affiliation	350 000	350 000	323 573
Solidarity activities	650 000	650 000	519 055
	<u>45 489 810</u>	<u>\$ 46 301 684</u>	<u>\$ 44 067 796</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

EXPENDITURES - UNION ORGANIZING

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
UNION ORGANIZING			
Salaries:			
1 co-ordinator			
16 union advisers (17)	6 651 553	\$ 7 354 038	\$ 7 737 174
5 office employees (7)			
Benefits	2 881 451	3 237 764	3 536 353
Continuing education	66 516	73 540	7 808
Travel and living expenses	800 000	755 556	961 807
Rent	793 339	793 339	776 814
Phone	171 544	171 544	171 677
Computer services	138 802	122 146	176 202
Office expenses	150 000	150 000	178 105
	<u>11 653 205</u>	<u>12 657 927</u>	<u>13 545 940</u>
OPERATING EXPENSES			
Organizing - p.53	3 500 000	7 514 800	9 920 991
Pre-certification hearing - p.53	50 000	50 000	11 986
Collective negotiation - p.53	800 000	800 000	609 753
Consolidation - p.53	2 500 000	4 285 200	2 544 199
Legal expenses - p.53	1 200 000	1 400 000	1 640 576
Rebate to federations of dues from newly affiliated unions - p.53	400 000	400 000	325 186
Other expenses	650 000	650 000	1 094 343
	<u>9 100 000</u>	<u>15 100 000</u>	<u>16 147 034</u>
	<u><u>20 753 205</u></u>	<u><u>27 757 927</u></u>	<u><u>\$ 29 692 974</u></u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

EXPENDITURES - LABOUR RELATIONS

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
LABOUR RELATIONS			
Salaries:			
1 co-ordinator	16 738 276	\$ 16 683 542	\$ 16 805 076
43 union advisers (46)			
14 office employees (15)			
Benefits	7 252 993	7 365 845	7 719 902
Continuing education	167 383	166 835	98 459
Travel and living expenses	1 700 000	1 591 489	1 572 560
Rent	2 670 729	2 670 729	2 701 002
Phone	298 876	298 876	248 568
Computer services	364 079	340 590	397 360
Documentation	100 000	100 000	93 989
Office expenses	400 000	400 000	332 467
	<u>29 692 336</u>	<u>29 617 906</u>	<u>29 969 383</u>
OPERATING EXPENSES			
Research	450 000	450 000	723 719
Negotiation support	450 000	450 000	197 738
Arbitration support	400 000	400 000	420 988
Education	1 100 000	1 100 000	503 935
Health and safety	2 400 000	2 400 000	1 969 727
Status of women	125 000	125 000	14 275
Business analyses	750 000	750 000	680 793
	<u>5 675 000</u>	<u>5 675 000</u>	<u>4 511 175</u>
	<u><u>35 367 336</u></u>	<u><u>\$ 35 292 906</u></u>	<u><u>\$ 34 480 558</u></u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

EXPENDITURES - COMMUNICATIONS

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
COMMUNICATIONS			
1 director			
1 co-ordinator			
12 union advisers (13)			
5,5 office employees (6)			
2 print shop employees			
Information - documentation - p.37	9 699 952	\$ 9 856 407	\$ 9 882 040
Printing - distribution - p.38	25 397	113 313	(275 700)
	<u>9 725 349</u>	<u>\$ 9 969 720</u>	<u>\$ 9 606 340</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

EXPENDITURES - SUPPORT FOR MOBILIZATION AND REGIONAL LIFE

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
SUPPORT FOR MOBILIZATION AND REGIONAL LIFE			
49.5 union advisers (50,5)			
19.62 office employees			
Mobilization team - p.39	4 798 534 \$	4 606 344 \$	4 815 242 \$
Gaspésie–Îles-de-la-Madeleine - p.39	1 511 755	1 552 950	1 595 002
Bas-Saint-Laurent - p.40	1 536 718	1 570 547	1 521 190
Saguenay–Lac-Saint-Jean - p.40	1 951 789	1 998 056	2 115 793
Québec–Chaudière-Appalaches - p.41	3 829 977	3 922 510	4 539 688
Cœur-du-Québec - p.41	2 361 331	2 414 314	2 302 275
Estrie - p.42	1 257 834	1 289 424	1 321 984
Montréal métropolitain - p.42	6 162 142	6 319 597	6 197 560
Laurentides - p.43	1 356 502	1 388 092	1 402 243
Lanaudière - p.43	1 301 870	1 333 460	1 380 743
Montérégie - p.44	3 662 053	3 744 389	3 616 616
Outaouais - p.44	1 344 129	1 375 002	1 459 651
Abitibi-Témiscamingue-Nord-du-Québec - p.45	1 732 230	1 766 059	1 871 238
Côte-Nord - p.45	1 609 558	1 643 387	1 595 699
	<u>34 416 422</u> \$	<u>34 924 131</u> \$	<u>35 734 924</u> \$

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

EXPENDITURES - ADMINISTRATION

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
ADMINISTRATION			
1 accountant			
1 co-ordinator			
10 union advisers (11)			
11 office employees (12)			
6 technicians (7)			
1 maintenance employee			
8 building employees (9)			
1 intern			
Finances - p.46	7 591 148	\$ 7 607 654	\$ 7 084 847
Computer services - p.47	7 823 517	7 792 440	9 320 338
Montréal building - p.48	5 251 064	5 172 656	2 604 338
Québec City building - p.49	1 202 825	1 223 122	1 031 395
	<hr/>	<hr/>	<hr/>
	21 868 554	21 795 872	20 040 918
Administrative costs			
Depreciation on furnishings	300 000	300 000	319 566
Financial statements audit	190 000	190 000	241 448
Various insurance policies	160 000	160 000	137 426
Assistance to provincial unions	1 600 000	1 600 000	2 556 903
	<hr/>	<hr/>	<hr/>
	2 250 000	2 250 000	3 255 343
	<hr/>	<hr/>	<hr/>
	24 118 554	\$ 24 045 872	\$ 23 296 261
	<hr/>	<hr/>	<hr/>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

PROFESSIONAL DEFENCE FUND

FINANCIAL STATEMENTS

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

CONFÉDÉRATION DES SYNDICATS NATIONAUX

PROFESSIONAL DEFENCE FUND

RESULTS

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Actual, 2011-2014	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
REVENUE				
Per capita	70 551 921	\$ 75 598 116	\$ 75 598 116	\$ 74 010 727
Interest and miscellaneous	2 130 534	1 800 000	1 800 000	2 184 238
	<u>72 682 455</u>	<u>77 398 116</u>	<u>77 398 116</u>	<u>76 194 965</u>
EXPENDITURES				
SUPPORT FOR STRUGGLES				
Strike benefits - p.58 to 71	9 739 920	21 450 000	21 450 000	6 426 235
Benefits - suspensions, dismissals or reprisals for union activity	1 853 119	1 560 000	1 560 000	(207 602)
Expenses - dismissals	263 716	500 000	500 000	4 926
Legal expenses - p. 58 to 71	2 752 397	2 500 000	2 500 000	2 658 467
Operating expenses - p.58 to 71	11 457 123	11 000 000	11 000 000	14 478 613
Allowances to unions for strike expenses - p. 58 to 71	443 505	800 000	800 000	2 436 461
Expenditures - shutdowns and preserving jobs - p. 72	1 640 402	2 200 000	2 200 000	1 461 142
	<u>28 150 182</u>	<u>40 010 000</u>	<u>40 010 000</u>	<u>27 258 242</u>
SUPPORT FOR NEGOCIATION				
Equalization - p.23	20 657 941	23 772 143	23 772 143	23 772 143
Consolidated and local negotiation -p.24	9 786 408	15 473 059	15 618 821	15 409 660
	<u>30 444 349</u>	<u>39 245 202</u>	<u>39 390 964</u>	<u>39 181 803</u>
SUPPORT FOR OUR DEMANDS - p.25				
	4 392 740	6 630 000	6 630 000	8 335 667
BAD DEBTS RECOVERED				
	(10 064)	-	-	(8 487)
	<u>62 977 207</u>	<u>85 885 202</u>	<u>86 030 964</u>	<u>74 767 225</u>
SURPLUS (SHORTFALL) OF REVENUE OVER EXPENDITURES				
	<u>9 705 248</u>	<u>\$ (8 487 086)</u>	<u>\$ (8 632 848)</u>	<u>\$ 1 427 740</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

PROFESSIONAL DEFENCE FUND

BALANCE SHEET

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	<u>February 28, 2014</u>	<u>February 28, 2017</u>
ASSETS		
SHORT-TERM ASSETS		
Cash balance	1 931 548	\$ 983 594
Term deposits, 0.85 % to 2.05 %, (1.08 % to 1.21% on February 28, 2014)	26 032 265	20 613 899
Accrued interest receivable	134 866	318 684
Per capitais receivable, estimated	3 960 066	4 296 358
Per capita arrears receivable, estimated short-term receipts	<u>5 639</u>	<u>8 193</u>
	32 064 384	26 220 728
TERM DEPOSITS, 0.95 % to 1.60 % maturing from August 2018 to January 2020 (1.21% to 1.60% maturing from January 2016 to December 2016 on February 28, 2014)	20 250 000	28 574 384
INVESTMENT SHARES	4 500 000	4 500 000
PER CAPITA ARREARS RECEIVABLE	<u>6 013</u>	-
	<u>56 820 397</u>	<u>\$ 59 295 112</u>
LIABILITIES		
SHORT-TERM LIABILITIES		
Accounts and charges payable	<u>2 449 029</u>	<u>\$ 3 496 004</u>
NET ASSETS		
Applied to the accumulated benefits reserve fund	36 000 000	38 250 000
Unrestricted	<u>18 371 368</u>	<u>17 549 108</u>
	<u>54 371 368</u>	<u>55 799 108</u>
	<u>56 820 397</u>	<u>\$ 59 295 112</u>

FOR THE EXECUTIVE COMMITTEE,

Jacques Létourneau
President

Pierre Patry,
Treasurer

CONFÉDÉRATION DES SYNDICATS NATIONAUX

PROFESSIONAL DEFENCE FUND

CHANGE IN NET ASSETS

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

APPLIED TO THE ACCUMULATED BENEFITS RESERVE FUND

	<u>February 28, 2014</u>	<u>February 28, 2017</u>
OPENING BALANCE	33 750 000	\$ 36 000 000
Transfer from unrestricted assets to the Professional Defence Fund	<u>2 250 000</u>	<u>2 250 000</u>
CLOSING BALANCE	<u>36 000 000</u>	<u>\$ 38 250 000</u>

UNRESTRICTED (IN DEFICIT)

OPENING BALANCE	10 916 120	\$ 18 371 368
Surplus of revenue over expenditures	<u>9 705 248</u>	<u>1 427 740</u>
	20 621 368	19 799 108
Transfer to the accumulated benefits reserve fund	<u>(2 250 000)</u>	<u>(2 250 000)</u>
CLOSING BALANCE	<u>18 371 368</u>	<u>\$ 17 549 108</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

PROFESSIONAL DEFENCE FUND

EXPENDITURES - SUPPORT FOR COLLECTIVE BARGAINING

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
EQUALIZATION PAYMENTS			
EQUALIZATION FOR FEDERATIONS			
Fédération de la CSN-Construction		4 095 000	\$
Fédération du commerce		9 792 625	
FNEEQ		195 808	
Fédération des professionnèles		141 619	
FSSS		1 768 140	
FEESP		1 712 983	
Fédération de l'industrie manufacturière		3 049 087	
Fédération nationale des communications		2 005 300	
	<hr/>	<hr/>	<hr/>
	22 760 562	\$ 22 760 562	\$ 22 760 562
REGIONAL EQUALIZATION			
Côte-Nord		245 830	
Gaspésie-Îles-de-la-Madeleine		255 391	
Outaouais		51 607	
Lanaudière		40 580	
Laurentides		23 923	
Abitibi-Témiscamingue-Nord-du-Québec		235 196	
Bas-Saint-Laurent		56 409	
Saguenay-Lac-St-Jean		32 178	
Estrie		46 082	
Cœur-du-Québec		24 385	
	<hr/>	<hr/>	<hr/>
	1 011 581	1 011 581	1 011 581
	<hr/>	<hr/>	<hr/>
	23 772 143	\$ 23 772 143	\$ 23 772 143
	<hr/>	<hr/>	<hr/>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

PROFESSIONAL DEFENCE FUND

EXPENDITURES - SUPPORT FOR COLLECTIVE BARGAINING

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
CONSOLIDATED AND LOCAL NEGOTIATION			
Private sector - consolidated			
Preventive advertising	250 000	\$ 250 000	\$ 449 345
Co-ordinating meetings	1 000 000	1 000 000	750 877
Operating expenses	2 500 000	2 500 000	1 841 960
Co-ordination of negotiations in federations	1 000 000	1 000 000	265 358
Training sessions for active members	300 000	300 000	417 245
Public sector - consolidated			
Support resource personnel - p.55	5 973 059	6 118 821	5 896 823
Preventive advertising	500 000	500 000	493 743
Co-ordinating meeting	50 000	50 000	6 037
Operating expenses	3 000 000	3 000 000	3 629 406
Training sessions for active members	200 000	200 000	419 660
Local negotiation			
Preventive advertising	100 000	100 000	126 137
Training sessions for active members	600 000	600 000	1 113 069
	<u>15 473 059</u>	<u>\$ 15 618 821</u>	<u>\$ 15 409 660</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

PROFESSIONAL DEFENCE FUND

EXPENDITURES - SUPPORT FOR OUR DEMANDS

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
Solidarity donations	500 000	\$ 500 000	\$ 503 123
CSN campaigns	4 500 000	4 500 000	6 497 394
Sectoral campaigns	1 350 000	1 350 000	1 127 997
Regional campaigns	280 000	280 000	207 153
	<u>6 630 000</u>	<u>\$ 6 630 000</u>	<u>\$ 8 335 667</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

SPECIAL SUPPORT FUND

FINANCIAL STATEMENTS

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

CONFÉDÉRATION DES SYNDICATS NATIONAUX

SPECIAL SUPPORT FUND

RESULTS

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Actual, 2011-2014	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
REVENUE				
Per capita Interest	8 002 146 1 290 966	\$ 8 573 543 500 000	\$ 8 573 543 500 000	\$ 8 427 792 419 599
	<hr/>	<hr/>	<hr/>	<hr/>
	9 293 112	9 073 543	9 073 543	8 847 391
EXPENDITURES				
Transfer to Operating budget Bad debts recovered	15 000 000 (1 146)	- -	24 000 000 -	24 000 000 (910)
	<hr/>	<hr/>	<hr/>	<hr/>
	14 998 854	-	24 000 000	23 999 090
SURPLUS (SHORTFALL) OF REVENUE OVER EXPENDITURES				
	<hr/>	<hr/>	<hr/>	<hr/>
	(5 705 742)	\$ 9 073 543	\$ (14 926 457)	\$ (15 151 699)

