

VOIR LOIN, VISER JUSTE

BUDGET 2017-2020



65th CSN Convention
Montreal – 2017

TABLE OF CONTENTS

Treasurer’s remarks	A5
2017-2020 Combined Budget	
<i>Combined budget</i>	2
2017-2020 Operating Budget	
<i>Operating Budget</i>	4
<i>Expenditures – Management</i>	5
<i>Expenditures – Union Organizing</i>	6
<i>Expenditures – Labour Relations</i>	7
<i>Expenditures – Communications</i>	8
<i>Expenditures – Support for Mobilization and Regional Life</i>	9
<i>Expenditures – Administration</i>	10
2017-2020 Professional Defence Fund	
<i>Professional Defence Fund</i>	12
<i>Expenditures – Support for negotiation – equalization</i>	13
<i>Expenditures – Support for negotiation – consolidated and local negotiation</i> ...	14
<i>Expenditures – Support for our demands</i>	15
2017-2020 Special Support Fund	
<i>Special Support Fund</i>	17
Operating budget –	
2017-2020 supplementary information	
<i>Executive Committee and support staff</i>	19
<i>Controller’s office</i>	20
<i>FDP administration</i>	20
<i>Property management</i>	20
<i>Human Resources</i>	21
<i>Legal Services</i>	22
<i>UCCO-SACC-CSN</i>	23
<i>Committees and working groups</i>	24
<i>Information – documentation</i>	25
<i>Printing – distribution</i>	26
<i>National mobilization team</i>	27
<i>Gaspésie–Îles-de-la-Madeleine</i>	27
<i>Bas-Saint-Laurent</i>	28
<i>Saguenay–Lac-Saint-Jean</i>	28
<i>Québec Chaudières-Appalaches</i>	29
<i>Cœur du Québec</i>	29
<i>Estrie</i>	30
<i>Montréal métropolitain</i>	30
<i>Laurentides</i>	31
<i>Lanaudière</i>	31
<i>Montérégie</i>	32
<i>Outaouais</i>	32
<i>Abitibi-Témiscamingue–Nord-du-Québec</i>	33
<i>Côte-Nord</i>	33
<i>Finances</i>	34
<i>Computer services</i>	35

<i>Montréal building</i>	36
<i>Québec City building</i>	37
Professional Defence Fund – 2017-2020 supplementary information	
<i>Public sector – consolidated negotiation</i>	39
Resolutions on finances	B1

TREASURER'S REMARKS

Dear delegates,

We are about to fulfil one of the most important union responsibilities entrusted to us by our members: adopting the CSN's budget for the period from March 1, 2017 to February 29, 2020.

The CSN's budget is based on choices. It must serve to support the policy directions that you are being asked to decide during this convention.

It must also contribute to the struggles that the CSN and its affiliated organizations—central councils, federations and unions—will wage over the next three years.

Our responsibility as a labour organization is to make the choices that will ensure we can continue to promote workers' economic, social, political and job-related interests with a view to improving the working and living conditions of not only the members we represent, but also the population as a whole. This is the task to which we must now turn.

At the CSN, this is a transparent and exceptionally democratic process. As we have already pointed out, there are not many union organizations in the world that can claim to be as transparent and democratic.

The Pre-Convention Committee has already debated this budget proposal and recommends that you adopt it. It is now up to you to examine, analyse, debate and ultimately take a decision.

The distribution of *per capita* revenue

As we saw earlier this week, our Constitution and By-laws set the *per capita* dues to be paid to the CSN at 0.72% of total gross pay. The amounts collected are distributed between three separate funds: the operating budget receives 0.47%, the Professional Defence Fund 0.225% and the Special Support Fund 0.025%.

In debating the proposed budget presented now, it is essential to keep in mind the purpose and role of each of these funds.

The operating budget pays for CSN services and departments that provide support for the federations, central councils and unions. It also covers the costs of our democratic process.

The Professional Defence Fund covers expenses related to:

- support for struggles: strike and lockout benefits, strike and lockout expense allowances to unions, benefits in cases of dismissal for union activities and legal expenses and fines related to labour disputes;
- support for collective bargaining: the complement of services that support the co-ordination of public-sector bargaining, expenses to support regrouped, co-ordinated or local bargaining in the private sector and equalization payments to federations and central councils;
- support for our demands through confederal, sectoral and regional campaigns and solidarity donations.

The Special Support Fund can be drawn upon when needed to replenish the operating budget or Professional Defence Fund. In the presentation on the financial period just ended, we saw the invaluable contribution that the Special Support Fund can make when one of the other two CSN funds faces a major deficit.

Contextual Elements

Before going any further with the presentation of the 2017-2020 budget, I would like us to look at several contextual elements that influence the budget and explain its specific features.

First, as we saw in the presentation of the financial statements, in the past three years the CSN experienced a decline in its monthly average of dues-paying members for the first time in 20 years.

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

This obviously had consequences for the evolution of the CSN's *per capita* revenue.

Period	Revenue	Increase in <i>per capita</i> revenue	Percentage increase over 3 years
1996-1999	\$120,627,618		
1999-2002	\$139,666,167	\$19,038,549	15.8%
2002-2005	\$166,889,609	\$27,223,442	19.5%
2005-2008	\$188,829,163	\$21,939,554	13.1%
2008-2011	\$211,551,251	\$22,722,088	12.0%
2011-2014	\$235,764,323	\$24,213,072	11.6%
2014-2017	\$248,572,641	\$12,808,318	5.4%

Since the end of the 2002-2005 mandate, growth in *per capita* revenue has slowed steadily. The last three years were especially striking in this respect, with an increase in *per capita* revenue of \$12,808,318, for a percentage increase of 5.4% over three years. We experienced both the lowest increase in revenue since the end of the 1996-1999 mandate, and by far the lowest percentage increase in revenue during the same period.

In addition, we have just come to the end of a major period of changes in union allegiance in the health and social services system. In early 2016, the government under the Liberal Party of Québec adopted Bill 10, which imposed new mergers of institutions to create the CISSSs (*centres intégrés de santé et de services sociaux*, or integrated health and social services centres) and CIUSSSs (*centres intégrés universitaires de santé et de services sociaux*, or integrated university health and social services centres).

Bill 10 stipulated that once the collective agreement expiring March 31, 2015 was renewed, votes on union allegiance would be held in the merged institutions. This meant that virtually all personnel in the health and social services system were asked to choose the union organization they wanted to represent them.

The vote was held from January 30 to February 24, 2017, and the ballots counted from March 8 to April 13. You already know that the results were not what we had hoped and worked for. The CSN lost more than 22,000 members – mainly, though not exclusively, among nursing and cardio-respiratory care personnel (Class 1) and technicians and professionals (Class 4).

The loss of so many members among the best-paid employees in health care and social services has inevitably had repercussions on the CSN's *per capita* revenue. In fact, these repercussions are so significant that for the first time in a long time this

budget proposal must take into account a reduction in the CSN's revenue compared to the 2014-2017 financial period.

On another note, as I told you at the last convention, it was imperative to expand the building located at 1601 De Lorimier in Montréal, which we have owned since the early 1980s. This building was occupied to its maximum capacity of 100,000 square feet, forcing the CSN and a number of its affiliated organizations to lease office space at 2100 De Maisonneuve, 1600 De Lorimier and, more recently, in Télé-Québec's building on Fullum.

I had also indicated that the cost of the project was estimated at \$65 million and that the work would be finished in early 2017.

It is with a certain pride that I can today announce that this construction project was completed on time and at a cost that was lower than projected. It should also be receiving LEED certification for buildings with a high performance in environmental quality. We are now at home, and in a building built in full accordance with our values.

It's true that in the short run, this will engender costs and mobilize part of our financial resources. But it is just as true that in the medium and long term, we will be better off, because we will save on the costs of renting elsewhere.

In fact, we estimate that over a 25-year period, our expenditures on capital and interest will be approximately equivalent to what we would have spent if we had rented the same office space elsewhere. After 25 years, however, the building will be entirely paid for and we will own an asset worth tens of millions of dollars. It is therefore a wise financial choice.

But all this needed to be financed, of course. At the end of 2014, we reached an agreement with our financial partner, the Caisse d'économie solidaire, and senior decision-makers at Desjardins. We made a down payment of \$15.5 million and obtained a loan of up to \$50 million.

This budget incorporates the interest payable on this loan. Under current accounting rules, however, the reimbursement of the capital is not calculated in spending for the financial period; instead, it is reflected in operations appearing in the balance sheet that reduce our debt.