CONFÉDÉRATION DES SYNDICATS NATIONAUX

SPECIAL SUPPORT FUND

BALANCE SHEET

ON FEBRUARY 28, 2017

February 28, 2014 February 28, 2017

ASSETS

SHORT-TERM ASSETS

Cash balance	179 949	\$ 140 656	\$ 10 535 082	\$ 1 003 406
Term deposits 0.85 % (1.04% to 1.30% on February 28, 2014)			2 560 968	-
Investment in Fonds Bâtirente			74 502	-
Accrued interest receivable			445 058	481 844
Per capitais receivable, estimated			693	844
Per capita arrears receivable, estimated			7 559	25 930
short-term receipts				
Balance receivable from Operating Budget				
	13 803 811			1 652 680
TERM DEPOSITS, 1.08% to 1.50%, maturing in June 2015			3 000 000	-
SOLIDARITY DEPOSIT			755 000	755 000
INVESTMENT SHARES			200 000	200 000
PER CAPITA ARREARS RECEIVABLE		568		-
	<u>17 759 379</u>	<u>\$</u>	<u>2 607 680</u>	<u>\$</u>
NET ASSETS				
	<u>17 759 379</u>	<u>\$</u>	<u>2 607 680</u>	<u>\$</u>

FOR THE EXECUTIVE COMMITTEE,



Jacques Létourneau,
President



Pierre Patry,
Treasurer

CONFÉDÉRATION DES SYNDICATS NATIONAUX

SPECIAL SUPPORT FUND

CHANGES IN NET ASSETS

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	February 28, 2014 36 months	February 28, 2017 36 months
OPENING BALANCE	23 465 121 \$	17 759 379 \$
Surplus of revenue over expenditures	<u>(5 705 742)</u>	<u>(15 151 699)</u>
CLOSING BALANCE	<u>17 759 379</u> \$	<u>2 607 680</u> \$

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OPERATING BUDGET

SUPPLEMENTARY INFORMATION

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

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OPERATING BUDGET

SUPPLEMENTARY INFORMATION

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
EXECUTIVE COMMITTEE AND SUPPORT STAFF			
Salaries:			
6 executive committee members	4 990 703	\$ 5 103 721	\$ 5 446 569
5 executive assistants			
5 office employees			
Benefits	2 013 690	2 144 978	2 261 325
Continuing education	49 907	51 037	17 943
Travel and living expenses	1 500 000	1 500 000	1 064 609
Rent	538 424	538 424	528 340
Phone	175 000	175 000	117 174
Computer services	115 227	115 227	130 873
Office expenses	200 000	200 000	157 596
	<hr/>	<hr/>	<hr/>
	9 582 951	9 828 387	9 724 429
Institutional visibility	800 000	800 000	932 032
Operating budget	800 000	800 000	876 319
	<hr/>	<hr/>	<hr/>
	1 600 000	1 600 000	1 808 351
	<hr/>	<hr/>	<hr/>
	11 182 951	\$ 11 428 387	\$ 11 532 780

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

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36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
CONTROLLER'S OFFICE			
Salaries:			
1 controller	335 406 \$	343 247 \$	339 390 \$
Benefits	134 261	141 746	152 664
Continuing education	3 354	3 432	7 589
Travel and living expenses	35 000	35 000	15 595
Rent	21 105	21 105	20 808
Phone	6 968	6 968	3 634
Computer services	5 178	5 178	6 061
Office expenses	4 000	4 000	827
	545 272 \$	560 676 \$	546 568 \$
PDF ADMINISTRATION			
Salaries:			
1 administrative manager	335 406 \$	343 247 \$	361 728 \$
Benefits	134 261	141 746	148 787
Continuing education	3 354	3 432	160
Travel and living expenses	40 000	40 000	44 633
Rent	18 593	18 593	18 324
Phone	8 968	8 968	4 158
Computer services	9 584	9 584	6 063
Office expenses	4 000	4 000	104
	554 166 \$	569 570 \$	583 957 \$
PROPERTY MANAGEMENT			
Salaries:			
1 property manager	335 406	343 247	354 078
Benefits	134 261	141 746	125 021
Continuing education	3 354	3 432	-
Travel and living expenses	40 000	40 000	16 097
Rent	18 995	18 995	18 720
Phone	6 968	6 968	3 804
Computer services	5 178	5 178	6 238
Office expenses	4 000	4 000	1 862
	548 162 \$	563 566 \$	525 820 \$

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

SUPPLEMENTARY INFORMATION

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
HUMAN RESOURCES			
Salaries:			
1 director			
3 personnel officers			
3 staff training advisers			
8 office employees	3 900 853	\$ 3 994 148	\$ 4 283 528
Benefits	1 688 816	1 765 741	1 943 702
Continuing education	39 009	39 941	36 327
Travel and living expenses	300 000	300 000	257 051
Rent	465 962	465 962	455 042
Phone	50 200	50 200	49 796
Computer services	137 039	137 039	391 829
Office expenses	150 000	150 000	104 364
	6 731 879	6 903 031	7 521 639
Revenue:			
Shared costs	1 800 000	1 800 000	1 944 408
	4 931 879	5 103 031	5 577 231
Labour relations			
Renewal of the work force	550 000	550 000	341 095
Collective agreement costs	755 000	755 000	432 221
Cost of future benefits	700 000	700 000	876 862
	1 606 800	1 606 800	1 570 058
	3 611 800	3 611 800	3 220 236
	8 543 679	\$ 8 714 831	\$ 8 797 467

CONFÉDÉRATION DES SYNDICATS NATIONAUX

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36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
LEGAL SERVICES			
Salaries:			
1 co-ordinator			
18 union advisers			
8 office employees (9)	7 343 889	\$ 7 447 037	\$ 7 387 414
Benefits	3 193 697	3 293 804	3 683 004
Continuing education	73 439	74 470	65 794
Travel and living expenses	900 000	900 000	750 944
Rent	1 087 907	1 087 907	1 118 802
Phone	163 624	163 624	123 018
Computer services	157 198	151 584	188 296
Office expenses	300 000	300 000	243 408
	13 219 754	13 418 426	13 560 680
Professional fees for outside services	3 500 000	3 500 000	4 213 104
Briefs, bailiffs	1 000 000	1 000 000	569 741
Documentation	350 000	350 000	383 219
	18 069 754	18 268 426	18 726 744
Revenue:			
Billing	10 703 560	10 703 560	11 470 220
	<u>7 366 194</u>	<u>\$ 7 564 866</u>	<u>\$ 7 256 524</u>

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36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
UCCO-SACC-CSN			
Salaries:			
1 co-ordinator	3 279 951	\$ 3 365 952	\$ 3 349 541
7 union advisers			
4 office employees			
Benefits	1 426 209	1 489 750	1 447 203
Continuing education	32 800	33 660	3 455
Travel and living expenses	1 200 000	1 200 000	1 102 745
Rent	1 080 936	1 080 936	1 040 600
Phone	200 048	200 048	133 715
Computer services	77 442	77 442	91 589
Office expenses	220 000	220 000	241 271
	7 517 386	7 667 788	7 410 119
Printing - shipping	50 000	50 000	51 779
Translation	50 000	50 000	26 077
Training committee	50 000	50 000	16 026
Legal expenses	900 000	900 000	613 210
	8 567 386	\$ 8 717 788	\$ 8 117 211

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36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
COMMITTEES AND WORKING GROUPS			
COMMITTEES			
Policy	5 000	\$ 5 000	\$ 4 523
Jurisdictions	15 000	15 000	4 298
Financial Surveillance	75 000	75 000	60 872
Status of Women	250 000	250 000	250 184
Health and Safety	250 000	250 000	62 330
Environment and Sustainable Development	150 000	150 000	26 154
LGBT	150 000	150 000	154 559
Youth	350 000	350 000	346 675
Intercultural relations	150 000	150 000	23 005
	1 395 000	1 395 000	932 600
WORKING GROUPS			
Inter-central councils	100 000	100 000	128 997
International collective	75 000	75 000	59 299
Education	20 000	20 000	7 146
Health care and social services	20 000	20 000	4 987
Relationship with First Nations	20 000	20 000	9 714
Miscellaneous	100 000	100 000	92 612
	335 000	335 000	302 755
	1 730 000	\$ 1 730 000	\$ 1 235 355

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

SUPPLEMENTARY INFORMATION

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
INFORMATION - DOCUMENTATION			
Salaries:			
1 director			
1 co-ordinator			
10 union advisers (11)			
3,5 office employees (4)	4 623 346 \$	4 714 774 \$	4 727 776 \$
Benefits	1 988 127	2 067 736	2 111 115
Continuing education	46 233	47 148	21 263
Travel and living expenses	310 000	310 000	419 692
Rent	843 772	843 772	768 087
Phone	122 024	122 024	115 903
Computer services	263 450	247 953	277 276
Office expenses	228 000	228 000	81 628
	8 424 952	8 581 407	8 522 740
Regular publications	1 325 000	1 325 000	1 323 420
Bookstore	50 000	50 000	29 401
Subscriptions and documentation	50 000	50 000	122 969
	9 849 952	10 006 407	9 998 530
Revenue:			
Billing	150 000 \$	150 000 \$	116 490
	9 699 952	9 856 407	9 882 040 \$

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OPERATING BUDGET

SUPPLEMENTARY INFORMATION

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
PRINTING - DISTRIBUTION			
Salaries:			
2 union advisers			
2 office employees			
2 print shop employees	1 363 160	\$ 1 418 087	\$ 1 423 042
Benefits	617 594	650 034	674 519
Continuing education	13 632	14 181	-
Travel and living expenses	35 000	35 000	17 333
Rent	561 469	561 469	548 172
Phone	21 884	21 884	16 599
Computer services	39 658	39 658	52 773
Office expenses	30 000	30 000	26 131
	2 682 397	2 770 313	2 758 569
Photocopying consumables	2 000 000	2 000 000	1 924 690
Equipment leasing and maintenance	200 000	200 000	69 474
Distribution consumables	100 000	100 000	56 519
Stamps and courier services	2 300 000	2 300 000	2 764 920
Preparation of shipments	225 000	225 000	53 446
Work done by outside suppliers	2 000 000	2 000 000	1 947 166
Depreciation on equipment	18 000	18 000	29 291
	9 525 397	9 613 313	9 604 075
Revenue:			
Billing	9 500 000	9 500 000	9 879 775
	<u>25 397</u> \$	<u>113 313</u> \$	<u>(275 700)</u> \$

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

SUPPLEMENTARY INFORMATION

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
MOBILIZATION TEAM			
Salaries:			
1 co-ordinator	2 435 295	\$ 2 371 135	\$ 2 451 231
5 union advisers (6)			
2 office employee			
Benefits	1 050 192	1 042 671	1 080 355
Continuing education	24 353	23 711	4 234
Travel and living expenses	800 000	685 714	832 976
Rent	243 613	243 613	271 944
Phone	84 848	84 848	52 017
Computer services	50 233	44 652	52 608
Office expenses	60 000	60 000	55 457
Miscellaneous expenses	50 000	50 000	14 420
	4 798 534	\$ 4 606 344	\$ 4 815 242
GASPÉSIE-ÎLES-DE-LA-MADELEINE			
Salaries:			
2 union advisers	932 413	954 962	\$ 859 640
1,7 office employees			
Benefits	408 925	427 345	397 326
Continuing education	9 324	9 550	3 588
Travel and living expenses	200 000	200 000	302 196
Rent	123 210	123 210	89 684
Phone	42 944	42 944	20 338
Computer services	19 939	19 939	21 771
Legal expenses	10 000	10 000	74 759
Office expenses	65 000	65 000	40 204
	1 811 755	1 852 950	1 809 506
Revenue:			
Service agreement	300 000	300 000	214 504
	1 511 755	\$ 1 552 950	\$ 1 595 002

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OPERATING BUDGET

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36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Budget 2011-2014	Amended Budget 2011-2014	Actual, 36 months 2011-2014
BAS-SAINT-LAURENT			
Salaries:			
2 union advisers	785 652	\$ 804 622	\$ 781 797
1 office employee			
Benefits	341 814	356 484	356 718
Continuing education	7 857	8 046	201
Travel and living expenses	200 000	200 000	184 560
Rent	102 126	102 126	78 421
Phone	36 508	36 508	18 398
Computer services	14 761	14 761	17 935
Legal expenses	6 000	6 000	38 916
Office expenses	42 000	42 000	44 244
	1 536 718	\$ 1 570 547	\$ 1 521 190
SAGUENAY–LAC-SAINT-JEAN			
Salaries:			
3 union advisers	1 073 649	\$ 1 099 548	\$ 1 177 609
1 office employee			
Benefits	464 002	484 111	548 284
Continuing education	10 736	10 995	616
Travel and living expenses	175 000	175 000	166 694
Rent	92 731	92 731	92 338
Phone	45 732	45 732	27 968
Computer services	19 939	19 939	20 264
Legal expenses	15 000	15 000	41 572
Office expenses	55 000	55 000	40 448
	1 951 789	\$ 1 998 056	\$ 2 115 793

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OPERATING BUDGET

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36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
QUÉBEC-CHAUDIÈRE-APPALACHES			
Salaries:			
6 union advisers	2 147 298	\$ 2 199 095	\$ 2 200 608
2 office employees			
Benefits	928 004	968 222	1 024 904
Continuing education	21 473	21 991	1 522
Travel and living expenses	250 000	250 000	199 394
Rent	142 040	142 040	138 459
Phone	81 284	81 284	36 882
Computer services	39 878	39 878	43 519
Legal expenses	120 000	120 000	803 883
Office expenses	100 000	100 000	90 517
	3 829 977	3 922 510	\$ 4 539 688
CŒUR-DU-QUÉBEC			
Salaries:			
3 union advisers	1 230 893	\$ 1 260 626	\$ 1 209 562
1.75 office employees			
Benefits	537 081	560 034	583 239
Continuing education	12 309	12 606	-
Travel and living expenses	175 000	175 000	143 883
Rent	193 595	193 595	191 303
Phone	98 108	98 108	60 040
Computer services	24 345	24 345	37 723
Legal expenses	40 000	40 000	32 522
Office expenses	50 000	50 000	44 003
	2 361 331	\$ 2 414 314	\$ 2 302 275