This said, we still need to have the liquid assets in our operating budget to meet our financial responsibilities for the debt we have incurred.

Revenue

We saw earlier that for the first time in 20 years, the number of the CSN's dues-paying members has declined. There was a monthly average of 284,790 dues-paying members in the 2014-2017 financial period—6,921 fewer than what we had projected at the last convention.

Consequently, revenue was down \$4,322,495 from what was projected in the budget adopted in 2014. In other words, our *per capita* revenue only grew by 5.4% over three years – the smallest increase in recent financial periods.

The portrait of the CSN also changed following the recent period for changes in union allegiance in the health and social services sector and the last raiding campaign in the construction industry, held during the summer of 2016. As a result of all this, we estimate that we will have a monthly average of 261,696 dues-paying members for the next three years.

The other factor determining the amount of *per capita* revenue is the average rate of dues paid per month to the CSN. This rate depends solely on trends in the pay of members of unions affiliated with the CSN. For the next financial period, we are projecting that the monthly average rate of dues will be \$25.65.

Consequently, for the next three years we foresee *per capita* revenue of \$241,571,878, a drop of \$7,000,763 from the 2014-2017 financial period, or a decrease of 2.8%.

	2014-2017 budget	2014-2017 actual figures	2017-2020 budget
Average number of dues-paying members	291,711	284,790	261,696
Average rate	\$24.08	\$24.25	\$25.65
<i>Per capita</i> revenue	\$252,895,136	\$248,572,641	\$241,571,878

Fundamental choices

Comrades, you can easily understand that a drop in *per capita* revenue on this scale, combined with the natural growth in our spending, would mean that the CSN is headed for a spectacular deficit.

As a result, in adopting this budget, we have to make many decisions aimed at reducing our spending. These decisions will be hard to make. And some will be painful. We must nonetheless try to make the choices that are the wisest for the members we represent.

For instance, we think we have to try to minimize as much as possible the repercussions for unions and the services on which they must be able to rely, while continuing to practice the militant and socially engaged kind of trade-unionism that characterizes the CSN.

The 2017-2020 budget was developed with this as the objective and is based on certain fundamental choices that are worth outlining right from the start.

Our first choice

The CSN is an organization in which workers, joined together as members of unions, must at all times be able to wage the struggles they democratically decide to undertake with a view to improving their working conditions. Our first choice therefore flows naturally from this.

I am announcing to the convention that the proposed budget will raise weekly strike and lockout benefits and benefits for dismissal for union activity. Currently \$255, benefits will rise to \$261 at the end of this convention, then to \$268 on March 1, 2018 and \$275 on March 1, 2019.

With this gesture of solidarity, thanks to the support of its Professional Defence Fund, we proclaim loudly and clearly that when workers are in need of our support and the solidarity of the entire movement, they can count on the CSN. After this budget is adopted, a separate resolution to raise benefits will therefore be submitted to the convention.

Our second choice

When the financial statements were presented, we saw that a large number of proposals resulting from the work of the committee on services had been incorporated into the 2014-2017 budget. Some of these are aimed at providing direct support for CSN unions.

You will remember that we enhanced our policy on financial support for unions to participate in the CSN convention, introduced a policy of financial support for arbitration in cases of dismissal, improved our policy on assistance for negotiating a first collective agreement, enhanced our policy of financial support for participating

in mobilization training sessions, improved our policy of support for regrouped or co-ordinated bargaining for unions in the private sector and adopted a policy aimed at supporting the process of reviewing and assessing rounds of collective bargaining. We want to keep the commitments we made to unions in the wake of the work on the services we offer.

Despite our difficult financial situation, all these measures for unions are maintained, renewed in full and incorporated into this budget. This is our second fundamental choice.

Our third choice

Earlier this week, we also saw that during the past nine years, there had been a large increase in the amounts of equalization payments to federations and central councils. Also in the wake of the work of the committee on services, it had been decided that, when at all possible, the amount of equalization payments to federations would be set at 9% of the CSN's *per capita* revenues, while central councils would receive 0.4% of the same *per capita* revenue.

Since the current budget projects a drop in the CSN's *per capita* revenue, normally the amount of equalization payments to federations and central councils would also be reduced as a result. Thus, all the federations and central councils to which the CSN pays equalization amounts would be affected, with the risk that this would affect services offered to unions. We ardently hope to avoid that.

For the federations, we maintain the amounts earmarked for equalization for the next three years at the same level as what was paid in the last year of the previous financial period. With this exceptional measure, we will avoid the federations suffering the repercussions of the drop in our membership in the health and social services system.

For the vast majority of central councils, this loss of members is reflected in a decline in *per capita* revenue. Thus, in addition to renewing the amounts earmarked for equalization for each of the next three years at the same level as what was paid in the last year of the previous financial period, we are adding \$150,000 for three years. This additional assistance will let central councils continue to do an effective job of representing CSN members within their respective territories.

We will therefore pay close to \$1.7 million dollars more to federations and central councils than what we would if we applied the rules defined following the work on services strictly. This is our third choice.

With strike, lockout and dismissal for union activity benefits increased, all the measures of financial support for unions maintained in full and equalization payments not reduced despite the decline in *per capita* revenue, we have had to look at other budget items to reduce our spending.

Expenditures

In the course of this difficult process, we reviewed all the other budget items and analysed everything meticulously. As a result of this, we have adopted and incorporated a number of measures for reducing spending in the 2017-2020 budget.

Thus, we propose a significant reduction in the amounts earmarked for international solidarity activities. Certainly, in a context of neo-liberal globalization, the CSN must continue its action at the international level, but we will have to circumscribe our action priorities more carefully.

In the same spirit, the budget includes a reduction in the amounts for our institutional visibility and regular publications. As well, in the future these amounts will be combined under the same heading, giving us more flexibility when it comes to rethinking how we communicate, in particular with members of our unions.

We also foresee a general reduction in travel and living expenses for both the CSN leadership and each CSN department.

We are also proposing a slight reduction in the budgets for confederal committees and working groups.

Furthermore, we plan to reduce the budgets for holding Confederal Council meetings, making them two-day sessions instead of three. This will be done while ensuring that the Confederal Council, the highest authority of the CSN between conventions, is able to assume its responsibilities, notably those of carrying out the mandates it receives from the convention and contributing to the development of the CSN's union and social vision in accordance with that the convention decides.

We propose to reduce the amounts budgeted for outside professional fees paid by the CSN's Legal Services department, which sometimes has to refer some cases to outside law firms with which we share common values.

For the Professional Defence Fund, we budget a reduction in the amounts earmarked for sectoral, regional and confederal campaigns. Note here that the largest reduction will affect confederal campaigns. We continue to think that union action must not be limited solely to collective bargaining and defending grievances; we also have to campaign on social and political issues. This said, we will have to rethink our work in this regard and above all better target our action priorities.

Finally, we are reducing our projections for the weekly average number of strike, lockout and dismissal for union activity benefits. We are projecting that strike and lockout benefits will drop from 550 to 475 a week, while benefits for dismissal for union activity will fall from 40 to 25.

Let me make clear that we are modifying our projections to bring them more closely in line with trends in recent years. This in no way changes our commitment to affiliated unions and their members. The CSN will pay strike benefits as long as there are workers who resort to this indispensable tool for improving their working conditions. The CSN will pay benefits to workers who are locked out or dismissed for union activities for as long as there are reprehensible employers who fire them or use reprisals against them.

Unfortunately, the spending reduction measures identified are not enough. We have therefore had to find other savings in order to avoid facing an untenable deficit. It is obviously with great regret that we have to bring ourselves to reviewing the job structure and cutting positions in the CSN leadership and confederal services teams.

This review of positions was also done with a view to minimizing the consequences of the cuts on unions and the services provided to them by the CSN.

The cuts and redeployment of positions

This is why we are simultaneously proposing cuts in positions and a certain redeployment of our services in order to maintain our presence all across Québec. This is especially true for the Union Organizing department, where we continue the decentralization begun in the wake of the work of the Committee on Services completed after the 63rd Convention in 2011.

For the Executive Committee

To start with, we are proposing to abolish one of the five positions of assistant or political assistant to the Executive Committee, as well as one of the five office employee positions.

In Mobilization and Regional Support Service (SAMVR)

There are certain particularities involved in the examination of positions in the service of Mobilization and Regional Support Service because of the regional deployment of the employees who work in it.

The last CSN convention voted to set up a committee to examine the question of inter-regional equity in the deployment of SAMVR employees. The conclusion of the work was that overall, there was sufficient inter-regional equity with one exception: the Québec Chaudière-Appalaches region, where there was a shortage of personnel for mobilization. During the last three-year term, the Confederal Bureau decided that three union advisors and one office employees who worked on defending injured workers while attached to the Québec City SAMVR should be transferred to the defence of injured workers module of the Labour Relations department, while maintaining Québec City as their home base.

At the same time, the Confederal Bureau decided to create a temporary fourth position of union advisor in the SAMVR for the Québec Chaudière-Appalaches region,

as well as a temporary office employee position for the defence of injured workers in Québec City. This budget proposal converts these two temporary additions into regular positions. Thus, from now on, there will be four union advisor positions and one office employee position in the SAMVR in the Québec-Chaudière-Appalaches region.

With inter-regional equity restored during the 2014-2017 mandate, we have to ensure that the cuts and redeployment of positions forced upon us by our new reality do not result in recreating an imbalance that has just been set right.

In Saguenay-Lac-St-Jean, we recommend eliminating one union advisor position. We will see later that abolishing this position for this territory of services will be compensated by transferring a union advisor position from the Union Organizing department in this region.

The Saguenay-Lac-St-Jean region will therefore be able to count on two union advisors and one office employee in the SAMVR. The office employee will, however, also have to provide support for the work of an advisor from the Union Organizing department. This puts the Saguenay-Lac-St-Jean central council in a situation comparable to that of the Laurentides central council, which has slightly more members, and the Lanaudière central council, which has slightly fewer.

In the Cœur du Québec region, we propose abolishing one union advisor position and the Drummondville office employee position for which we pay half the costs, the rest being covered equally by the Cœur du Québec central council and the Fédération de l'industrie manufacturière. For the office employee position in Trois-Rivières, we will cover 75% of costs in the future, with the other 25% covered by the central council, which will save an equivalent amount because it will no longer pay for the SAMVR office employee position abolished in Drummondville. There too, we will see later that these job abolitions for the Cœur du Québec service territory will be compensated by a transfer of positions from the defence of injured workers module of the Labour Relations department.

With these decisions, the Cœur du Québec region will have two union advisors and 0.75 office employees paid by the CSN in the Service of support for mobilization and regional life. This central council will therefore be in the same situation as the Laurentides central council, which has slightly more members, and the Lanaudière central council, which has slightly fewer.

In the Montérégie region, we will cut one union advisor position in Granby. Note that there are already union advisors for mobilization in the eastern part of the Montérégie, i.e., in Sorel and Saint-Hyacinthe. There again, the loss of a staffer for the service territory will be offset in a way by a transfer of someone from the Union Organizing department. We will come back to this.

Again in the Montérégie, we will abolish the office employee positions in Granby and Saint-Hyacinthe for which we paid half the costs, the other half being paid by the CSN-Construction, which has decided in its restructuring plan to terminate its service agreements with the CSN. We will also cut the half-time office employee position in Valleyfield.

With this restructuring, we would have four union advisors distributed across the territory of the Montérégie. The work of the SAMVR office employee would be concentrated in Brossard, which is where the central council's head office is and as is the case in other regions. Note, however, that the central council would no longer have to finance 25% of the office employee position, which would be fully paid by the CSN.

In the metropolitan Montréal area, we would cut 2.5 union advisor positions and one office employee position. The region would therefore have 8 union advisors and 2 office employees, which is fair in comparison with other regions, taking into account the geographical extent of some territories.

In the Estrie, the central council would no longer have to pay 25% of the costs of the office employee position in the SAMVR office; it would, however, have to support the work of a union advisor in the Union Organizing department.

Finally, we propose to abolish one union advisor position and one office employee position on the national team in support of the Service of support for mobilization and regional life (SAMVR).

In Union Organizing

In the course of the work on services done in 2011 and 2012, it was decided to decentralize the Union Organizing department to a certain extent. We therefore transferred resources from Montréal to Terrebonne in the Lanaudière, Brossard in the Montérégie and Drummondville in the Cœur du Québec.

We propose to continue this process by moving one position of union advisor from Montréal to the Saguenay-Lac-St-Jean region and a second to Granby in the Montérégie, given that a large part of the latter's work would be to work at recruiting new members in the Estrie region with the support of the office employee there. Finally, in Montréal, on top of the two transfers, we propose abolishing one position of union advisor and one office employee position.

All in all, there would be one union advisor position less, but the CSN would still be present throughout the territory of Québec – a fundamental aspect of our appeal that helps make our union organizing drives more effective. With this redeployment in the Union Organizing department, we would have one co-ordinator for the department and six union advisors working on Montréal, with nine union advisors working in other regions of Québec.

In Labour Relations

In Labour Relations, we are suggesting the abolition of the office employee position in the benefits module and one union advisor position less in training.

Furthermore, the 2011 convention introduced a team to support the federations in negotiations: we were trying out a new approach. After six years, opinions are divided on the need to pursue this experiment. In practice, we have seen that a large part of the work of negotiation support advisors is to provide training to the federations' advisors. This is why we are proposing the abolition of two of the three union advisor positions and the office employee position in the support for negotiations module. The remaining advisor position would be transferred to the training module of the Human Resources department. This module already has three advisors that train CSN employees. The addition of a fourth will, we are convinced, make our training for employees more coherent and more effective.

Again in Labour Relations, in the prevention module, we recommend abolishing one of the two union advisor positions for the environment as well as the position of ergonomist. We will therefore have to think about how the module can continue to do the work requiring expertise in ergonomics.

Finally, in the defence of injured workers module, we estimate that there will probably be fewer employment injury cases in the regions served from the Estrie and metropolitan Montréal. We are therefore proposing to cut one union advisor position in Montréal and one of the two positions in the Estrie, as well as an office employee position in the latter region. We are also proposing a certain redeployment.

Defence of injured worker cases in the Cœur du Québec region, all the way up to La Tuque north of the Mauricie, are pleaded by employees from a module with its home base in the Estrie. We are therefore proposing to transfer the remaining position in the Estrie to Drummondville, in the Cœur du Québec. There are two reasons for this. First, given membership in these two regions, there are more cases to plead in the Cœur du Québec than in the Estrie. Second, Drummondville is a more central location, which should help reduce travel and living expenses for this position. Moreover, this would allow us to keep an office employee position in Drummondville. The CSN would continue to pay 50% of the costs of this position and would sign a service agreement with an affiliated organization to make the position full-time without the Cœur du Québec central council having to contribute financially to keeping it.

In Human Resources

In the Human Resources department, we propose cutting one office employee position, but keep in mind that there would be an addition in the training module of a union advisor from the support for negotiations module in Labour Relations.

In Communications

In the Communications department, we have added webmaster, editorial webmaster (*edimestre*) and graphic designer positions in recent years. We produce a lot of video clips, a way of making our messages more powerful and improving our presence with our members. Since we want to continue moving forward in this direction, we are limiting the cuts to one office employee position in the printing and distribution module.

In Administration

In the Administration department, we recommend not filling the position of union advisor for information technology, which is currently vacant. But our new reality means that we have to add four building maintenance staff positions in Montréal. With the expansion of 1601 De Lorimier, we more than doubled the building's floor space, making these additional positions necessary. They will, however, be self-financed for all intents and purposes, because in the future we won't have to pay for outside leases in Montréal, with their included cleaning and maintenance costs. Furthermore, we will enjoy a marked increase in rental income, since all the federations have returned to 1601 De Lorimier.

The redeployment calendar

Our goal is to have these cuts in position effective no later than October 1, 2017, meaning that they will be in effect for the last 29 months of the financial period beginning March 1, 2017 and ending February 29, 2020.

We will, of course, do all that we can to co-ordinate our work with the federations, which will also have to review the organization of their resources, in order to limit the negative consequences that too many movements of personnel would have on the stability of services to unions, federations and central councils. And the work will be done in close collaboration with the Syndicat des travailleuses et des travailleurs de la CSN.