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

SUPPLEMENTARY INFORMATION

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
ESTRIE			
Salaries:			
2 union advisers	733 238	\$ 750 929	\$ 758 232
0.75 office employee			
Benefits	317 455	331 177	351 891
Continuing education	7 332	7 509	2 986
Travel and living expenses	70 000	70 000	86 217
Rent	53 104	53 104	48 809
Phone	20 944	20 944	13 269
Computer services	14 761	14 761	21 397
Legal expenses	6 000	6 000	23 351
Office expenses	35 000	35 000	15 832
	1 257 834	1 289 424	\$ 1 321 984
MONTRÉAL MÉTROPOLITAIN			
Salaries:			
10.5 union advisers	3 652 943	\$ 3 741 031	\$ 3 695 923
3 office employees			
Benefits	1 575 288	1 643 774	1 713 108
Continuing education	36 529	37 410	4 167
Travel and living expenses	375 000	375 000	286 731
Rent	241 984	241 984	234 738
Phone	87 600	87 600	63 037
Computer services	81 298	81 298	91 718
Legal expenses	31 500	31 500	45 282
Office expenses	80 000	80 000	62 856
	6 162 142	\$ 6 319 597	\$ 6 197 560

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SUPPLEMENTARY INFORMATION

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
LAURENTIDES			
Salaries:			
2 union advisers	733 238	\$ 750 929	\$ 763 508
0.75 office employee			
Benefits	317 455	331 177	348 260
Continuing education	7 332	7 509	231
Travel and living expenses	110 000	110 000	90 776
Rent	75 208	75 208	79 717
Phone	23 508	23 508	21 008
Computer services	14 761	14 761	18 877
Legal expenses	10 000	10 000	21 134
Office expenses	65 000	65 000	58 732
	1 356 502	\$ 1 388 092	\$ 1 402 243
LANAUDIÈRE			
Salaries:			
2 union advisers	733 238	\$ 750 929	\$ 796 809
0.75 office employee			
Benefits	317 455	331 177	380 950
Continuing education	7 332	7 509	-
Travel and living expenses	94 000	94 000	88 569
Rent	68 140	68 140	64 962
Phone	23 944	23 944	10 798
Computer services	14 761	14 761	19 794
Legal expenses	8 000	8 000	1 564
Office expenses	35 000	35 000	17 297
	1 301 870	\$ 1 333 460	\$ 1 380 743

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OPERATING BUDGET

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36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
MONTÉRÉGIE			
Salaries:			
5 union advisers	1 911 716	\$ 1 957 863	\$ 1 947 751
2.25 office employees			
Benefits	830 176	865 903	897 322
Continuing education	19 117	19 579	1 148
Travel and living expenses	260 000	260 000	229 515
Rent	292 223	292 223	285 277
Phone	125 308	125 308	95 795
Computer services	43 513	43 513	51 139
Legal expenses	40 000	40 000	28 796
Office expenses	140 000	140 000	79 873
	3 662 053	\$ 3 744 389	\$ 3 616 616

OUTAOUAISS

Salaries:			
2 union advisers	716 465	\$ 733 748	\$ 772 461
0.67 office employee			
OUTAOUAISS			
Benefits	309 660	323 078	329 935
Continuing education	7 165	7 337	885
Travel and living expenses	110 000	110 000	152 635
Rent	118 134	118 134	117 223
Phone	22 944	22 944	19 878
Computer services	14 761	14 761	18 864
Legal expenses	15 000	15 000	23 910
Office expenses	30 000	30 000	23 860
	1 344 129	\$ 1 375 002	\$ 1 459 651

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36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
ABITIBI-TÉMISCAMINGUE-NORD-DU-QUÉBEC			
Salaries:			
2 union advisers	785 652	\$ 804 622	\$ 916 534
1 office employee			
Benefits	341 814	356 484	384 740
Continuing education	7 857	8 046	40
Travel and living expenses	275 000	275 000	293 300
Rent	181 202	181 202	185 609
Phone	70 944	70 944	34 660
Computer services	14 761	14 761	18 379
Legal expenses	10 000	10 000	8 745
Service points and agreement	45 000	45 000	29 231
Office expenses			
	<u>1 732 230</u>	<u>\$ 1 766 059</u>	<u>\$ 1 871 238</u>

CÔTE-NORD

Salaries:			
2 union advisers	785 652	\$ 804 622	\$ 840 431
1 office employee			
			
Benefits	341 814	356 484	376 420
Continuing education	7 857	8 046	1 373
Travel and living expenses	275 000	275 000	229 674
Rent	66 311	66 311	55 937
Phone	62 756	62 756	36 549
Computer services	19 168	19 168	19 386
Legal expenses	6 000	6 000	15 705
Office expenses	45 000	45 000	20 224
	<u>1 609 558</u>	<u>\$ 1 643 387</u>	<u>\$ 1 595 699</u>

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OPERATING BUDGET

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36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
FINANCES			
Salaries:			
1 co-ordinator			
1 accountant			
4 union advisers			
10 office employees (11)			
1 intern	4 008 170	\$ 4 015 562	\$ 3 871 182
Benefits	1 793 785	1 826 466	1 902 039
Continuing education	40 082	40 156	7 336
Travel and living expenses	250 000	250 000	216 150
Rent	540 380	540 380	532 332
Phone	71 840	71 840	47 144
Computer services	401 891	378 250	247 062
Office expenses	380 000	380 000	315 429
	7 486 148	7 502 654	7 138 674
Professional fees	100 000	100 000	59 574
Depreciation	90 000	90 000	56 654
Documents and forms	15 000	15 000	7 174
Legal expenses	100 000	100 000	25 921
Caisse charges	50 000	50 000	26 819
Bad debts recovered	-	-	(16 801)
	7 841 148	7 857 654	7 298 015
Revenue:			
Administration	250 000	250 000	213 168
	7 591 148	\$ 7 607 654	\$ 7 084 847

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36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
COMPUTER SERVICES			
Salaries:			
6 union advisers (7)	3 616 545	\$ 3 606 598	\$ 3 520 612
1 office employee			
6 technicians (7)			
Benefits	1 610 555	1 615 081	1 522 924
Continuing education	36 165	36 066	5 179
Travel and living expenses	150 000	150 000	126 720
Rent	259 172	259 172	253 116
Phone	79 480	79 480	61 076
Computer services	191 678	166 121	232 554
Office expenses	50 000	50 000	24 006
	5 993 595	5 962 518	5 746 187
Intranet - Internet	3 450 000	3 450 000	3 082 395
Telephony	75 000	75 000	82 761
Computer equipment	3 350 000	3 350 000	2 081 633
Software	800 000	800 000	737 061
Professional fees	300 000	300 000	54 366
Depreciation	5 924 630	5 924 630	3 284 864
	19 893 225	19 862 148	15 069 267
Revenue:			
Billing	12 069 708	12 069 708	5 748 929
	<u>7 823 517</u>	<u>\$ 7 792 440</u>	<u>\$ 9 320 338</u>

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36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
MONTREAL BUILDING			
Salaries:			
1 maintenance employee	1 983 307	\$ 1 907 682	\$ 2 177 654
6 building employees (7)			
Benefits	922 604	920 577	1 108 539
Continuing education	19 833	19 077	277
Travel and living expenses	20 000	20 000	39 514
Rent	182 709	182 709	297 507
Phone	52 132	52 132	4 780
Computer services	8 813	8 813	12 199
Office expenses	45 000	45 000	3 166
	3 234 398	3 155 990	3 643 636
Electricity and heating	1 800 000	1 800 000	1 098 752
Maintenance and repairs	2 000 000	2 000 000	1 157 184
Professional fees	1 000 000	1 000 000	1 838 751
Insurance	325 000	325 000	216 236
Interest on long-term debt	2 100 000	2 100 000	631 480
Taxes	2 000 000	2 000 000	1 216 517
Depreciation	475 000	475 000	658 842
	12 934 398	12 855 990	10 461 398
Revenue	7 683 334	7 683 334	7 857 060
	5 251 064	\$ 5 172 656	\$ 2 604 338

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36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Budget 2011-2014	Amended Budget 2011-2014	Actual, 36 months 2011-2014
QUÉBEC CITY BUILDING			
Salaries:			
2 building employees	480 961 \$	492 567 \$	501 406 \$
Benefits	229 898	238 473	264 794
Continuing education	4 810	4 926	-
Travel and living expenses	10 000	10 000	1 888
Phone	8 568	8 568	1 593
Computer services	4 406	4 406	9 774
Miscellaneous expenses	25 000	25 000	10 309
	763 643	783 940	789 764
Maintenance and repairs	150 000	150 000	58 080
Joint expenses	1 000 000	1 000 000	926 655
Professional fees	50 000	50 000	-
Taxes	75 000	75 000	64 816
Depreciation	600 000	600 000	558 741
	2 638 643	2 658 940	2 398 056
Revenue	1 435 818	1 435 818	1 366 661
Operating deficit	1 202 825 \$	1 223 122 \$	1 031 395 \$

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36-MONTH PERIOD ENDING FEBRUARY 28, 2017

ACCOUNTS RECEIVABLE

FEDERATIONS

Fédération de la CSN - Construction	258 685	\$
Fédération du commerce	290 221	
Fédération nationale des enseignantes et enseignants du Québec	101 813	
Fédération des professionnelles	145 240	
Fédération de la santé et des services sociaux	554 038	
Fédération des employées et employés de services publics	448 747	
Fédération de l'industrie manufacturière	57 721	
Fédération nationale des communications	536 070	
	<u>2 392 535</u>	\$

CENTRAL COUNCILS

Conseil central de l'Outaouais	8 022	\$
Conseil central de la Gaspésie-Îles-de-la-Madeleine	2 755	
Conseil central de Lanaudière	3 120	
Conseil central des Laurentides	6 781	
Conseil central Abitibi-Témiscamingue	3 193	
Conseil central Québec-Chaudière-Appalaches	2 721	
Conseil central du Saguenay-Lac-St-Jean	4 211	
Conseil central de l'Estrie	2 878	
Conseil central de la Montérégie	6 391	
Conseil central du Cœur-du-Québec	5 312	
Conseil central Bas-St-Laurent	7 102	
Balances of less than \$2,000	<u>4 098</u>	
	<u>56 584</u>	\$

OTHER ACCOUNTS RECEIVABLE

STTCSN	62 738	\$
SFPQ	13 318	
CSST subsidy	259 138	
Telephony service	104 324	
Payroll service	83 417	
Le 155 Charest Est	217 464	
Other	309 369	
	<u>1 049 768</u>	\$

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36-MONTH PERIOD ENDING FEBRUARY 28, 2017

PER CAPITA ARREARS

AMOUNTS OWED BY UNIONS

STT Marché Martin Lavoie	4 240	\$
STT Philip Environnement	4 747	
SE Module du Nord Québécois	12 698	
Other	2 610	
Total per capita arrears receivable	24 295	
Portion going to the Professional Defence Fund	8 193	
Portion going to the Special Support Fund	844	
	9 037	
	15 258	\$

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36-MONTH PERIOD ENDING FEBRUARY 28, 2017

RECAPITULATION OF CERTAIN EXPENSES

52.

	Salaries	Benefits	Continuing education	Travel and living expenses	Rent	Phone	Computer services	Office expenses	Total
Exec. Comm. + support staff	5 446 569	\$ 2 261 325	\$ 17 943	\$ 1 064 609	\$ 528 340	\$ 117 174	\$ 130 873	\$ 157 596	\$ 9 724 429
Controller	339 390	152 664	7 589	15 595	20 808	3 634	6 061	827	546 568
PDF administration	361 728	148 787	160	44 633	18 324	4 158	6 063	104	583 957
Property management	354 078	125 021	-	16 097	18 720	3 804	6 238	1 862	525 820
Human Resources	4 283 528	1 943 702	36 327	257 051	455 042	49 796	391 829	104 364	7 521 639
Legal Services	7 387 414	3 683 004	65 794	750 944	1 118 802	123 018	188 296	243 408	13 560 680
Non-federated union	3 349 541	1 447 203	3 455	1 102 745	1 040 600	133 715	91 589	241 271	7 410 119
Union Organizing	7 737 174	3 536 353	7 808	961 807	776 814	171 677	176 202	178 105	13 545 940
Labour Relations	16 805 076	7 719 902	98 459	1 572 560	2 701 002	248 568	397 360	332 467	29 875 394
Information - documentation	4 727 776	2 111 115	21 263	419 692	768 087	115 903	277 276	81 628	8 522 740
Printing - shipping	1 423 042	674 519	-	17 333	548 172	16 599	52 773	26 131	2 758 569
Support for Mobilization and Regional Life	19 172 096	8 773 452	20 991	3 287 120	1 934 421	510 637	453 374	622 778	34 774 869
Finances	3 871 182	1 902 039	7 336	216 150	532 332	47 144	247 062	315 429	7 138 674
Computer services	3 520 612	1 522 924	5 179	126 720	253 116	61 076	232 554	24 006	5 746 187
Montréal building	2 177 654	1 108 539	277	39 514	297 507	4 780	12 199	3 166	3 643 636
Québec City building	501 406	264 794	-	1 888	-	1 593	9 774	-	779 455
	81 458 266	\$ 37 375 343	\$ 292 581	\$ 9 894 458	\$ 11 012 087	\$ 1 613 276	\$ 2 679 523	\$ 2 333 142	\$ 146 658 676

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MISCELLANEOUS ORGANIZING AND CONSOLIDATION EXPENSES

	Organizing	Pre-certification hearings	Collective Negotiation	Consolidation	Legal expenses	Rebate to fed. on dues from new unions	Total
Construction	282 850	\$ -	\$ -	\$ 905 875	\$ -	\$ -	\$ 1 188 725
Commerce	196 384	1 380	86 108	50 999	151 802	30 953	517 626
F N E E Q	262 794	-	121 680	4 122	88 457	37 683	514 736
Professionnelles	60 261	269	1 163	22 640	179 392	38 378	302 103
F S S S	762 470	2 583	240 485	145 559	591 326	146 506	1 888 929
F E E S P	317 206	4 248	92 093	515 941	203 445	28 333	1 161 266
FIM	137 924	3 506	37 482	49 874	109 135	39 353	377 274
F N C	1 284 253	-	30 742	90 675	210 920	3 980	1 620 570
Unions in exploration	75 361	-	-	-	106 099	-	181 460
Public sector	6 553 978	-	-	758 400	-	-	7 312 378
Non-federated	-	-	-	114	-	-	114
Initiation fees	(12 490)	-	-	-	-	-	(12 490)
	<u>9 920 991</u>	<u>\$ 11 986</u>	<u>\$ 609 753</u>	<u>\$ 2 544 199</u>	<u>\$ 1 640 576</u>	<u>\$ 325 186</u>	<u>\$ 15 052 691</u>

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	Budget 2014-2017	Amended Budget 2014-2017	Actual, 36 months 2014-2017
PUBLIC SECTOR			
CONSOLIDATED BARGAINING			
Support resource personnel			
Salaries:	3 377 625	\$ 3 458 951	\$ 3 314 440
Benefits	1 441 505	1 505 127	1 516 006
Continuing education	33 776	34 590	1 515
Travel and living expenses	450 000	450 000	475 178
Rent	308 824	308 824	314 093
Phone	94 376	94 376	60 403
Computer services	146 953	146 953	138 398
Office expenses	60 000	60 000	65 725
Operating budget			
Research	50 000	50 000	1 300
Subscriptions	10 000	10 000	9 765
	<u>5 973 059</u>	<u>\$ 6 118 821</u>	<u>\$ 5 896 823</u>

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Actual,
2014-2017

CSN campaigns

Special budgets authorized before the 2014 convention

Réforme assurance-emploi	152 273	\$
Journée de la militance	16 210	
Tous amis Radio-Canada	317 253	
Et si on avançait	60 438	
Semaine santé-sécurité 2013	12 245	
Enfin nouveau règlement sur l'amiante	32 928	
Journée mondiale travail décent 2013	10 900	
Saveurs locales au menu	30 000	
Francisation des entreprises	81 149	
Marchandisation du corps des femmes 2014	6 147	

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36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Authorized budgets	Actual, 36 months
CSN campaigns		
Special budgets authorized after the 2014 convention		
Forum social des peuples 2014	285 000	\$ 129 793
Pérennité services publics SSS 2014	179 810	176 872
Colloque Gérard-Picard 2014	115 050	81 217
Comité capital des travailleurs 2014	-	20 587
Semaine santé-sécurité 2014	139 750	17 767
Bilan et perspectives SST 2015	190 025	3 729
À force de couper, on détruit	2 287 100	2 478 260
Journée entraide 2015	26 400	-
Action synd.: Agir sur l'environnement 2014-2017	68 700	63 741
Assemblée mondiale CIÉA juin 2015	64 300	22 285
Élections fédérales 2015	374 400	175 719
Marche mondiale des femmes 2015	63 500	38 304
Francisation en entreprise 2015	111 185	93 853
Manifestation environnement 11 avril 2015	10 000	7 000
Maintien équité salariale secteur privé 2015	37 000	1 835
Projet pilote d'émission radiophonique	11 634	11 634
Semaine santé-sécurité 2015	137 800	16 819
Journal nationale de l'entraide 2016	29 700	-
Rencontre comité jeunes octobre 2015	47 200	24 281
Privatisation de la SAQ	85 000	35 345
Marche pour le climat 29 novembre 2015	15 000	10 147
Francisation des entreprises 2016	111 931	85 742
Défense réseau des SDG éducatifs 2015-2016	311 650	490 349
Forum social mondial 2016 Montréal	259 680	113 669
Ma place en santé, j'y tiens !	1 534 500	1 555 542
Semaine santé-sécurité 2016	154 800	20 538
Loi sur l'équité salariale : 20e anniversaire (2016)	-	25 291
Autres campagnes		77 532
Total amounts committed	6 651 115	\$ 6 497 394
CSN campaign budgets		
2014-2017 period	4 500 000	\$
Budget available	(2 151 115)	\$

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	<u>Strike benefits</u>	<u>Preventive advertising</u>	<u>Strike allowances</u>	<u>Other operating expenses</u>	<u>Legal expenses</u>
FÉDÉRATION CSN-CONSTRUCTION					
CSN-Construction	480	\$ -	\$ -	\$ 1 729	\$ 55 025
CSN-Construction PL-15 et 33					\$ 215 628
	<u>480</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1 729</u>	<u>\$ 270 653</u>
FÉDÉRATION DU COMMERCE					
STT Golf Chute-aux-Outardes	-	\$ -	\$ -	\$ 19 522	\$ -
STT Hôtel motel La Caravelle	70 650		49 174		14 873
STT Caisse des Hauts-Phares	-		-	7 016	-
STT Château Cartier	-		-	22 330	-
SE Caisses populaires de Lanaudière	-		-	5 875	-
STT Librairie Martin	47 060		14 192	16 845	2 074
STT Mont-Tremblant	-	465	-	51 240	-
STT Caisse Pop. Ste-Agathe-des-Monts	-		-	3 475	-
SR Caisses des Hautes Laurentides	-		-	6 278	-
STT Delta Centre-Ville	-		-	6 109	-
ST Bonaventure	212 415		45 974	5 541	8 558
STT Hôtel des Gouverneurs P. Dupuis	293 496		47 823	4 465	1 562
STT Holiday Inn Centre-Ville	-		-	3 613	-
STT Epiciers Unis Métro-Richelieu	-		-	44 676	-
STT Ritz Carlton	-		-	11 029	-
STT Ikea	-		-	14 337	-
STT Hilton Laval	-		5 368	-	-
STT Hôtel Lord Berri	-		5 351	-	-
STT St-Hubert Laval	-		-	6 418	-
STT Urgel Bourgie	-		-	8 005	-
STT Brasserie Labatt	-		-	6 728	-
STT Marriott Château Champlain	-		-	3 343	-
STT Stationnement de Montréal	-		-	2 320	-
STT Hôtel Holiday Inn Laval	-		7 513	-	-
STT Sucre Lantic	-		-	28 468	-
STT Les Brasseurs RJ	-	1 192	-	2 954	-
STT W Hôtel Montréal	-		-	8 536	-
STT Mount Stephen Club	-		-	-	16 809
STT Librairie Raffin	-		-	-	15 061
STT de Glutino	-		-	3 688	-
STT Newrest Servair Montréal	-		-	8 388	-
STT de la Tour Cartier	-		-	-	2 184
STT Caisse Populaire Rouyn-Noranda	-		-	3 924	-
STT Alimentation Place Rouanda	759 048		28 620	46 961	27 659
STT Provigo Témiscamingue	162 150		20 000	39 661	12 899

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	Strike benefits	Preventive advertising	Strike allowances	Other operating expenses	Legal expenses
FÉDÉRATION DU COMMERCE (CONT.)					
SEE Ben Deshaies	-	\$	-	\$	\$
STT Maxi Rouyn-Noranda	423 525	-	38 344	38 336	-
STT Hilton Québec	-	-	7 130	5 271	-
STT Holiday Inn Ste-Foy	-	-	-	14 715	-
STT Hôtel Pur Québec	87 720	-	16 338	31 641	4 926
ST Manoir du Lac Delage	-	-	-	26 803	-
STT Olymel Vallée-Jonction	617 500	-	10 591	80 725	-
STT Alex Couture	-	-	-	16 653	-
SSS SSQ Assurances Générales	739 000	-	24 800	145 683	-
STT Provigo entrepôt	-	-	-	9 908	27 997
STT Coop Cégep Ste-Foy	-	-	-	26 796	-
SSS Massif Petite-Rivière St-François	-	-	-	3 908	-
STT Abattoir de Charlevoix	-	-	-	-	7 117
SEE Loews Hotel Québec	-	-	-	2 620	-
SE Hôtel Delta Québec	-	-	6 508	6 266	-
SEE Station de ski Stoneham	57 085	-	2 480	31 105	-
SEE Hôtel Clarendon	-	-	-	9 764	-
STT Service Vinci Park	-	-	-	5 160	-
STT Hôtel Classique	151 470	-	40 290	8 194	10 511
SEE Marché Guy Bergeron Jonquière	-	-	-	6 370	-
SE Fruits de mer Matane	-	-	-	-	38 060
ST Viandes du Breton	-	-	-	20 393	7 587
SE Groupe CNP	-	-	-	-	6 610
SS Caisses Pop. Saguenay-Lac-St-Jean	-	-	-	2 632	-
STT Supermarché Mellon	-	-	-	4 144	-
STT Estrimont Suites et Spa	-	-	-	14 275	-
SE Bureau SSQ-Vie	-	-	-	109 456	-
S Inséminateurs Ferme du CIAQ	-	-	-	23 999	-
SNS Société zoologique de Granby	-	-	-	1 789	-
STT Aliments Ultima Inc.	-	-	-	7 924	-
STT Abattoir de Volailles St-Jean-Baptiste	-	-	-	9 347	-
SS Barry Callebaut Canada Inc	-	-	-	19 682	-
ST Olympia	277 885	-	-	12 151	342 670
SSS Baxters Canada Inc	-	-	-	21 153	-
SS de A. Lassonde	-	-	-	3 742	-
STT du C.I.A.Q.	-	-	-	14 295	-
ST Matco Ravary Inc	-	-	-	6 912	-
STT Produits Bridor	-	-	-	10 954	-
STT Hôtel des Seigneurs St-Hyacinthe	702 145	-	24 840	39 358	8 922
STT Couche-Tard Montérégie	540	-	-	-	-
STT Bacon Inter-America	-	-	-	6 662	-
Pérennité de l'utilisation bouteille brune	-	-	-	29 120	-
Développement durable de la crevette	-	-	-	4 536	-
Balances of less than \$2,000	-	-	4 040	72 690	6 741
	4 601 689	\$ 1 657	\$ 399 376	\$ 1 303 505	\$ 562 820

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	Strike benefits	Preventive advertising	Strike allowances	Other operating expenses	Legal expenses
FÉDÉRATION NATIONALE DES ENSEIGNANTES ET ENSEIGNANTS DU QUÉBEC					
SE Cegep Baie-Comeau	-	\$	-	\$	\$
SE Cegep Sept-Iles	-	-	3 254	2 426	-
SEE Communauté innue Pessamit	-	-	-	2 943	-
SEE Collège de l'Outaouais	-	-	20 312	9 984	6 545
SCCC Université du Qc en Outaouais	-	-	-	6 114	-
Heritage Faculty Association	-	-	3 434	2 334	-
SEE Cegep rég.de Lanaudière	-	-	5 011	4 400	-
SEE Cegep reg.de Lanaudière - L'assomptior	-	-	2 286	2 507	-
SEE Cegep rég.de Lanaudière - Terrebonne	-	-	3 583	2 145	-
SP Cegep St-Jérôme	-	-	9 468	7 696	-
SEE Collège Lionel-Groulx	-	-	5 276	7 159	-
SP Cegep St-Laurent	-	-	4 730	10 419	-
SE Collège Montmorency	-	-	22 325	10 550	-
SP Cegep Maisonneuve	-	-	19 042	14 168	-
SP Cégep du Vieux-Montréal	-	-	3 661	10 492	-
John Abbott College Faculty Assoc.	-	-	15 816	8 232	-
SPE Cegep Ahuntsic	-	-	14 960	15 107	-
S Chargé-es de cours UQAM	-	5 571	-	48 842	-
SCC Université de Montréal	-	231	-	10 009	-
SEE de CIS	-	-	-	2 233	-
S.C.C. Éducation des adultes Concordia	-	-	-	15 082	-
SP Collège Marie-Victorin	-	-	18 915	6 797	-
A. Étudiants diplômés de MCGill	-	-	-	15 914	-
SEE Collège de Montréal	-	-	-	11 745	-
SEE École Pasteur	-	-	-	8 347	-
SEE Collège Lasalle	-	-	-	2 519	-
SEE Collège André-Grasset	-	-	2 725	2 918	-
SP Collège Marianopolis	-	-	-	19 764	-
SEE de Villa-Maria	-	-	-	38 932	40 077
SP Collège Dawson	-	-	11 939	12 111	-
Vanier College teacher's association	-	-	5 747	8 910	-
SEE Cegep de Rosemont	-	-	5 402	19 608	28 827
SE Cégep André-Laurendeau	-	-	10 600	9 463	-
S personnel enseignant de QAA	-	-	-	10 869	-
S Chargé-es de cours de McGill	-	-	-	12 496	-
SEE Conservatoire Lassalle	-	-	-	14 811	-
SCCC de l'ETS	-	-	-	2 703	-
SEE Cegep Abitibi-Témiscamingue	-	-	9 282	5 204	-
SEE Cégep Limoilou	-	-	9 967	7 664	2 499
SP Cegep Lévis-Lauzon	-	-	9 304	22 362	-
SP Collège François-Xavier-Garneau	-	-	21 035	9 006	-
S Professeurs petit séminaire de Québec	-	-	-	14 265	-
Champlain reg. Coll. St-Lawrence teachers ur	-	-	-	10 352	-
SP Séminaire St-François	-	-	-	24 021	-
SE Cegep Beauce-Appalaches	-	-	3 517	2 649	-

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	Strike benefits	Preventive advertising	Strike allowances	Other operating expenses	Legal expenses
FÉDÉRATION NATIONALE DES ENSEIGNANTES ET ENSEIGNANTS DU QUÉBEC (CONT.)					
S Chargé-es de cours Univ.Laval	-	\$	-	\$	2 729
SEE Cegep de Thetford	-		4 733		2 271
SPEE Ctre d'études coll. Charlevoix	-		3 155		-
SEE Campus La Pocatière	-		3 882	11 629	-
SP Cegep Chicoutimi	-		14 138	22 248	-
SEE Cégep de St-Félicien	-		-	2 475	-
SE Collège d'Alma	-		4 210	17 793	-
SPE Cegep Jonquière	-		11 004	5 929	-
SPE Cegep Sherbrooke	-		16 600	17 982	-
S Tuteurs-tutrices Télé-Université	-		-	5 608	-
A Professeurs Collège Stanislas	-		-	4 548	-
SE Cegep Granby	-		7 012	3 044	-
SP Cegep de St-Hyacinthe	-		11 839	13 002	-
SEE Cegep St-Jean-sur-Richelieu	-		7 257	7 383	-
SP Cegep Edouard-Montpetit	-		6 953	9 651	-
SE Collège Champlain	-		6 781	7 021	-
SP Collège Valleyfield	-		12 714	3 690	-
SEE Collège Jean-de-la-Mennais	-		-	14 650	-
SP Cegep Shawinigan	-		8 147	2 586	-
SP Cegep Trois-Rivières	-		17 760	7 020	-
Grève Cegep mai 2015	-		-	-	13 461
Balances of less than \$2,000	-		7 695	11 109	2 164
		\$ 5 802	\$ 385 471	\$ 662 294	\$ 93 573