Summary chart of cuts and redeployments of positions

Leadership	
Executive Committee	- 1 assistant to the executive committee - 1 office employee
Support for mobilization and regional life	
Saguenay-Lac-Saint-Jean	- 1 union advisor (office employee in support of one union advisor for union organizing)
Cœur du Québec	- 1 union advisor - 0.5 office employee – Drummondville (transfer to Labour Relations – defence) - 0.25 office employee – Trois-Rivières (transfer to the central council)
Montréal	- 1 union advisor – Granby (transfer to Union Organizing) - 0.5 office employee – Granby - 0.5 office employee – Saint-Hyacinthe - 0.5 office employee – Valleyfield + 0.25 office employee – Brossard
Metropolitan Montréal	- 2.5 union advisor - 1 office employee
Estrie	+ 0.25 office employee (in support of one union advisor for union organizing)
National team	- 1 union advisor - 1 office employee
Union Organizing	
Saguenay-Lac-Saint-Jean	+ 1 union advisor (from Montréal)
Montréal	+ 1 union advisor – Granby (from Montréal) Will also serve the Estrie and be supported by an SAMVR office employee in the Estrie
Metropolitan Montréal	- 3 union advisors (2 transfer: Saguenay-Lac-St-Jean and Granby) - 1 office employee
Labour Relations	
Benefits	- 1 office employee
Training	- 1 union advisor
Support for negotiations	- 3 union advisor (1 transfer to Human Resources – training) - 1 office employee
Prevention	- 1 union advisor – Environment - 1 union advisor – Ergonomics

Defence of injured workers	- 1 union advisor – Montréal - 2 union advisor – Estrie (1 transfer to Drummondville) - 1 office employee – Estrie + 1 union advisor – Drummondville (from the Estrie) + 0.5 office employee – Drummondville (from the SAMVR)
Human Resources	
	+ 1 union advisor – Training (from Labour Relations – support for negotiations) - 1 office employee
Communications	
Printing and distribution	- 1 office employee
Administration	
Computer services	- 1 union advisor
Property management (addition)	+ 4 building maintenance staff – Montréal

Despite all the savings already identified and the regrettable cuts in positions, we still have a deficit in the combined results for our three funds – the operating budget, the Professional Defence Fund and the Special Support Fund. For these three funds combined, we project *per capita* revenue of \$241,571,878 plus interest revenue of \$2,400,000, for total revenue of \$243,971,878. Projected spending is \$249,992,731, leaving a deficit of \$6,020,853. Part of this deficit is explained by the fact that the savings will by and large take effect as of October 1, 2017, while our revenue has begun to decline significantly since April last, given the results of the votes in health care and social services.

Combined results		
Revenue		\$243,971,878
<i>Per capita</i>	\$241,571,878	
Interest	\$2,400,000	
Expenditures		\$249,992,731
Deficit (expenditures exceed revenue)		(\$6,020,853)

We consider, however, that it is a deficit that is tenable in the short term. We will nonetheless have to manage the CSN's financial situation very rigorously.

Now let's look at how these projected figures for revenue and expenditures break down for the CSN's three funds.

The operating budget

For the operating budget, we expect to receive \$160,886,871 in *per capita* revenue and \$200,000 in interest, for total revenue of \$161,086,871. With projected spending of \$167,211,625, the deficit will be \$6,124,754.

Operating budget		
Revenue		\$161,086,871
<i>Per capita</i>	\$160,886,871	
Interest	\$200,000	
Expenditures		\$167,211,625
Deficit (expenditures exceed revenue)		(\$6,124,754)

Professional Defence Fund

For the Professional Defence Fund, we project \$72,471,563 in *per capita* revenue and \$2,000,000 in interest, for total revenue of \$74,471,563. With projected expenditures of \$82,781,106, the deficit is expected to be \$8,309,543.

Professional Defence Fund		
Revenue		\$74,471,563
<i>Per capita</i>	\$72,471,563	
Interest	\$2,000,000	
Expenditures		\$82,781,106
Excess of expenditures over revenue		(\$8,309,543)

Special Support Fund

Finally, for the Special Support Fund we project receiving *per capita* revenue of \$8,213,444 and interest revenue of \$200,000, for total revenue of \$8,413,444.

Special Support Fund		
Revenue		\$8,413,444
<i>Per capita</i>	\$8,213,444	
Interest	\$200,000	
Expenditures	\$-----	\$-----
Surplus of revenue over expenditures		\$8,413,444

Of course, even though we haven't projected any spending for the Special Support Fund, it is obvious that, given our financial situation, this fund will be used to support either of the other two funds during the next three years.

In conclusion

Comrade delegates,

Though developing a budget proposal for an organization like the CSN is always a delicate process, preparing the one presented to you today has been extremely demanding.

In recent months, our organization has suffered its greatest shock in a very long time. As we said, for the first time in its recent history, the CSN is facing a decline in revenue. This new reality forces us to present a budget for the 2017-2020 period based on projected revenue that is lower than what was in the 2014-2017 budget.

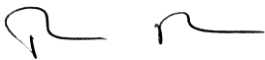
In this context, cuts are certainly inevitable. But the CSN is not the kind of organization to undertake a process in which the sole goal would be to balance the budget. For us, it is out of the question to make cuts without considering any factors other than a balanced budget.

In this way, our proposed budget is a resolutely CSN proposal, a proposal that certainly involves some difficult choices, but a proposal that is based on a clear vision of our organization's priorities, namely doing an even better job of supporting workers involved in disputes, continuing to support the action of our unions in all sectors, and supporting our federations and central councils in their work with unions and in their respective areas of work.

With these priorities in mind, for the next three years we propose maintaining all the new measures of financial support as well as the enhancements to existing policies adopted as a result of the work on services, be they for unions, federations or central councils. It is also with these priorities in mind that we have review the deployment of our resources.

The CSN is at a turning point in its history. This demands that we step back and take some distance in order to properly weigh what has happened to us, while keeping intact our capacity to look to the future and envision the CSN of tomorrow.

With the budget presented here, and despite the difficult context in which it has been prepared and the painful measures that it includes, I consider that, as they have for almost 100 years now, the CSN and its affiliates are giving themselves the means and resources to look ahead and choose the right targets!



Pierre Patry,
CSN treasurer

CONFÉDÉRATION DES SYNDICATS NATIONAUX

2017 - 2020 COMBINED BUDGET

OPERATING BUDGET

PROFESSIONAL DEFENCE FUND

SPECIAL SUPPORT FUND

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2017-2020 BUDGET

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2017-2020 BUDGET

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
REVENUE				
Per capita	168 723 477 \$	168 723 477 \$	166 134 122 \$	160 886 871 \$
Transfer from Special support fund	-	24 000 000	24 000 000	-
Interest and miscellaneous	500 000	500 000	437 716	200 000
	<u>169 223 477</u>	<u>193 223 477</u>	<u>190 571 838</u>	<u>161 086 871</u>
EXPENDITURES				
Management – p. 5	45 489 810	46 301 684	44 067 796	44 324 915
Union Organizing – p. 6	20 753 205	27 757 927	29 692 974	21 970 453
Labour Relations – p. 7	35 367 336	35 292 906	34 480 558	34 471 381
Communications – p. 8	9 725 349	9 969 720	9 606 340	10 296 912
Support for Mobilization and Regional life - p.9	34 416 422	34 924 131	35 734 924	31 047 001
Administration – p. 10	24 118 554	24 045 872	23 296 261	25 100 963
	<u>169 870 676</u>	<u>178 292 240</u>	<u>176 878 853</u>	<u>167 211 625</u>
SURPLUS OF REVENUE OVER EXPENDITURES (OF EXPENDITURES OVER REVENUE)	<u>(647 199) \$</u>	<u>14 931 237 \$</u>	<u>13 692 985 \$</u>	<u>(6 124 754) \$</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2017-2020 BUDGET

EXPENDITURES - MANAGEMENT

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
MANAGEMENT				
Executive Committee and support staff – p. 19	11 182 951 \$	11 428 387 \$	11 532 780 \$	10 177 418 \$
Controller's office – p. 20	545 272	560 676	546 568	598 555
PDF administration – p. 20	554 166	569 570	583 957	625 377
Property management – p. 20	548 162	563 566	525 820	587 013
Human Resources– p. 21	8 543 679	8 714 831	8 797 467	9 440 028
Legal Services– p. 22	7 366 194	7 564 866	7 256 524	7 227 812
UCCO–SACC–CSN – p. 23	8 567 386	8 717 788	8 117 211	8 440 712
Confederal Bureau	390 000	390 000	333 374	300 000
Confederal Council	2 100 000	2 100 000	1 842 242	1 350 000
Convention	2 200 000	2 200 000	2 012 209	3 000 000
Committees and working groups– p. 24	1 730 000	1 730 000	1 235 355	1 266 000
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	200 000
International Workers' Day - May 1	200 000	200 000	129 669	200 000
Commemoration April 28th	200 000	200 000	28 543	200 000
Gay Pride	12 000	12 000	8 012	12 000
International solidarity :				
International affiliation	350 000	350 000	323 573	350 000
Solidarity activities	650 000	650 000	519 055	350 000
	<u>45 489 810 \$</u>	<u>46 301 684 \$</u>	<u>44 067 796 \$</u>	<u>44 324 915 \$</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2017-2020 BUDGET

EXPENDITURES— UNION ORGANIZING

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
UNION ORGANIZING				
Salaries				
1 co-ordinator				
15 union advisers (16)				
4 office employees (5)	6 651 553 \$	7 354 038 \$	7 737 174 \$	6 071 930 \$
Benefits	2 881 451	3 237 764	3 536 353	2 483 648
Continuing education	66 516	73 540	7 808	60 719
Travel and living expenses	800 000	755 556	961 807	723 990
Rent	793 339	793 339	776 814	964 586
Phone	171 544	171 544	171 677	115 380
Computer services	138 802	122 146	176 202	180 200
Office expenses	150 000	150 000	178 105	150 000
	<u>11 653 205</u>	<u>12 657 927</u>	<u>13 545 940</u>	<u>10 750 453</u>
OPERATING EXPENSES				
Organizing	3 500 000	7 514 800	9 920 991	5 000 000
Pre-certification hearings	50 000	50 000	11 986	20 000
Negotiation	800 000	800 000	609 753	700 000
Consolidation	2 500 000	4 285 200	2 544 199	3 000 000
Legal expenses	1 200 000	1 400 000	1 640 576	1 400 000
Rebate to federations of dues from newly affiliated unions	400 000	400 000	325 186	400 000
Other expenses	650 000	650 000	1 094 343	700 000
	<u>9 100 000</u>	<u>15 100 000</u>	<u>16 147 034</u>	<u>11 220 000</u>
	<u><u>20 753 205 \$</u></u>	<u><u>27 757 927 \$</u></u>	<u><u>29 692 974 \$</u></u>	<u><u>21 970 453 \$</u></u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2017-2020 BUDGET

EXPENDITURES— LABOUR RELATIONS

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
LABOUR RELATIONS				
Salaries				
1 co-ordinator				
38.5 union advisers (46.5)				
13.5 office employees (16)	16 738 276 \$	16 683 542 \$	16 805 076 \$	16 288 435 \$
Benefits	7 252 993	7 365 845	7 719 902	6 696 714
Continuing education	167 383	166 835	98 459	162 884
Travel and living expenses	1 700 000	1 591 489	1 572 560	1 650 000
Rent	2 670 729	2 670 729	2 701 002	3 510 250
Phone	298 876	298 876	248 568	252 938
Computer services	364 079	340 590	397 360	335 160
Documentation	100 000	100 000	93 989	100 000
Office expenses	400 000	400 000	332 467	350 000
	<u>29 692 336</u>	<u>29 617 906</u>	<u>29 969 383</u>	<u>29 346 381</u>
OPERATING EXPENSES				
Research	450 000	450 000	723 719	600 000
Negotiation support	450 000	450 000	197 738	200 000
Arbitration support	400 000	400 000	420 988	500 000
Education	1 100 000	1 100 000	503 935	700 000
Health and safety	2 400 000	2 400 000	1 969 727	2 200 000
Status of women	125 000	125 000	14 275	125 000
Business analyses	750 000	750 000	680 793	800 000
	<u>5 675 000</u>	<u>5 675 000</u>	<u>4 511 175</u>	<u>5 125 000</u>
	<u><u>35 367 336 \$</u></u>	<u><u>35 292 906 \$</u></u>	<u><u>34 480 558 \$</u></u>	<u><u>34 471 381 \$</u></u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2017-2020 BUDGET

EXPENDITURES— COMMUNICATIONS

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
COMMUNICATIONS				
1 director				
1 co-ordinator				
12 union advisers				
4.5 office employees (5.5)				
2 print shop employees				
Information – documentation – p. 25	9 699 952 \$	9 856 407 \$	9 882 040 \$	9 992 057 \$
Printing – distribution – p. 26	<u>25 397</u>	<u>113 313</u>	<u>(275 700)</u>	<u>304 855</u>
	<u><u>9 725 349</u></u> \$	<u><u>9 969 720</u></u> \$	<u><u>9 606 340</u></u> \$	<u><u>10 296 912</u></u> \$

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2017-2020 BUDGET

EXPENDITURES — SUPPORT FOR MOBILIZATION AND REGIONAL LIFE

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
SUPPORT FOR MOBILIZATION AND REGIONAL LIFE				
1 co-ordinator				
40 union advisers (46.5)				
14.62 office employees (18.37)				
National Mobilization team – p. 27	4 798 534 \$	4 606 344 \$	4 815 242 \$	4 055 266 \$
Gaspésie–Îles-de-la-Madeleine – p. 27	1 511 755	1 552 950	1 595 002	1 745 815
Bas-Saint-Laurent – p. 28	1 536 718	1 570 547	1 521 190	1 626 571
Saguenay–Lac-Saint-Jean – p. 28	1 951 789	1 998 056	2 115 793	1 646 969
Québec–Chaudière–Appalaches – p. 29	3 829 977	3 922 510	4 539 688	2 569 209
Cœur-du-Québec – p. 29	2 361 331	2 414 314	2 302 275	1 710 124
Estrie – p. 30	1 257 834	1 289 424	1 321 984	1 413 555
Montréal métropolitain – p. 30	6 162 142	6 319 597	6 197 560	5 599 426
Laurentides – p. 31	1 356 502	1 388 092	1 402 243	1 416 056
Lanaudière – p. 31	1 301 870	1 333 460	1 380 743	1 385 466
Montérégie – p. 32	3 662 053	3 744 389	3 616 616	2 979 501
Outaouais – p. 32	1 344 129	1 375 002	1 459 651	1 442 346
Abitibi-Témiscamingue–Nord-du-Québec – p. 33	1 732 230	1 766 059	1 871 238	1 778 781
Côte-Nord – p. 33	1 609 558	1 643 387	1 595 699	1 677 916
	<u>34 416 422 \$</u>	<u>34 924 131 \$</u>	<u>35 734 924 \$</u>	<u>31 047 001 \$</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2017-2020 BUDGET

EXPENDITURES— ADMINISTRATION

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
ADMINISTRATION				
1 accountant				
1 co-ordinator				
9 union advisers (10)				
11 office employees				
6 technicians				
1 maintenance employee				
12 building employees (8)				
Finances – p. 34	7 591 148 \$	7 607 654 \$	7 084 847 \$	7 771 266 \$
Computer services – p. 35	7 823 517	7 792 440	9 320 338	9 513 391
Montreal building – p. 36	5 251 064	5 172 656	2 604 338	3 483 013
Québec City building – p. 37	1 202 825	1 223 122	1 031 395	1 187 793
	<u>21 868 554</u>	<u>21 795 872</u>	<u>20 040 918</u>	<u>21 955 463</u>
Administrative costs				
Depreciation on furnishings	300 000	300 000	319 566	500 000
Financial statements audit	190 000	190 000	241 448	200 000
Various insurance policies	160 000	160 000	137 426	145 500
Assistance to provincial unions	1 600 000	1 600 000	2 556 903	2 300 000
	<u>2 250 000</u>	<u>2 250 000</u>	<u>3 255 343</u>	<u>3 145 500</u>
	<u><u>24 118 554 \$</u></u>	<u><u>24 045 872 \$</u></u>	<u><u>23 296 261 \$</u></u>	<u><u>25 100 963 \$</u></u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