FÉDÉRATION DES PROFESSIONNELLES

S professionnels de la RIO	-	\$	-	\$	7 112	\$	-	\$
SPP RSSS Outaouais	-		-	2 819		6 628		-
SPP Université du Québec en Outaouais	-		-	-		65 978		-
S Professeurs Université du Québec	3 232		-	25 591	1 045 282		54 156	
SE Prof. Université Concordia	-		-	-		4 774		-
SE de RESO	-		-	-		26 009		-
STT CDEC Ahuntsic-Cartierville	-		-	-		10 570		-
STT de Viomax	-		-	-		-	5 557	
SEE Carrefour Jeunesse Emploi	-		-	-		20 672		-
SP des CJ Chaudière-Appalaches	-		-	-		3 286		-
SP SSS Québec et Chaudière-Appalaches	-		-	9 008	19 845		-	
SEPT Inst.univ.santé mentale de Québec	-		-	2 798	4 968		-	
SP Technicien-nes du CSSS Charlevoix	-		-	-		3 856		-
SPPASQ	-		-	9 081	94 207		-	
SP Technique et professionnel de la SAQ	-		-	-		22 161		-
Regr. des Sages femmes du Québec	-	3 883		-		23 950		-
STT Carrefour Jeunesse-emploi Salaberry	-		-	-		7 434		-
STT de la SADC	-		-	(7 301)		-		-
Album souvenir 50e anniversaire FP	-		-	-		10 000		-
Balances of less than \$2,000	-		(1 234)		10 127		1 278	
	3 232	\$ 3 883	\$ 40 762	\$ 1 386 859	\$ 60 991	\$		

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SUPPLEMENTARY INFORMATION

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	<u>Strike benefits</u>	<u>Preventive advertising</u>	<u>Strike allowances</u>	<u>Other operating expenses</u>	<u>Legal expenses</u>
FÉDÉRATION DE LA SANTÉ ET DES SERVICES SOCIAUX					
ST Garderie Côte-Nord	-	\$	-	\$	\$
SE Centre de santé Basse Côte-Nord	-		-	3 243	-
STT Garderie Sept-Îles	-	1 950	-	-	-
STT CPE Le Mur-Mur	-		-	5 881	-
STT CPR de la Côte-Nord	-		-	10 044	-
STT SSS de la Minganie	-		-	6 674	-
STT SSS Sept-Îles	-		-	9 899	-
STT CSSS Haute-Côte-Nord-Manicouagan	-		3 198	12 596	-
STPSSSCN	-		-	8 555	-
ST Marée Montante Ste-Anne-des-Monts	-		-	4 575	-
STT Centre réadaptation de la Gaspésie	-		-	3 950	-
SE CSSS de la Haute-Gaspésie	-		-	3 787	-
SEE CSSS des Îles	-		-	4 904	-
STT CSSS Baie-des-Chaleurs	-		3 591	7 448	4 406
STT CSSS du Rocher-Percé	-		3 185	4 844	-
STT CSSS de la Côte-de-Gaspé	-		-	4 949	-
S SICR du CSSS des Îles	-		3 452	3 470	-
STT CHLSD VIGI de l'Outaouais	-		-	2 570	-
SEE Serv.comm. Pavillon du Parc	-		6 080	10 029	-
STT Garderie Outaouais	11 270		800	5 460	-
STT CSSS du Pontiac	-		2 208	9 477	-
STT CSSS Vallée-de-la-Gatineau	-		2 026	14 539	-
STT CSSS des Collines	-		-	2 854	-
STT de la santé de Gatineau	-		11 160	48 753	-
STT CSSS de Papineau	-		5 748	12 521	-
STT CPE région Lanaudière	-		-	14 799	6 119
STT Centre de réadaptation La Myriade	-		4 002	5 314	-
SPS Centres Jeunesse Lanaudière	-		8 881	7 822	-
STT CSSS Sud de Lanaudière	-		9 046	24 364	-
STT CSSS Nord de Lanaudière	-		14 255	66 486	-
SR CHP de Lanaudière	-		-	2 389	-
SE Services sociaux Laurentides	-		4 312	11 518	-
ST CPE région Laurentides	-		-	42 952	-
STT Centre du Flores	-		-	4 334	-
SNE CSSS Antoine-Labelle	-		4 227	15 820	-
STT CSSS des Sommets	-		4 327	12 036	-
SEE CSSS des Pays -D'en-Haut	-		5 086	-	-
SEE CSSS du Lac-des-Deux-Montagnes	-		11 126	18 572	-
SEE CSSS St-Jérôme	-		6 757	22 060	-
STT Centres héb. région Laurentides	-		-	10 893	-
S préhospitalier Laurentides-Lanaudière	-		-	2 575	-
S Paramédics Laurentides-Lanaudière	-		2 152	-	-

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	<u>Strike benefits</u>	<u>Preventive advertising</u>	<u>Strike allowances</u>	<u>Other operating expenses</u>	<u>Legal expenses</u>
FÉDÉRATION DE LA SANTÉ ET DES SERVICES SOCIAUX (CONT.)					
STT Hop.Gén.Juif-Sir Mortiner B.Davis	-	\$	-	\$ 2 748	\$ -
SE Hôpital Ste-Justine	-		-	5 080	93 839
SNE Jewish hôpital de Montréal	-		-	-	38 225
SE Centre hospitalier gériatrique Maïmonides	-		-	-	6 071
SE Centre soins prolongés Grace Dart	-		-	-	6 137
SNE Villa Medica Montréal	-		-	-	3 292
STT Institut de cardiologie de Montréal	-		-	5 975	10 733
SE Hôpital Notre-Dame-de-Lourdes	-		-	-	2 983
ST Hôpital L-H Lafontaine	-		-	12 690	32 181
SE Institut de Réadaptation de Montréal	-		-	-	10 638
STT Buanderie centrale de Montréal	-		-	-	12 573
STT Centre de réadaptation Lucie-Bruneau	-		-	-	3 516
STT Garderies de Montréal	-		-	-	49 329
S Inf. Hôpital Ste-Justine	-		-	4 695	81 727
SE Urgence Santé	-		-	-	11 773
SS CLSC Lasalle	-		-	-	4 963
STT C.H.St-Mary's	-		-	5 405	19 423
ST SOS Violence Conjugale	-		-	-	2 001
STT Centre héb. Grand Montréal	-		-	5 732	26 491
STT Centre de santé Tulattavik - Ungava	-		-	-	7 779
ST Dispensaires de la Baie d'Hudson	-		-	-	13 291
SEE Conseil CRI SSS de la Baie James	-		-	12 550	19 870
STT Héma-Québec	-		-	-	17 591
S Technicien-nes hôp. Santa Cabrini	-		-	-	3 314
SEE Centre jeunesse de Laval	-		-	4 342	33 852
STT Centres jeunesse Montréal	-		-	6 219	60 228
STT Centre Dollard-Cormier	-		-	-	4 532
STT de l'Immaculée-Conception	-		-	-	4 799
SST Old Brewery Mission	-		-	-	5 852
STT du CHUM	-		-	31 448	161 071
SEPTT Hopital Rivière-des-Prairies	-		-	5 070	3 347
STT du CROM	-		-	-	3 704
STT CRDI Gabrielle-Major	-		-	3 210	19 531
SEE Centre universitaire santé McGill	-		-	20 703	115 539
SP SICR Hopital Sacré-Cœur de Montréal	-		-	6 918	34 209
STT Hôpital Sacré-Cœur	-		-	19 051	25 500
STT CSSSL	-		-	26 721	100 177
STT CSSS Ahuntsic Montréal Nord	-		-	5 989	24 279
SEE CSSS de la Montagne	-		-	2 561	5 339
STT CSSS Lucille-Teasdale	-		-	4 535	10 423
STT CSSS Pointe-de-l'Île	-		-	7 895	28 355
STT CSSS St-Léonard et St-Michel	-		-	3 396	7 607
STT CSSS Jeanne-Mance	-		-	10 058	57 720
SP CSSS Bordeaux-Cartierville-St-Laurent	-		-	-	15 336
STT CSSS Bordeaux-Cartierville-St-Laurent	-		-	6 642	27 187
STT Région du Lac-St-Louis	-		-	3 434	14 690
STT Hôpital Maisonneuve-Rosemont	-		-	9 800	62 806
STT CSSS du Cœur-de-l'Île	-		-	2 837	17 904
STT CSSS Sud-Ouest	-		-	8 432	29 750
STP SSS hôpital Maisonneuve-Rosemont	-		-	9 963	20 499
Syndicat du préhospitalier	-		-	19 150	22 580
					5 720

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	<u>Strike benefits</u>	<u>Preventive advertising</u>	<u>Strike allowances</u>	<u>Other operating expenses</u>	<u>Legal expenses</u>
FÉDÉRATION DE LA SANTÉ ET DES SERVICES SOCIAUX (CONT.)					
S personnel soutien de la C.U.S.	-	\$	-	\$	-
STT Garderies privées de Montréal	-		-	10 949	-
STT Groupe santé Westmount Square	-		-	-	3 292
STT Habitations Tango	-		-	-	5 014
S Régional de Clair Foyer Inc.	-		3 278	6 419	-
STT CPE P'tits Maringouins	-		2 640	8 324	-
STT CSSS des Aurores Boréales	-		5 447	6 878	-
STT CSSS les Eskers de l'Abitibi	-		3 010	8 429	-
STT CSSS de la Vallée-de-l'Or	-		4 829	9 869	-
STT Ctrs héb. Vallée-de-l'Or	-		-	3 246	-
S Paramédics de l'Abitibi-Témisc.-Nord-Qc	-		-	14 686	-
STT CSSS du Témiscamingue	-		-	12 095	-
ST de la Maison Mikana	-		-	12 547	-
S Centres Jeunesse Québec	-		8 119	-	-
S Jeffrey Hale-St-Brigid's	-		4 990	12 133	-
ST Partagec	-		-	22 409	-
S Services hospitaliers St-Georges est	-		-	4 691	-
R.E.T.A.Q.M.	-		-	20 220	-
STT Centre de crise de Québec	-		-	10 920	-
STT Ctrs héb. Privé région de Québec	65 072		36 731	-	22 761
SPT CRDI Québec	-		3 172	7 704	-
S Centres Jeunesse Québec	-		-	6 819	-
STT Centrale de coord.santé région de Qc	7 200		10 366	-	22 600
SEE Ctre jeunesse Chaudière-Appalaches	-		9 244	5 374	-
STT Centre de santé de Portneuf	-		2 388	11 940	-
STT du CHU Québec	-		15 103	98 371	-
STT CLSC des Etchemins	-		2 073	-	-
STT CH Robert-Giffard	-		5 127	11 340	-
STT CSSS Charlevoix	-		19 631	8 679	-
STT CSSS Région de Thetford	-		7 509	12 425	-
STT CSSS Montmagny-L'Islet	-		4 722	9 297	-
STT CSSS de Québec-Sud	-		24 482	25 271	-
STT de Québec-Nord	-		28 538	20 415	-
SP Centre Jeunesse de Québec	-		8 053	12 055	-
SS CSSS Alphonse-Desjardins	-		9 175	7 945	-
SRG Privées Québec-Chaudière-Appalaches	-		-	-	14 362
ST G	-		-	7 576	-
STT CPE MRC Matane	-		-	2 019	-
STT Centre Jeunesse du Bas-St-Laurent	-		3 761	5 346	-
SEE CRDI du Bas-St-Laurent	-		3 533	5 172	-
SE Réseau Santé de la Mitis	-		-	3 460	-
SP soins inf. et respiratoires du Témiscouata	-		-	2 649	-
SNE CSSS de Matane	-		-	7 032	-
STT CSSS Rimouski-Neigette	-		5 858	13 729	2 452
STT des Institutions religieuses Rimouski	-		-	5 111	-
STT Centre de crise du Bas-St-Laurent	-		-	8 069	-
S des RSG milieu fam.région Rimouski	-		-	2 751	-
STT de la santé du Témiscouata	-		1 919	3 659	-
STT Santé du Kamouraska	-		-	2 839	-
STT CPE Sag.-Lac-St-Jean	-		-	7 228	-
STT Centres héb. privés Saguenay	14 674		7 373	20 440	3 790

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	<u>Strike benefits</u>	<u>Preventive advertising</u>	<u>Strike allowances</u>	<u>Other operating expenses</u>	<u>Legal expenses</u>
FÉDÉRATION DE LA SANTÉ ET DES SERVICES SOCIAUX (CONT.)					
STT CRDI du Saguenay-Lac-St-Jean	-	\$	-	\$	\$
STT Ctres jeunesse du Saguenay	-	-	-	9 787	-
STT SSS de Jonquière	-	-	-	11 733	-
STT Centre Maria-Chapdelaine	-	-	-	4 428	-
STT SSS de La Baie	-	-	2 160	10 739	-
STT SSS Chicoutimi	-	-	3 466	26 654	-
SEE CSSS Saguenay-Lac-St-Jean	-	-	2 070	18 474	-
STT CSSS Domaine-du-Roy	-	-	-	12 048	-
SEE Agence SSS Saguenay-Lac-St-Jean	-	-	-	10 799	-
S Paramédics Saguenay-Lac-St-Jean nord	-	-	-	2 757	-
SS Centre de Réadaptation Estrie	-	-	8 544	8 272	-
ST CPE Estrie	-	-	-	21 878	-
SSS Institut gériatrie de l'Estrie	-	-	-	4 652	-
STT CHUS	-	-	7 777	33 350	-
SEE Agence SSS de l'Estrie	-	-	-	3 162	-
SP SSS Mrc de Coaticook	-	-	2 451	2 622	-
STT Ctres héb. Privés Estrie	19 513	-	4 400	88 768	49 669
SSS du Granit	-	-	2 224	5 075	-
S Personnel inf., tech. CSSS Memphrémagog	-	-	-	15 462	-
SP soins et soutien CSSS de Memphrémago	-	-	-	7 027	-
SSS CSSS - IUGS de l'Estrie	-	-	3 112	8 674	-
STT CRDITED Estrie	-	-	6 424	5 467	-
SP Centre jeunesse de l'Estrie	-	-	7 567	11 843	-
STT de l'Acte de l'Estrie	-	-	-	18 679	-
STT Résidence Sorel-Tracy	-	-	2 488	-	-
SSS CHSLD Vigi Santé de la Montérégie	-	-	-	7 916	-
STT Centre d'accueil Marcelle-Ferron	-	-	-	3 406	-
SEE Régie régionale SSS Montérégie	-	-	-	3 083	9 710
STT Petite enfance Montérégie	-	-	-	5 785	-
SEE Ctre montérégien de réadaptation	-	-	8 273	16 628	-
STT Centres jeunesse Montérégie	-	-	13 528	36 134	2 272
STT CRDI Montérégie-Est	-	-	3 998	18 711	2 485
SNE Institutions religieuses de St-Hyacinthe	-	-	-	8 491	-
STT Réadaptation Montérégie-ouest	-	-	20 165	11 875	-
STT CSSS de la Haute-Yamaska	-	-	14 856	13 092	-
SSS du CSSS Sorel-Tracy	-	-	7 545	12 261	-
STT CSSS Vaudreuil-Soulanges	-	-	2 628	5 052	-
STT du Réseau du Suroît	-	-	14 749	12 122	-
STT CSSS Haut-Richelieu/Rouville	-	-	14 543	23 446	-
STT CSSS Pierre-Boucher	-	-	17 631	34 426	-
S CSSS Richelieu-Yamaska	-	-	30 641	35 799	-
STT Résidences et ctrs héb.priv.Montérégie	-	-	-	6 482	9 085
S Paramédics et préhôpitalier Montérégie	-	-	3 190	10 237	122 066
S de l'Administration CSSS Pierre-de-Saurel	-	-	4 054	4 809	-
STT CSSS Champlain-Charles-Lemoyne	-	-	16 111	38 535	-
STT Reg. En garderie du Cœur-du-Québec	-	-	-	12 577	-
STT Coop Solidarité Centre de la Mauricie	-	-	-	5 984	-
SEE SSS MRC de Maskinongé	-	-	2 372	3 149	-
STT Ctres d'hébergement Cœur-du-Qc	-	-	-	-	-
STT CSIDI Mauricie-Centre-du-Québec	-	-	-	4 462	-
STT CJ Mauricie et Centre-du-Québec	-	-	2 258	11 188	-

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	<u>Strike benefits</u>	<u>Preventive advertising</u>	<u>Strike allowances</u>	<u>Other operating expenses</u>	<u>Legal expenses</u>
FÉDÉRATION DE LA SANTÉ ET DES SERVICES SOCIAUX (CONT.)					
STT Vallée de la Batiscan	-	\$	-	\$ 4 004	\$ 6 398
S de la SSS d'Arthabaska-Érable	-		-	\$ 9 045	\$ 25 007
STT CSSS de l'Énergie	-		-		\$ 22 886
S Soins inf. et cardio.-respiratoire de La Tuqu	-		-		\$ 2 570
S unifié du Littoral-Sud FSSS-CSN	-		-	\$ 3 063	\$ 13 845
S de la SSS - Drummond	-		-	\$ 10 257	\$ 17 380
S Personnel bureau CSSS Trois-Rivières	-		-	\$ 8 321	\$ 16 826
SRTT ctres héb. Centre-du-Québec	-		-		\$ 7 450
Compression santé 2013	-		-		\$ 19 753
Secteur buanderie	-		-		\$ 8 065
Approvisionnement Saguenay-Lac-St-Jean	-		-		\$ 12 002
Grandir dans la dignité	-		-		\$ 19 797
Contre les coupures 2014-2017	-		-		\$ 17 630
Non à la privatisation des buanderies 2015	-		-		\$ 22 259
Négociation secteur pré-hospitalier	-		-		\$ 53 939
CPE: pérennité des services de garde 2016	-		-		\$ 80 491
Valorisation services publics	-		-		\$ 24 000
Mobilisation négo-regroupée	-		-		\$ 67 037
Balances of less than \$2,000	609		97 241	109 980	10 632
	<u>118 338</u>	<u>\$ 1 950</u>	<u>\$ 991 095</u>	<u>\$ 3 570 352</u>	<u>\$ 464 861</u>

FÉDÉRATION DES EMPLOYÉS ET EMPLOYÉS DES SERVICES PUBLICS

SP Soutien comm.scol. De l'Estuaire	-	\$	-	\$	-	\$ 6 229	\$	-	\$
SE Municipaux des îles	-		-		-	\$ 5 234		-	
STT Ctre rég.serv.aux bibliothèques publiques	-		-		-	\$ 6 216		-	
SE Soutien Cégep de l'Outaouais	-		-		-	\$ 2 996		-	
STT Sout. comm.scol.Hauts-Bois Outaouais	-		-	\$ 2 490		\$ 3 359		-	
A Soutien Collège Héritage	-		-	\$ 2 156		-		-	
S Cols bleus Gatineau	-		-			\$ 50 114		-	
STT Comm.scol.au Cœur-des-Vallées	-		-	\$ 11 133		\$ 6 213		-	
SEE soutien Cegep Joliette -serv.alim.	-		-	\$ 5 281		\$ 2 034		-	
S Personnel soutien scolaire Lanaudière	-		-	\$ 9 532		\$ 17 268		-	
SEE Lanau Bus	42 840		-	\$ 3 569		\$ 17 694		-	
SE Soutien Cégep St-Jérôme	-		-			\$ 3 233		-	
SEE Soutien comm.scol.des Laurentides	-		-			\$ 8 058		-	
SP Soutien Seigneurie Mille-Îles	-		-	\$ 17 565		\$ 32 246		-	
SEE d'entretien Comm.scol.des Samares	-		-	\$ 2 562		\$ 2 760		-	
SE Manuels Ville de Terrebonne	1 251 555		-	\$ 34 944		\$ 75 431		\$ 84 656	
STT Ville Ste-Thérèse	-		-			\$ 39 796		\$ 7 400	
SE Cegep Lionel-Groulx	-		-	\$ 2 193		\$ 13 239		-	
STT Ville Ste-Adèle	-		-			\$ 4 060		-	
S Personnel de soutien Pierre-Neveu	-		-	\$ 7 262		\$ 6 339		-	
STT Ville Mirabel	-		-			\$ 2 843		-	
STT Comm.scol. Sir Wilfrid-Laurier	-		-			\$ 2 949		-	
STT Autobus Renaud	-		-			\$ 3 925		-	
Association prof. du personnel administratif	-		-	\$ 14 089		\$ 102 216		-	

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FÉDÉRATION DES EMPLOYÉES ET EMPLOYÉS DES SERVICES PUBLICS (CONT.)					
SNEE commission scolaire Montréal	-	\$	-	\$	\$
Ass. Concierges des écoles district Montréal	-		2 999	\$ 20 836	-
S entretien STM	-		-	9 014	-
SEE du Cégep du Vieux-Montréal	-		-	5 384	-
SE Cégep de Rosemont	-		-	2 744	-
SE Soutien Cegep St-Laurent	-		-	2 649	-
SE Entretien STL	-		-	6 158	-
STT STL	-		-	5 588	-
SEE Cegep Montmorency	-		10 670	3 091	-
Concordia univ.library employees union	-		-	4 415	-
SE Soutien Cegep André-Laurendeau	-		9 085	2 034	-
SE bureau STL	-		-	4 020	-
ST de la RIO	-		-	4 959	-
SEE Société du Palais des Congrès de Mtl	-		2 077	-	-
S Prép. Événements Palais des Congrès Mtl	-		2 149	-	3 182
STT Loisirs Ville de Laval	-		-	30 003	-
SE Soutien Université Concordia	-		-	11 737	-
STT SPCA	-		-	15 812	-
SE Société des casinos du Québec	-		2 749	14 101	6 612
SE bureau Cimetière Notre-Dame-des-Neiges	-		-	2 961	-
SSS de RIO	-		-	4 004	-
STT Comité social Centre-Sud	-		-	7 878	-
STT Comité gestion taxe scolaire Montréal	-		-	-	5 139
STT Métiers et services de la RIO	-		-	4 121	-
Fraternité Constables et agents STM	-		-	9 675	-
S Agents sécurité Garda section CPI	-		-	3 881	-
STT Coach Canada	-		-	2 459	-
STT Centre St-Pierre	-		-	5 295	-
STT Autobus La Montréalaise	-		-	2 371	-
STT Carrefour intercultures de Laval	-		-	-	3 037
SE Agents de Sécurité ADM	-		-	29 000	-
SE Comm.Scolaire Abitibi	-		2 851	3 327	-
SE Soutien Comm.scol. Harricana	-		5 350	4 179	-
STT Sani-Tri	-		-	3 752	-
SE Société des Traversiers Québec-Lévis	-		-	13 393	-
SE Transport public Qc Métro	-		-	3 533	-
SE soutien comm.scolaire Charlevoix	-		2 678	16 249	-
S pers.soutien Cégep Lévis-Lauzon	-		-	6 389	-
SP Soutien Cégep Ste-Foy	-		5 432	4 005	-
S Soutien scolaire Bellimont	-		11 643	7 601	-
SP Soutien Cégep Limoilou	-		3 363	4 668	-
SE Municipaux Côte-de-Beaupré	17 342		-	-	-
SS Garages CTCUQ	-		-	9 445	-
SE Soutien Ceégep de Thetford	-		3 316	-	-
s Soutien scolaire des Appalaches	-		-	4 384	-
SEE Cegep Champlain-St-Lawrence	-		-	79 969	-
SP Soutien scolaire des Découvreurs	-		29 267	12 300	-
S Soutien scolaire des Navigateurs	-		35 870	18 482	-

CONFÉDÉRATION DES SYNDICATS NATIONAUX

PROFESSIONAL DEFENCE FUND

SUPPLEMENTARY INFORMATION

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	<u>Strike benefits</u>	<u>Preventive advertising</u>	<u>Strike allowances</u>	<u>Other operating expenses</u>	<u>Legal expenses</u>
FÉDÉRATION DES EMPLOYÉS ET EMPLOYÉS DES SERVICES PUBLICS (CONT.)					
SP Soutien Cégep de la Pocatière	-	\$	-	\$	\$
SP Soutien Cégep Rimouski	-		14 037		3 406
SPS Comm.scolaire des Monts-et-Marées	-		6 526		5 456
S Soutien scol. Kamouraska-Rivière-du-Loup	-		14 298		5 929
S Soutien scolaire des Phares	-		7 826		7 797
S Soutien scolaire du Fleuve et des Lacs	-		6 397		4 242
SP Soutien Collège Ste-Anne-La Pocatière	-		-		3 494
SE Traverse Matane-Baie-Comeau-Godbout	-		-		3 900
SE Soutien Cégep de Jonquière	-		2 151		2 839
SE service du Collège Chicoutimi	-		-		18 031
SEE Soutien Cégep d'Alma	-		2 056		5 002
S Soutien technique CS Lac-St-Jean	-		5 854		5 377
ST Centre juridique Saguenay-Lac-St-Jean	28 750		1 400	14 184	2 216
SE municipaux Ville de Saguenay	-		-	52 626	-
S Brigadières brigadiers scol. Saguenay	-		-	8 368	-
STT Autobus Coaticook	-		-	3 368	-
SE Aide Juridique de l'Estrie	-		4 404	-	-
ST Corp.mun St-Denis-de-Brompton	-		-	2 584	-
SEE OSBL de l'Estrie	-		-	25 642	-
STT Trans.scolaire Autobus des Cantons	-		-	5 413	-
SP Soutien comm.scol.des Sommets	-		16 062	7 601	-
Soutien comm.scolaire des Hauts-Cantons	-		17 204	14 764	-
STT Municipalité Weedon	28 545		4 721	14 134	2 073
STT Autobus de l'Estrie	-		-	3 942	-
STT Municipalité de Bury	-		-	6 926	-
STT Autobus La Sapinière	-		-	4 053	-
SE Développement et Paix	-		-	7 278	-
S Agents de la paix et serv. Correctionnels	-	100 579	12 688	623 519	16 434
STT SAQ	-	6 717	-	30 063	-
STT Loto Québec	-		-	13 096	-
S Personnel du Val-des-Cerfs	-		6 978	-	-
SE Soutien Cégep Sorel-Tracy	-		2 975	-	-
SEE Soc.des Traversiers Sorel-St-Ignace	-		9 395	-	-
SE Soutien Cégep St-Hyacinthe	-		8 473	2 523	-
SNE Soutien Cégep St-Jean-sur-Richelieu	-		3 379	2 192	-
SEE STRSM	-	887	-	11 080	-
SE Soutien Cégep Champlain	-		-	18 181	-
SEE Fédérations agricoles	-	584	-	2 887	-
SNE Municipaux de Pincourt	-		-	2 935	-
S Cols Blancs Ville de Chambly	-		9 608	-	2 263
SP Soutien des Hautes-Rivières	-		24 693	18 671	-
S Soutien Scolaire Vallée des Tisserands	-		24 592	27 681	-
SEE Comm.scol.Sorel-Tracy	-		15 484	5 267	-
SP Tech.adm, éduc. du Val-des-Cerfs	-		18 241	12 450	-
STT transp. en commun La Québécoise	-		-	13 833	11 240
STT Ville St-Polycarpe	-		-	-	4 560
STT Bricon transport	-		-	2 808	-
STT comm.scolaire Des Chênes	-		13 067	15 864	-
SP Soutien du Collège Shawinigan	-		3 967	-	-
SE Cégep de Trois-Rivières	-		12 523	2 917	-
STT Municipaux de St-Boniface	-		-	-	6 365

CONFÉDÉRATION DES SYNDICATS NATIONAUX

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36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Strike benefits	Preventive advertising	Strike allowances	Other operating expenses	Legal expenses
FÉDÉRATION DES EMPLOYÉS ET EMPLOYÉS DES SERVICES PUBLICS (CONT.)					
S Soutien scolaire des Bois-Francs	-	\$	\$	\$	\$
SEE Rég. municipaux de la Mauricie	42 825	-	4 600	4 387	13 584
S Soutien scolaire Chemin-du-Roy	-	-	15 117	15 375	-
S Cols bleus ville Shawinigan	-	-	-	5 986	-
SE Municipaux cols blancs Drummondville	-	-	-	4 344	-
Réforme des régimes de retraite 2015	-	-	-	424 861	123 475
Secteur soutien Cégep sous-traitance	-	-	-	35 675	-
Secteur municipal 2014	-	-	-	12 104	-
Municipaux et transports publics 2015	-	-	-	404 145	-
Transport scolaire: Décret convention coll.	-	-	-	36 749	-
Commission can.du blé	-	-	-	14 813	-
Balances of less than \$2,000	-	-	40 071	94 704	6 637
	<u>1 411 857</u>	<u>\$ 108 767</u>	<u>\$ 591 097</u>	<u>\$ 2 950 773</u>	<u>\$ 302 773</u>