PROFESSIONAL DEFENCE FUND

2017-2020 BUDGET

CONFÉDÉRATION DES SYNDICATS NATIONAUX

PROFESSIONAL DEFENCE FUND

2017-2020 BUDGET

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
REVENUE				
Per capita	75 598 116 \$	75 598 116 \$	74 010 727 \$	72 471 563 \$
Interest and miscellaneous	1 800 000	1 800 000	2 184 238	2 000 000
	<u>77 398 116</u>	<u>77 398 116</u>	<u>76 194 965</u>	<u>74 471 563</u>
EXPENDITURES				
SUPPORT FOR STRUGGLES				
Strike benefits	21 450 000	21 450 000	6 426 235	19 858 800
Benefits - suspensions and dismissals or reprisals for union activity	1 560 000	1 560 000	(207 602)	1 045 200
Expenses - dismissals	500 000	500 000	4 926	-
Legal expenses	2 500 000	2 500 000	2 658 467	2 700 000
Mobilization expenses	11 000 000	11 000 000	14 478 613	11 500 000
Allowances to unions for strike expenses	800 000	800 000	2 436 461	1 200 000
Expenditures - shutdowns and preserving jobs	2 200 000	2 200 000	1 461 142	1 600 000
	<u>40 010 000</u>	<u>40 010 000</u>	<u>27 258 242</u>	<u>37 904 000</u>
SUPPORT FOR NEGOTIATION				
Equalization – p. 13	23 772 143	23 772 143	23 772 143	24 399 798
Consolidated and local negotiation – p. 14	15 473 059	15 618 821	15 409 660	15 673 308
	<u>39 245 202</u>	<u>39 390 964</u>	<u>39 181 803</u>	<u>40 073 106</u>
SUPPORT FOR OUR DEMANDS – p. 15				
	6 630 000	6 630 000	8 335 667	4 804 000
BAD DEBTS RECOVERED				
	-	-	(8 487)	-
	<u>85 885 202</u>	<u>86 030 964</u>	<u>74 767 225</u>	<u>82 781 106</u>
SURPLUS OF REVENUE OVER EXPENDITURES (OF EXPENDITURES OVER REVENUE)				
	<u>(8 487 086) \$</u>	<u>(8 632 848) \$</u>	<u>1 427 740 \$</u>	<u>(8 309 543) \$</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

PROFESSIONAL DEFENCE FUND

2017-2020 BUDGET

EXPENDITURES — SUPPORT FOR NEGOTIATION

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
EQUALIZATION PAYMENTS				
EQUALIZATION FOR FEDERATIONS				
Fédération de la CSN-Construction			4 095 000	
Fédération du commerce			9 792 625	
FNEEQ			195 808	
Fédération des professionnelles			141 619	
Fédération de la santé et des services sociaux			1 768 140	
FEESP			1 712 983	
Fédération de l'industrie manufacturière			3 049 087	
Fédération nationale des communications			2 005 300	
	<u>22 760 562</u>	<u>22 760 562</u>	<u>22 760 562</u>	<u>23 217 891</u>
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-Saint-Jean			32 178	
Estrie			46 082	
Cœur-du-Québec			24 385	
	<u>1 011 581</u>	<u>1 011 581</u>	<u>1 011 581</u>	<u>1 181 907</u>
	<u><u>23 772 143</u></u>	<u><u>23 772 143</u></u>	<u><u>23 772 143</u></u>	<u><u>24 399 798</u></u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

PROFESSIONAL DEFENCE FUND

2017-2020 BUDGET

EXPENDITURES — SUPPORT FOR NEGOTIATION

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
CONSOLIDATED AND LOCAL NEGOTIATION				
Private sector - consolidated				
Preventive advertising	250 000 \$	250 000 \$	449 345 \$	500 000 \$
Co-ordinating meeting	1 000 000	1 000 000	750 877	1 000 000
Operating expenses	2 500 000	2 500 000	1 841 960	2 500 000
Co-ordination of negotiation in federations	1 000 000	1 000 000	265 358	1 000 000
Training session for active members	300 000	300 000	417 245	500 000
Public sector – consolidated				
Support resource personnel – p. 39	5 973 059	6 118 821	5 896 823	4 973 308
Preventive advertising	500 000	500 000	493 743	500 000
Co-ordinating meeting	50 000	50 000	6 037	50 000
Operating expenses	3 000 000	3 000 000	3 629 406	3 000 000
Training session for active members	200 000	200 000	419 660	500 000
Local negotiation				
Preventive advertising	100 000	100 000	126 137	150 000
Training session for active members	600 000	600 000	1 113 069	1 000 000
	<u>15 473 059 \$</u>	<u>15 618 821 \$</u>	<u>15 409 660 \$</u>	<u>15 673 308 \$</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

PROFESSIONAL DEFENCE FUND

2017-2020 BUDGET

EXPENDITURES — SUPPORT FOR OUR DEMANDS

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
Solidarity donations	500 000 \$	500 000 \$	503 123 \$	500 000 \$
CSN campaigns	4 500 000	4 500 000	6 497 394	3 000 000
Sectoral campaigns	1 350 000	1 350 000	1 127 997	1 080 000
Regional campaigns	280 000	280 000	207 153	224 000
	<u>6 630 000 \$</u>	<u>6 630 000 \$</u>	<u>8 335 667 \$</u>	<u>4 804 000 \$</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

SPECIAL SUPPORT FUND

2017-2020 BUDGET

CONFÉDÉRATION DES SYNDICATS NATIONAUX

SPECIAL SUPPORT FUND

2017-2020 BUDGET

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
REVENUE				
Per capita	8 573 543 \$	8 573 543 \$	8 427 792 \$	8 213 444 \$
Interest	<u>500 000</u>	<u>500 000</u>	<u>419 599</u>	<u>200 000</u>
	<u>9 073 543</u>	<u>9 073 543</u>	<u>8 847 391</u>	<u>8 413 444</u>
EXPENDITURES				
Transfer to Operating budget	-	24 000 000	24 000 000	-
Bad debts recovered	-	-	(910)	-
	<u>-</u>	<u>-</u>	<u>23 999 090</u>	<u>-</u>
SURPLUS OF REVENUE OVER EXPENDITURES	<u><u>9 073 543</u></u> \$	<u><u>9 073 543</u></u> \$	<u><u>(15 151 699)</u></u> \$	<u><u>8 413 444</u></u> \$

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2017-2020 BUDGET

SUPPLEMENTARY INFORMATION

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2017-2020 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
EXECUTIVE COMMITTEE AND SUPPORT STAFF				
Salaries				
6 Executive Committee members				
4 assistants (5)				
4 office employees (5)				
	4 990 703 \$	5 103 721 \$	5 446 569 \$	5 028 016 \$
Benefits				
Continuing education	2 013 690	2 144 978	2 261 325	2 065 247
Travel and living expenses	49 907	51 037	17 943	50 280
Rent	1 500 000	1 500 000	1 064 609	926 770
Phone	538 424	538 424	528 340	955 475
Computer services	175 000	175 000	117 174	78 590
Office expenses	115 227	115 227	130 873	113 040
	200 000	200 000	157 596	160 000
	<u>9 582 951</u>	<u>9 828 387</u>	<u>9 724 429</u>	<u>9 377 418</u>
Institutional visibility	800 000	800 000	932 032	-
Operating budget	800 000	800 000	876 319	800 000
	<u>1 600 000</u>	<u>1 600 000</u>	<u>1 808 351</u>	<u>800 000</u>
	<u>11 182 951 \$</u>	<u>11 428 387 \$</u>	<u>11 532 780 \$</u>	<u>10 177 418 \$</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2017-2020 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
CONTROLLER'S OFFICE				
Salaries				
1 controller	335 406 \$	343 247 \$	339 390 \$	380 939 \$
Benefits	134 261	141 746	152 664	152 811
Continuing education	3 354	3 432	7 589	3 809
Travel and living expenses	35 000	35 000	15 595	17 000
Rent	21 105	21 105	20 808	32 466
Phone	6 968	6 968	3 634	4 970
Computer services	5 178	5 178	6 061	5 560
Office expenses	4 000	4 000	827	1 000
	<u>545 272 \$</u>	<u>560 676 \$</u>	<u>546 568 \$</u>	<u>598 555 \$</u>
PDF ADMINISTRATION				
Salaries				
1 administrative manager	335 406 \$	343 247 \$	361 728 \$	380 939 \$
Benefits	134 261	141 746	148 787	152 811
Continuing education	3 354	3 432	160	3 809
Travel and living expenses	40 000	40 000	44 633	40 000
Rent	18 593	18 593	18 324	36 288
Phone	8 968	8 968	4 158	4 970
Computer services	9 584	9 584	6 063	5 560
Office expenses	4 000	4 000	104	1 000
	<u>554 166 \$</u>	<u>569 570 \$</u>	<u>583 957 \$</u>	<u>625 377 \$</u>
PROPERTY MANAGEMENT				
Salaries				
1 property manager	335 406 \$	343 247 \$	354 078 \$	380 939 \$
Benefits	134 261	141 746	125 021	152 811
Continuing education	3 354	3 432	-	3 809
Travel and living expenses	40 000	40 000	16 097	20 000
Rent	18 995	18 995	18 720	17 924
Phone	6 968	6 968	3 804	4 968
Computer services	5 178	5 178	6 238	5 562
Office expenses	4 000	4 000	1 862	1 000
	<u>548 162 \$</u>	<u>563 566 \$</u>	<u>525 820 \$</u>	<u>587 013 \$</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2017-2020 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
HUMAN RESOURCES				
Salaries				
1 director				
3 personnel officers				
4 staff training advisers (3)				
7 office employees (8)	3 900 853 \$	3 994 148 \$	4 283 528 \$	4 395 035 \$
Benefits	1 688 816	1 765 741	1 943 702	1 868 754
Continuing education	39 009	39 941	36 327	43 950
Travel and living expenses	300 000	300 000	257 051	301 070
Rent	465 962	465 962	455 042	761 523
Phone	50 200	50 200	49 796	44 386
Computer services	137 039	137 039	391 829	115 310
Office expenses	150 000	150 000	104 364	110 000
	6 731 879	6 903 031	7 521 639	7 640 028
Revenue:				
Shared costs	1 800 000	1 800 000	1 944 408	2 100 000
	4 931 879	5 103 031	5 577 231	5 540 028
Labour relations	550 000	550 000	341 095	550 000
Data processing	-	-	-	350 000
Renewal of the work force	755 000	755 000	432 221	500 000
Collective agreement costs	700 000	700 000	876 862	900 000
Cost of future benefits	1 606 800	1 606 800	1 570 058	1 600 000
	3 611 800	3 611 800	3 220 236	3 900 000
	8 543 679 \$	8 714 831 \$	8 797 467 \$	9 440 028 \$

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2017-2020 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
LEGAL SERVICES				
Salaries				
1 co-ordinator				
18 union advisers				
8 office employees	7 343 889 \$	7 447 037 \$	7 387 414 \$	7 830 971 \$
Benefits	3 193 697	3 293 804	3 683 004	3 245 200
Continuing education	73 439	74 470	65 794	78 310
Travel and living expenses	900 000	900 000	750 944	800 000
Rent	1 087 907	1 087 907	1 118 802	1 487 765
Phone	163 624	163 624	123 018	115 310
Computer services	157 198	151 584	188 296	207 540
Office expenses	300 000	300 000	243 408	250 000
	<u>13 219 754</u>	<u>13 418 426</u>	<u>13 560 680</u>	<u>14 015 096</u>
Professional fees for outside services	3 500 000	3 500 000	4 213 104	2 975 000
Bailiffs and other professional services	1 000 000	1 000 000	569 741	600 000
Documentation	350 000	350 000	383 219	800 000
	<u>18 069 754</u>	<u>18 268 426</u>	<u>18 726 744</u>	<u>18 390 096</u>
Revenue:				
Billing	10 703 560	10 703 560	11 470 220	11 162 284
	<u>10 703 560</u>	<u>10 703 560</u>	<u>11 470 220</u>	<u>11 162 284</u>
	<u>7 366 194 \$</u>	<u>7 564 866 \$</u>	<u>7 256 524 \$</u>	<u>7 227 812 \$</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2017-2020 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
UCCO-SACC-CSN				
Salaries				
1 co-ordinator				
7 union advisers				
4 office employees	3 279 951 \$	3 365 952 \$	3 349 541 \$	3 600 032 \$
Benefits	1 426 209	1 489 750	1 447 203	1 497 104
Continuing education	32 800	33 660	3 455	36 000
Travel and living expenses	1 200 000	1 200 000	1 102 745	1 200 000
Rent	1 080 936	1 080 936	1 040 600	892 126
Phone	200 048	200 048	133 715	65 810
Computer services	77 442	77 442	91 589	107 640
Office expenses	220 000	220 000	241 271	230 000
	<u>7 517 386</u>	<u>7 667 788</u>	<u>7 410 119</u>	<u>7 628 712</u>
Printing, shipping	50 000	50 000	51 779	52 000
Translation	50 000	50 000	26 077	30 000
Training committee	50 000	50 000	16 026	30 000
Legal expenses	900 000	900 000	613 210	700 000
	<u>8 567 386 \$</u>	<u>8 717 788 \$</u>	<u>8 117 211 \$</u>	<u>8 440 712 \$</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2017-2020 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
COMMITTEES AND WORKING GROUPS				
COMMITTEES				
Policy	5 000 \$	5 000 \$	4 523 \$	5 000 \$
Jurisdiction	15 000	15 000	4 298	10 000
Financial Surveillance	75 000	75 000	60 872	61 000
Status of Women	250 000	250 000	250 184	200 000
Health and Safety	250 000	250 000	62 330	200 000
Environment and sustainable development	150 000	150 000	26 154	50 000
LGBT	150 000	150 000	154 559	125 000
Youth	350 000	350 000	346 675	300 000
Intercultural Relations	150 000	150 000	23 005	50 000
	<u>1 395 000</u>	<u>1 395 000</u>	<u>932 600</u>	<u>1 001 000</u>
WORKING GROUPS				
Inter-central councils	100 000	100 000	128 997	100 000
International collective	75 000	75 000	59 299	35 000
Education	20 000	20 000	7 146	10 000
Health care and social services	20 000	20 000	4 987	10 000
First Nations Realities	20 000	20 000	9 714	10 000
Miscellaneous	100 000	100 000	92 612	100 000
	<u>335 000</u>	<u>335 000</u>	<u>302 755</u>	<u>265 000</u>
	<u>1 730 000 \$</u>	<u>1 730 000 \$</u>	<u>1 235 355 \$</u>	<u>1 266 000 \$</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2017-2020 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
INFORMATION — DOCUMENTATION				
Salaries				
1 director				
1 co-ordinator				
10 union advisers				
3.5 office employees	4 623 346 \$	4 714 774 \$	4 727 776 \$	4 648 471 \$
Benefits	1 988 127	2 067 736	2 111 115	1 907 837
Continuing education	46 233	47 148	21 263	46 485
Travel and living expenses	310 000	310 000	419 692	350 000
Rent	843 772	843 772	768 087	959 869
Phone	122 024	122 024	115 903	84 275
Computer services	263 450	247 953	277 276	279 720
Office expenses	228 000	228 000	81 628	100 000
	<u>8 424 952</u>	<u>8 581 407</u>	<u>8 522 740</u>	<u>8 376 657</u>
Publications and institutional visibility	1 325 000	1 325 000	1 323 420	1 615 000
Bookstore	50 000	50 000	29 401	50 000
Subscriptions and documentation	50 000	50 000	122 969	65 400
	<u>9 849 952</u>	<u>10 006 407</u>	<u>9 998 530</u>	<u>10 107 057</u>
Revenue:				
Billing	150 000	150 000	116 490	115 000
	<u>9 699 952 \$</u>	<u>9 856 407 \$</u>	<u>9 882 040 \$</u>	<u>9 992 057 \$</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2017-2020 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
PRINTING — DISTRIBUTION				
Salaries				
2 union advisers				
1 office employees (2)				
2 print shop employees	1 363 160 \$	1 418 087 \$	1 423 042 \$	1 341 060 \$
Benefits	617 594	650 034	674 519	587 234
Continuing education	13 632	14 181	0	13 411
Travel and living expenses	35 000	35 000	17 333	20 000
Rent	561 469	561 469	548 172	772 990
Phone	21 884	21 884	16 599	16 880
Computer services	39 658	39 658	52 773	53 280
Office expenses	30 000	30 000	26 131	30 000
	<u>2 682 397</u>	<u>2 770 313</u>	<u>2 758 569</u>	<u>2 834 855</u>
Photocopying consumables	2 000 000	2 000 000	1 924 690	2 000 000
Equipment leasing and maintenance	200 000	200 000	69 474	100 000
Distribution consumables	100 000	100 000	56 519	100 000
Stamps and courier services	2 300 000	2 300 000	2 764 920	2 500 000
Preparation of shipments	225 000	225 000	53 446	225 000
Work done by outside suppliers	2 000 000	2 000 000	1 947 166	2 000 000
Depreciation on equipment	18 000	18 000	29 291	45 000
	<u>9 525 397</u>	<u>9 613 313</u>	<u>9 604 075</u>	<u>9 804 855</u>
Revenue:				
Billing	<u>9 500 000</u>	<u>9 500 000</u>	<u>9 879 775</u>	<u>9 500 000</u>
	<u><u>25 397</u></u> \$	<u><u>113 313</u></u> \$	<u><u>(275 700)</u></u> \$	<u><u>304 855</u></u> \$