FÉDÉRATION DE L'INDUSTRIE MANUFACTURIÈRE

SNE Aluminerie Baie Comeau	-	\$	-	\$	-	\$
SE Scierie St-Michel-des-Saints	-	-	-	-	44 843	-
STT Bridgestone	-	-	-	-	47 532	-
STT N.M.F.	-	-	-	-	12 385	-
STT Orica	-	-	-	-	5 813	-
SE de S.P.B	-	-	-	-	3 919	-
STT de Kruger	-	-	-	-	3 569	-
STT Produits Scientific Games	-	-	-	-	3 237	-
SNE de Velan	165 750	-	3 138	33 853	-	-
SS Produits Céramique et autre	2 640	-	-	-	-	-
STT Lavo Ltée	-	-	-	-	7 604	-
ST Câbles acier Pointe-Claire	-	-	-	-	27 722	-
STT Cheminées Sécurité	-	-	-	-	2 343	-
SS Produits Céramique et autres	-	-	-	-	2 042	-
STT MDA ESPAC	-	-	-	-	3 991	-
ST Mine Noranda	-	-	-	-	8 888	-
ST Scierie Béarn	-	-	-	-	2 625	-
ST Tembec - usine Senneterre	-	-	-	-	24 759	-
STT Papier Clermont	-	-	-	-	17 960	-
ST Chantier Naval Lauzon	-	-	-	-	18 148	-
SE Sico Inc	40 034	-	4 094	8 205	-	-
SSS General Dynamics Défense TAC	-	-	-	-	10 767	-
STT E.I. Dupont Canada - Thetford Inc	-	-	-	-	2 318	-
ST Général Electricue	-	-	-	-	2 989	-
STT Canam Strucal	-	-	-	-	14 886	-
STT Rad Technologies	-	-	-	-	3 208	-
SE Bombardier La Pocatière	-	-	-	-	13 969	-
ST Tourbière Lambert	-	-	-	-	6 788	-
SNTT Pâtes et pâiers d'Alma	-	-	-	-	18 559	-
SNTT Pâtes et pâiers de Kenogami	-	-	-	-	10 798	-

CONFÉDÉRATION DES SYNDICATS NATIONAUX

PROFESSIONAL DEFENCE FUND

SUPPLEMENTARY INFORMATION

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	Strike benefits	Preventive advertising	Strike allowances	Other operating expenses	Legal expenses
FÉDÉRATION DE L'INDUSTRIE MANUFACTURIÈRE (CONT.)					
ST Scierie Petit Paris	-	\$	-	\$	16 748
S Secteur automobile de l'Estrie	-	-	-	-	2 947
STT Nigan	-	-	-	7 645	-
STT TLD	-	-	-	17 483	-
STT Pâtes et Papiers de Brompton	-	-	-	12 420	-
ST Pâtes et Papier Windsor	-	-	-	8 792	-
STT Pâtes et Cartons East Angus	-	-	-	6 439	-
SN Sylviculture	-	-	-	11 206	-
ST Demix	-	-	-	8 442	-
SNT Produits Chimiques Valleyfield	-	-	-	12 736	-
STT Sido	-	-	-	9 694	-
SNE Velan Granby	-	-	-	3 799	-
STT Plastube	-	-	-	2 855	-
S Aciers Forges Sorel	-	-	-	11 824	-
SNEE Kronos Canada	(11 280)	-	1 870	16 269	27 785
SE Sico Longueil	-	-	-	3 776	-
ST Acier Leroux	(2 160)	-	-	-	-
ST de Newalta	-	-	-	5 436	-
STT Entreprises Exulon	-	-	-	10 507	-
STT Kildair	-	-	-	3 241	-
STT Scierie Abitibi-Consolidated	84 405	-	15 342	3 890	-
ST Papier de la Mauricie	-	-	-	2 338	-
SS Emballages Mitchell-Lincoln	-	-	-	4 430	-
ST Acier Crête	-	-	-	5 341	-
STT Béton Provincial	11 250	-	1 200	3 629	-
Balances of less than \$2,000	-	-	3 016	28 708	1 866
	290 639	\$	28 660	\$	32 598

FÉDÉRATION NATIONALE DES COMMUNICATIONS

STT Médias Quebecor Laurentides	-	\$	-	\$	-	\$	-	\$
STT Journal La Gatineau	-	-	-	-	5 597	-	-	-
SE Bureau et journaux région Montréal	-	-	-	-	9 016	-	-	-
S Rédaction Le Devoir	-	-	-	-	21 265	-	-	-
ST Information du Journal de Montréal	-	-	-	-	-	4 449	-	-
S Général radio CINF-CKOI	-	-	-	-	-	-	-	-
ST Information La Presse	-	-	-	-	6 799	-	-	-

CONFÉDÉRATION DES SYNDICATS NATIONAUX

PROFESSIONAL DEFENCE FUND

SUPPLEMENTARY INFORMATION

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

	<u>Strike benefits</u>	<u>Preventive advertising</u>	<u>Strike allowances</u>	<u>Other operating expenses</u>	<u>Legal expenses</u>
FÉDÉRATION NATIONALE DES COMMUNICATIONS (CONT.)					
SE Publications Quebecor	-	\$	-	\$	-
SE Cinémathèque québécoise	-		-	12 246	-
SNE du Devoir	-		-	2 490	-
SEE Ingénierie de TQS	-		-	-	2 500
STT Cosmodôme	-		-	2 462	-
STT Musée Nation Huronne-Wendat	-		-	10 726	-
STT corp. Musée régional de RIM	-		-	10 741	-
STT Télémarketing Unimedia	-		-	3 953	-
ASS. Des Journalistes Indépendants	-		-	-	49 783
S. Communications Radio-Canada	-	3 415	-	555 453	660
S Général employés Télé-Québec	-		-	5 864	-
SE de V Interactions	-		-	20 607	407 043
ST Acadie Nouvelle Ltée	-	635	-	19 055	-
Avenir réseau muséal au Québec 2015	-		-	6 577	-
Presse écrite	-		-	30 110	-
Groupe Capital Medias	-		-	12 563	-
 Balances of less than \$2,000	 -	 -	 -	 13 337	 -
		\$ 4 050		\$ 767 499	\$ 464 435
 Others expenses					
Invalidity action - Employment insurance	-	\$	-	\$	-
Study - Bill of law	-		-	-	9 223
Ucco-Sacc	-	28	-	1 144 536	6 750
Shipping request for 25 \$ solidarity donator	-		-	28 159	-
Signs, posters and buttons	-		-	167 921	-
Printing for mobilization	-		-	34 469	-
Press releases (Telbec)	-		-	463 694	-
PDF tools	-		-	1 102 562	-
Cloakroom and solidarity object	-		-	38 403	-
Cost post-secondary education	-		-	-	171 683
Bill # 10	-		-	-	63 430
Pay equity contestation	-		-	-	11 535
Bill C-377 contestation	-		-	-	7 500
Labour code and essential services 2015	-		-	-	97 836
Panel posters CSN 2016	-		-	119 158	-
 Other	 -	 -	 -	 152 811	 49 767
		\$ 28		\$ 3 251 713	\$ 405 763
	6 426 235	\$ 126 137	\$ 2 436 461	\$ 14 478 613	\$ 2 658 467

CONFÉDÉRATION DES SYNDICATS NATIONAUX

PROFESSIONAL DEFENCE FUND

SUPPLEMENTARY INFORMATION

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

EXPENSES FOR COMPANY SHUTDOWNS AND PRESERVING JOBS

Advisory group on maintaining and creating jobs in Québec	1 275 076	\$
STT Golf aux Outardes	11 847	
STT IGA Ste-Anne-des-Monts	2 195	
STT Librairie Martin	8 801	
STT Librairie Raffin	10 425	
STT Provigo entrepôt Armand-Viau	2 248	
STT Hotel Loews - Le Concorde	18 423	
STT Coop IGA Rimouski	56	
SE Groupe C.N.P. Inc	120	
STT Supermarché G.P. Matane	299	
STT de Norfruit	5 778	
ST Olympia	168	
STT Hôtel des Seigneurs - St-Hyacinthe	109	
SEE Conservatoire Lassalle	1 180	
SE Campus La Pocatière et Montmagny	11 250	
S Professeurs Cégep Chicoutimi	8 318	
S Salariés en employabilité GIM	7 980	
ST Marée montante de Ste-Anne-des-Monts	12 471	
CPE Montréal et Laval	517	
STT Résidence St-Colomban	10 196	
SEE Centre Montérégien de réadaptation	6 316	
STT Sani-Tri Rouyn-Noranda	6 384	
STT Transport La Québécoise de Rimouski	59	
SE Scierie St-Michel-des-Saints	27 314	
Pâtes et Cartons de Jonquière	11 309	
STT Pâtes et papiers East Angus	4 924	
S Rédaction Le Devoir	2 170	
Se Cinémathèque Québécoise	15 209	
		<hr/>
	1 461 142	\$
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CONFÉDÉRATION DES SYNDICATS NATIONAUX

OTHER FINANCIAL INFORMATION

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OTHER FINANCIAL INFORMATION

OPERATING BUDGET

CHANGES IN QUARTERLY RESULTS BUDGETED FOR THE 2014-2017 PERIOD

(WITH COMPARISON WITH ACTUAL RESULTS)

Number of months	Period ending	Amended budget	Actual
3	May 31, 2014	(1 252 180)	\$ (2 723 642) \$
6	August 31, 2014	(3 435 993)	\$ (3 377 048) \$
9	November 30, 2014	(2 505 359)	\$ (3 700 331) \$
12	February 29, 2015	(1 982 338)	\$ (2 689 895) \$
15	May 31, 2015	(2 738 062)	\$ (3 219 175) \$
18	August 31, 2015	8 561 285	\$ 10 453 224 \$
21	November 30, 2015	8 971 434	\$ 10 393 584 \$
24	February 28, 2016	11 766 338	\$ 12 546 440 \$
27	May 31, 2016	8 013 635	\$ 10 728 855 \$
30	August 31, 2016	5 185 614	\$ 10 205 955 \$
33	November 30, 2016	5 680 197	\$ 10 996 167 \$
36	February 28, 2017	14 931 237	\$ 13 692 985 \$

CONFÉDÉRATION DES SYNDICATS NATIONAUX

LIST OF PROJECTS DONE BY MCE CONSEILS, THE ADVISORY GROUP ON PRESERVING
AND CREATING JOBS IN QUÉBEC

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

FÉDÉRATION DU COMMERCE

STT Club de golf Baie-Comeau
STT Quincaillerie Forestville
STT Golf Chute-aux-Outardes
STT Hôtel Lecomte
SE Magasins Coop Havre-aux-Maisons
SE Magasins Coop Fatima
STT IGA Ste-anne-des-Monts
STT Château Cartier
SE Production et distribution d'eau de source
STT Librairie Martin
STT Hôtel Holiday Inn Centre-Ville
STT Ritz Carlton
STT Coop Uqam
STT Lallemand Inc
STT Coopérative premier défi Laval
STT Sysco Québec
STT Recall Québec
STT Signotech
STT Hôtel Château Versailles
STT Distribution Multi-marques Laval
STT Brasserie Labatt
STT Sucré Lantic
STT Librairie Raffin
STT Navstar Aviation
SE Librairie Raffin - Plaza St-Hubert
ST de buanderies
STT Hôtel Clarion
STT Hôtel Pur Québec
ST Manoir du Lac Delage
ST Sanimax
STT Coop. Cégep Ste-Foy
STT Abattoir Charlevoix
STT Loews Hôtel Québec
SEE Station de ski Stoneham
SEE Hôtel Clarendon
SS Coopérative d'Albanel
STT Estrimont suites et spa
S Inséminateurs et services de la Ferme du CIAQ
SNE Bureau Agropur
STT Aliments Ultima
STT Abattoir de volailles St-Jean-Baptiste-de-Rouville
SE Abattoir Berthierville
SS Barry Callebaut
STT A. Lassonde
SSS Baxters Canada
STT C.I.A.Q.
ST Matco Ravary
STT Ferme St-Zotique
STT Hôtel des Seigneurs St-Hyacinthe
STT Auberge Bromont
STT Shurgain
SS Croustilles Yum Yum
STT Produits Bridor
STT Librairie Clément Morin

CONFÉDÉRATION DES SYNDICATS NATIONAUX

LIST OF PROJECTS DONE BY MCE CONSEILS, THE ADVISORY GROUP ON PRESERVING
AND CREATING JOBS IN QUÉBEC

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

FÉDÉRATION NATIONALE DES ENSEIGNANTES ET ENSEIGNANTS DU QUÉBEC

STT Merinov
S Chargé-es de cours Université du Québec Hull
STT Collège Nouvelles Frontières
SP Collège Champagneau
S Chargé-es de cours Uqam
SEE du C.I.S.
SEE Collège de Montréal
SEE Villa-Maria
SEE Conservatoire Lasalle
SP Collège François-de-Laval
SP Séminaire St-François
SEE Campus La Pocatière
S Professeur Cegep Chicoutimi
SE Collège d'Alma
SP Séminaire Salésien
Association des professeurs Collège St-Stanislas

FÉDÉRATION DES PROFESSIONNELLES

SS employabilité G.I.M
STT Réinsertion sociale Lanaudière
SE Professionnels Université Concordia
SE RESO
STT CDEC Ahuntsic-Cartierville
STT PSC
SPP Investissement Québec
STT Viomax
SE Équitravail
SEE Carrefour jeunesse-emploi de la Capitale
SP Carrefour jeunesse-emploi Chutes-de-la Chaudière
SP SSS Québec-Chaudière-Appalaches
STT Fédération des comités de parents du Québec
SP Organismes communautaires Bas-St-Laurent
STT Association canadienne de santé mentale
S.T.E.P.S.S.Q.
SP Technique et professionnel SAQ
Regroupement des sages femmes du Québec
STT Carrefour jeunesse-emploi Beauharnois-Salaberry
STT Développement régional Mauricie

CONFÉDÉRATION DES SYNDICATS NATIONAUX

LIST OF PROJECTS DONE BY MCE CONSEILS, THE ADVISORY GROUP ON PRESERVING
AND CREATING JOBS IN QUÉBEC

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

FÉDÉRATION DE LA SANTÉ ET DES SERVICES SOCIAUX

STT CPE Manicouagan
STT CPE Mur-Mur
STT CPR Côte-Nord
STT SSS de Sept-Îles
ST CPE Le voyage de mon enfance
ST Marée Montante Ste-Anne-des-Monts
SE CPE Chez Ma Tante
STT CPE région Lanaudière
STT CSSS nord de Lanaudière
STT CPE région Laurentides
STT Ctrs d'héb. des Laurentides
STT Transp.médical JMJ
SNE CHU Ste-Justine
STT Hôpital Général Juif
STT Louis-H-Lafontaine et Gouin-Rosemont
SE Institut réad. Lindsay-Gingras
S Coordonnateur Hôpital général de montréal
STT CPE Montréal-Laval
STT Centres hébergement du Grand Montréal
STT Centre santé Tulatavik de l'Ungava
ST Dispensaires de la Baie d'Hudson
STT Héma-Québec Montréal
STT Centres jeunesse de Montréal
ST MFT
SEE Centre univ. Santé McGill
STT Hôpital Sacré-Cœur de Montréal
ST CSSS de Laval
STT CSSS Jeanne-Mance
STT CSSS de l'Ouest de l'Île
STT CSSS Sud-ouest
STT CPE des P'tits maringouins
ST Maison Mikana
S Jeffrey Hall-St-Brigid's
STT CHIP région de Québec
STT Centre de crise de Québec
STT CSSS Québec-sud
STT de Metatransfert
ST La Gigogne
ST Résidences Rimouski-Neigette
STT Centre d'action bénévole des Seigneuries
STT Centre de crise Bas-St-Laurent
SE MHS
ST CPE et BC Saguenay-Lac-St-Jean
SE Résidence Ste-Marie
STT Centres jeunesse Saguenay-Lac-St-Jean
SEE SSS de La Baie
STT Organismes communautaires Saguenay-Lac-St-Jean
ST CPE de l'Estrie
STT CHUS
STT Ctrs d'héb. privés de l'Estrie
STT Acte de l'Estrie
SN Institutions religieuses de St-Hyacinthe
SEE Ctre montérégien de réadaptation
STT CSSS Pierre-Boucher

CONFÉDÉRATION DES SYNDICATS NATIONAUX

LIST OF PROJECTS DONE BY MCE CONSEILS, THE ADVISORY GROUP ON PRESERVING
AND CREATING JOBS IN QUÉBEC

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

FÉDÉRATION DE LA SANTÉ ET DES SERVICES SOCIAUX (CONT.)

S Régional Maison d'hébergement du Bas Richelieu
STT Ctrs d'héb.privés de la Montérégie
STT Maison La Margelle
STT Société Alzheimer Rive-Sud
STT CHSLD St-Lambert-sur-le-golf
STT Jardins de Laval
SRTT CPE Cœur-du-Québec
STT Coop Solidarité de la Mauricie
STT Centres jeunesse Mauricie
STT CSSS de l'Énergie
SP Bureau CSSS Trois-Rivières
SRTT Centres d'héb. Centre-du-Québec

FÉDÉRATION DES EMPLOYÉES ET EMPLOYÉS DE SERVICES PUBLICS

SNE Commission Scolaire des Îles
STT Municipalité Paspébiac
STT Bibliothèques publiques Gaspésie-Îles-de-la-Madeleine
SNE Municipalité Maniwaki
S Cols bleus de Gatineau
SEE Municipalité Cantley
S Autobus Terremont
SEE Lanaubus
STT Autobus Le Mistral
STT Autobus R.M.
S personnel soutien Collège Lionel-Groulx
STT Autobus Renaud
SNEE Commission scolaire de Montréal
S Transport de Montréal
STT OIIQ
SP Non-cadre Oxfam Québec
STT SPCA
STT Comité social Centre-Sud
STT Collège Charlemagne
STT Coach Canada
STT Carrefour intercultures de Laval
S Agents de sécurité ADM
STT Vacuum National
STT Sani-Tri
SE Société des traversiers Québec-Lévis
STT Soutien commission scolaire Charlevoix
SP Soutien Collège de Limoilou
SE Soutien des Fonds FRQNT-FRQSC
S Soutien scolaire des Appalaches
SEE Cegep Champlain St-Lawrence
SNE Cégep Rivière-du-Loup
SP Soutien Collège Ste-Anne-de-la-Pocatière
SE Soutien Cégep St-Félicien
SE Municipaux Ville de Saguenay
SEE OSBL de l'Estrie
STT Autobus de l'Estrie
STT Municipalité de Bury
SEE Magasins et bureaux de la SAQ

CONFÉDÉRATION DES SYNDICATS NATIONAUX

LIST OF PROJECTS DONE BY MCE CONSEILS, THE ADVISORY GROUP ON PRESERVING
AND CREATING JOBS IN QUÉBEC

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

FÉDÉRATION DES EMPLOYÉES ET EMPLOYÉS DE SERVICES PUBLICS (CONT.)

STT Régie de l'eau de l'Île-Perrot

SEE UPA

S Soutien scolaire Vallée des Tisserands

STT Transport en commun La Québécoise

STT Municipalité St-Césaire

STT Commission scolaire des Chênes

SNTT de l'Environnement

FÉDÉRATION DE L'INDUSTRIE MANUFACTURIÈRE

SE Scierie St-Michel-des-Saints

STT Outils A. Richard

STT Timcal

STT Sonaca Montréal

STT de Orica

SNE Velan

STT Lavo

ST Câbles Acier Pointe-Claire

STT Cheminées Sécurité

SE Mines Sigma

ST Tembec de Senneterre

STT Papier Clermont

ST Chantier Naval de Lauzon

ST Plastique Beauce

STT Canam Structal

ST de la Tourbière Lambert

ST Cédrico

SNTT Pâtes et Papiers d'Alma

SNTT Pâtes et Papiers de Jonquière

ST Scierie Petit Paris

SE Cols blancs Mine Niobec

STT Nigan

STT TLD

STT Pâtes et Papier Brompton

STT Pâtes et Papiers East Angus

ST Pâtes et Papiers Windsor

STT Pâtes et Cartons East Angus

SN Sylviculture

SN Produits Chimiques Valleyfield

S Aciers Forgés Sorel

ST Acier Leroux

ST Newalta

ST Fabspec

STT Scierie Abitibi Consolidated

SN Usine St-Maurice

ST Acier Crête Inc

SNS Aciers Vic-West de Victoriaville

CONFÉDÉRATION DES SYNDICATS NATIONAUX

LIST OF PROJECTS DONE BY MCE CONSEILS, THE ADVISORY GROUP ON PRESERVING
AND CREATING JOBS IN QUÉBEC

36-MONTH PERIOD ENDING FEBRUARY 28, 2017

FÉDÉRATION NATIONALE DES COMMUNICATIONS

SE CHNC New Carlisle
ST Information du Droit
STT Journal La Gatineau
S Rédaction Le Devoir
ST Information du Journal de Montréal
ST Information de La Presse
SE Cinémathèque Québécoise
STT Cosmodôme
STT Radio CVSL
STT Musée nation huronne Wendat
STT Corporation Musée régional Rimouski
S Communications Radio-Canada
SE Télé-Québec
ST Acadie Nouvelle
S Communications République de Madawaska
SEE Coop Radio de Granby
S Général des Communications

FINANCIAL CONTRIBUTIONS

Labour relations	680 793	\$
Expenses for company shutdowns and preserving jobs	1 275 076	\$

REPORT FROM THE SURVEILLANCE COMMITTEE

FINANCIAL PERIOD ENDING FEBRUARY 28, 2017

Under Article 60 of the CSN's Constitution and By-laws, the Surveillance Committee is composed of three members elected by the convention, which referred this election to the Confederal Council. For the 2014-2017 period, the committee was composed of Guy Gingras, Michel Tétreault et Marjolaine Côté. The latter retired in June 2016 and was replaced by Johane Provencher in September 2016. Following the votes on union allegiance in the health and social services system, however, Johane Provencher had to leave the committee in March 2017.

The committee's duties are to:

- examine any special expense not provided for in the budget;
- examine the treasurer's semi-annual reports;
- oversee the administration of the Professional Defence Fund and the application of by-laws;
- be represented by one of its members at all sessions of the CSN's Confederal Bureau, Confederal Council and Convention; the entire Surveillance Committee attends debates on the financial statements;
- make the recommendations it deems useful to the Executive Committee and the Confederal Bureau;
- inform the Confederal Council of transfers of funds recommended by the Executive Committee or Confederal Bureau.

In the 2014-2017 mandate, the committee made recommendations on the following matters: the adoption of an amendment to the budget, two transfers from the Special Support Fund to the operating budget, and the development of a policy governing the use of credit cards by all card holders, with the exception of Executive Committee members for whom such a policy already existed.

In the context of this work, we met a number of times with the CSN's treasurer, controller and accountant. We are satisfied with the explanations given concerning the significant variances observed between the budget and actual spending, and we thank all these people for their invaluable co-operation. We also thank the office employees for their generous contribution to the completion of our mandate.

The Surveillance Committee carried out all its duties and focused on its responsibility to wisely inform decision-making bodies about major budget issues.

In 2014-2017, the monthly average number of dues-paying members was 284,790, or 6,921 less than the 291,711 projected in the budget, and 2,540 less than the average number (287,330) during the 2011-2014 mandate.

The average rate of dues was higher than projected - \$24.25 instead of \$24.08.

COMBINED RESULTS

At the end of the 36-month financial period ending February 28, 2017, the CSN's total revenue was \$251,614,194, with \$248,572,641 coming from *per capitae* and \$3,041,553 in interest.

Expenditures totalled \$251,645,168 – \$12,678,036 less than spending projected in the amended budget. The financial period ended with a deficit of \$30,974, compared to a projected deficit of \$8,628,068, a positive variance of \$8,597,094.

OPERATING BUDGET

Revenue for the operating budget was \$190,571,838, down from the budget projection of \$193,223,477. It's important to mention that during this period, \$24,000,000 was transferred from the Special Support Fund to the operating budget. A first transfer of \$15,000,000 was made in June 2015, followed by a second of \$9,000,000 in December 2016.

Expenditures were \$1,413,387 less than budgeted. The 2014-2917 financial period therefore ends with a surplus of revenue over expenditures of \$13,692,985. Had it not been for the \$24,000,000 transfer, though, there would have been a deficit of \$10,307,015.

Our attention was drawn, however, by variances in a number of budget items that we think it is important to report.

LEADERSHIP (page 26)

Human resources (page 50)

There was an overrun of \$254,790 in the budget for computer services, explained by management and data processing for the payroll system that will, in the future, be accounted for separately.

UCCO-SACC-CSN (page 52)

In the previous financial period, legal expenses were higher than projected. For this last financial period, however, we noted that actual spending was 32% less than budgeted. The actual spending was \$613,210, while the amount budgeted was \$900,000. The committee therefore observes that the measures taken were beneficial.

COMMITTEES AND WORKING GROUPS (page 53)

Savings of \$494,645 were made from the original budget, in part in the following confederal committees: health, safety, environment and sustainable development, and intercultural relations. The committees had fewer meetings and activities than projected.

UNION ORGANIZING (page 27)

The amended budget added resources – five union staff representatives plus an office employee – for the period of raiding in the health and social services system (Bill 10). This raiding period took place in early 2017 instead of September 2016, as the CSN had originally anticipated. This partly explains the \$888,013 overrun in *pay and benefits*.

ORGANIZING, CONSOLIDATION AND LEGAL EXPENSES (page 70)

The budget was amended in September 2015, mainly with a view to the struggle that the CSN was gearing up for in health care because of Bill 10 once collective bargaining in the public sector was finished. For this, the budgets for *organizing, consolidation* and *legal expenses* were increased by \$6,000,000. More specifically, the budget for organizing was increased by \$4,014,800 \$, for *consolidation* by \$1,785,200 and for *legal expenses* by \$200,000.

All in all, the operating budget for the Union Organizing department increased by 66% (\$6,000,000). Despite this, there was an overrun of \$905,766.

These figures show that the CSN invested massively in the fight around Bill 10.

At the same time, the CSN invested more than \$530,000 to support our comrades at Radio-Canada during the period of changes in union allegiance and mergers of bargaining units.

Other expenses (page 27)

The overrun of \$444,343 in *other expenses* is partly because of advertising and promotional expenses incurred by the CSN in the various union organizing drives.

COMMUNICATIONS (page 29)

Printing-distribution (page 55)

In *billing*, there is a positive variance of \$389,775 that is explained by more invoicing due to the high levels of printing for the votes on union allegiance in the health and social services system and for the CSN's numerous campaigns.

SUPPORT FOR MOBLIZATION AND REGIONAL LIFE (page 30)

Actual spending was \$810,793 more than budgeted. For most regions, the overrun in *legal expenses* was explained by the number of employment insurance cases that were pleaded.

Québec Chaudière-Appalaches (page 58)

In the Québec Chaudière-Appalaches region, we saw major overruns in the *legal expenses* item right from the start of the financial period. A committee was struck and a reorganization carried out (three of the six SAMVR union staff representative were

transferred to the Labour Relations department). During the next mandate, we will be able to assess the financial repercussions.

ADMINISTRATION (page 31)

Computer services (page 64)

We noted that in item for *billing*, there was an unfavourable variance of \$6,320,779 between projected and actual spending. This difference is partly due to the offer of service made by the CSN to lease computer facilities to its affiliated organizations. The committee recommended that follow-up be done to make the necessary adjustments in the next financial period.

PROFESSIONAL DEFENCE FUND

At the end of this 36-month period, the Professional Defence Fund had a surplus of revenue over expenditures of \$1,427,740 – a difference of \$10,060,588 from what amended budget. This surplus is mainly explained by the small number of strike benefits – 165 weekly benefits instead of the 550 budgeted.

Note that at the time this report is written, one union (17 members) is on an indefinite strike, 18 unions (2,712 members) are on an indefinite general strike with essential services, 2 unions (124 members) are locked out and 2 unions (70 members) are on limited strikes.

REVENUE			
Budget 2014-2017	Amended budget 2014-2017	Actual spending 36 months	Difference %
\$77,398,116	\$77,398,116	\$76,194,965	(\$1,203,151) -1.6%

EXPENDITURES			
Budget 2014-2017	Amended budget 2014-2017	Actual spending 36 months	Difference %
\$85,885,202	\$86,030,964	\$74,767,225	\$11,263,739 15.1%

DIFFERENCE IN REVENUE OVER EXPENDITURES			
Budget 2014-2017	Amended budget 2014-2017	Actual spending 36 months	Difference
(\$8,487,086)	(\$8,632,848)	\$1,427,740	\$10,060,588

SUPPORT FOR STRUGGLES (page 33)

Operating expenses (pages 75 to 88)

There was an overrun of \$3,478,613 in expenditures. Together with its unions, the CSN undertook many struggles in support of mobilization and the renewal of collective agreements.

Allowances to unions for strike expenses (pages 75 to 88)

We observed an overrun of \$1,636,461 from the \$800,000 in the amended budget. Allocations for the four days of strike action in the public sector alone required an expenditure of \$1,560,760.

Support for our demands (page 40)

Confederal campaigns (pages 73-74)

While the budget for the 2014-2017 period was \$4,500,000, actual spending was \$6,497,394 – in other words, an overrun of \$1,997,394. This overrun was necessary in order to do a good job of carrying out the many confederal campaigns, listed on page 74 of the financial statements.

SPECIAL SUPPORT FUND

The Special Support Fund was heavily used, in accordance with the CSN's constitution and by-laws: two transfers were made to the operating budget, for a total of \$24,000,000. The fund had \$2,607,680 in net assets on February 28, 2017, compared to \$17,759,379 on February 28, 2014.

RECOMMENDATION

The Surveillance Committee for finances recommends that the 65th Convention approve the financial statements for the operating budget, the Professional Defence Fund and the Special Support Fund, as well as the combined results, for the 36-month period ending February 28, 2017.

The CSN Surveillance Committee,



Guy Gingras



Michel Tétreault



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