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2017-2020 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
NATIONAL MOBILIZATION TEAM				
Salaries				
1 co-ordinator				
4 union advisers (5)				
1 office employees (2)	2 435 295 \$	2 371 135 \$	2 451 231 \$	1 912 933 \$
Benefits	1 050 192	1 042 671	1 080 355	780 401
Continuing education	24 353	23 711	4 234	19 129
Travel and living expenses	800 000	685 714	832 976	587 220
Rent	243 613	243 613	271 944	562 683
Phone	84 848	84 848	52 017	50 440
Computer services	50 233	44 652	52 608	62 460
Office expenses	60 000	60 000	55 457	60 000
Miscellaneous expenses	50 000	50 000	14 420	20 000
	<u>4 798 534 \$</u>	<u>4 606 344 \$</u>	<u>4 815 242 \$</u>	<u>4 055 266 \$</u>
GASPÉSIE-ÎLES-DE-LA-MADELEINE				
Salaries				
2 union advisers				
1.7 office employees	932 413 \$	954 962 \$	859 640 \$	1 021 345 \$
Benefits	408 925	427 345	397 326	433 907
Continuing education	9 324	9 550	3 588	10 213
Travel and living expenses	200 000	200 000	302 196	300 000
Rent	123 210	123 210	89 684	124 625
Phone	42 944	42 944	20 338	10 945
Computer services	19 939	19 939	21 771	26 280
Legal expenses	10 000	10 000	74 759	18 500
Office expenses	65 000	65 000	40 204	50 000
	<u>1 811 755</u>	<u>1 852 950</u>	<u>1 809 506</u>	<u>1 995 815</u>
Revenue:				
Service agreement	300 000	300 000	214 504	250 000
	<u>1 511 755 \$</u>	<u>1 552 950 \$</u>	<u>1 595 002 \$</u>	<u>1 745 815 \$</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2017-2020 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
BAS-SAINT-LAURENT				
Salaries				
2 union advisers				
1 office employee	785 652 \$	804 622 \$	781 797 \$	860 576 \$
Benefits				
Continuing education	341 814	356 484	356 718	358 589
Travel and living expenses	7 857	8 046	201	8 606
Rent	200 000	200 000	184 560	200 000
Phone	102 126	102 126	78 421	102 150
Computer services	36 508	36 508	18 398	18 110
Legal expenses	14 761	14 761	17 935	18 540
Office expenses	6 000	6 000	38 916	10 000
	42 000	42 000	44 244	50 000
	<u>1 536 718 \$</u>	<u>1 570 547 \$</u>	<u>1 521 190 \$</u>	<u>1 626 571 \$</u>

SAGUENAY-LAC-SAINT-JEAN

Salaries				
2 union advisers (3)				
1 office employee	1 073 649 \$	1 099 548 \$	1 177 609 \$	921 914 \$
Benefits				
Continuing education	464 002	484 111	548 284	382 991
Travel and living expenses	10 736	10 995	616	9 219
Rent	175 000	175 000	166 694	131 670
Phone	92 731	92 731	92 338	93 765
Computer services	45 732	45 732	27 968	22 930
Legal expenses	19 939	19 939	20 264	24 480
Office expenses	15 000	15 000	41 572	10 000
	55 000	55 000	40 448	50 000
	<u>1 951 789 \$</u>	<u>1 998 056 \$</u>	<u>2 115 793 \$</u>	<u>1 646 969 \$</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2017-2020 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
QUÉBEC-CHAUDIÈRE-APPALACHES				
Salaries				
4 union advisers (6)				
1 office employees (2)	2 147 298 \$	2 199 095 \$	2 200 608 \$	1 491 483 \$
Benefits				
Continuing education	21 473	21 991	1 522	14 915
Travel and living expenses	250 000	250 000	199 394	135 000
Rent	142 040	142 040	138 459	139 530
Phone	81 284	81 284	36 882	27 720
Computer services	39 878	39 878	43 519	37 980
Legal expenses	120 000	120 000	803 883	13 000
Office expenses	100 000	100 000	90 517	100 000
	<u>3 829 977 \$</u>	<u>3 922 510 \$</u>	<u>4 539 688 \$</u>	<u>2 569 209 \$</u>
CŒUR-DU-QUÉBEC				
Salaries				
2 union advisers (3)				
0.75 office employees (1.5)	1 230 893 \$	1 260 626 \$	1 209 562 \$	897 991 \$
Benefits				
Continuing education	12 309	12 606	0	8 980
Travel and living expenses	175 000	175 000	143 883	128 010
Rent	193 595	193 595	191 303	197 355
Phone	98 108	98 108	60 040	30 025
Computer services	24 345	24 345	37 723	24 480
Legal expenses	40 000	40 000	32 522	6 500
Office expenses	50 000	50 000	44 003	45 000
	<u>2 361 331 \$</u>	<u>2 414 314 \$</u>	<u>2 302 275 \$</u>	<u>1 710 124 \$</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2017-2020 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
ESTRIE				
Salaries				
2 union advisers				
1 office employee (0.75)	733 238 \$	750 929 \$	758 232 \$	849 412 \$
Benefits				
Continuing education	317 455	331 177	351 891	353 359
Travel and living expenses	7 332	7 509	2 986	8 494
Rent	70 000	70 000	86 217	90 000
Phone	53 104	53 104	48 809	53 970
Computer services	20 944	20 944	13 269	10 940
Legal expenses	14 761	14 761	21 397	20 880
Office expenses	6 000	6 000	23 351	6 500
	35 000	35 000	15 832	20 000
	<u>1 257 834 \$</u>	<u>1 289 424 \$</u>	<u>1 321 984 \$</u>	<u>1 413 555 \$</u>

MONTRÉAL MÉTROPOLITAIN

Salaries				
8 union advisers (10.5)				
2 office employees (3)	3 652 943 \$	3 741 031 \$	3 695 923 \$	3 180 970 \$
Benefits				
Continuing education	1 575 288	1 643 774	1 713 108	1 301 089
Travel and living expenses	36 529	37 410	4 167	31 810
Rent	375 000	375 000	286 731	209 720
Phone	241 984	241 984	234 738	647 367
Computer services	87 600	87 600	63 037	52 850
Legal expenses	81 298	81 298	91 718	82 620
Office expenses	31 500	31 500	45 282	13 000
	80 000	80 000	62 856	80 000
	<u>6 162 142 \$</u>	<u>6 319 597 \$</u>	<u>6 197 560 \$</u>	<u>5 599 426 \$</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2017-2020 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
LAURENTIDES				
Salaries				
2 union advisers				
0.75 office employee	733 238 \$	750 929 \$	763 508 \$	803 159 \$
Benefits				
Continuing education	317 455	331 177	348 260	331 690
Travel and living expenses	7 332	7 509	231	8 032
Rent	110 000	110 000	90 776	95 000
Phone	75 208	75 208	79 717	91 195
Computer services	23 508	23 508	21 008	22 900
Legal expenses	14 761	14 761	18 877	19 080
Office expenses	10 000	10 000	21 134	10 000
	65 000	65 000	58 732	35 000
	<u>1 356 502 \$</u>	<u>1 388 092 \$</u>	<u>1 402 243 \$</u>	<u>1 416 056 \$</u>

LANAUDIÈRE

Salaries				
2 union advisers				
0.75 office employee	733 238 \$	750 929 \$	796 809 \$	803 159 \$
Benefits				
Continuing education	317 455	331 177	380 950	331 690
Travel and living expenses	7 332	7 509	0	8 032
Rent	94 000	94 000	88 569	95 000
Phone	68 140	68 140	64 962	70 225
Computer services	23 944	23 944	10 798	10 940
Legal expenses	14 761	14 761	19 794	21 420
Office expenses	8 000	8 000	1 564	10 000
	35 000	35 000	17 297	35 000
	<u>1 301 870 \$</u>	<u>1 333 460 \$</u>	<u>1 380 743 \$</u>	<u>1 385 466 \$</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2017-2020 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
MONTÉRÉGIE				
Salaries				
4 union advisers (5)				
1 office employees (2.25)	1 911 716 \$	1 957 863 \$	1 947 751 \$	1 608 644 \$
Benefits	830 176	865 903	897 322	660 135
Continuing education	19 117	19 579	1 148	16 086
Travel and living expenses	260 000	260 000	229 515	218 111
Rent	292 223	292 223	285 277	267 870
Phone	125 308	125 308	95 795	43 235
Computer services	43 513	43 513	51 139	76 320
Legal expenses	40 000	40 000	28 796	9 100
Office expenses	140 000	140 000	79 873	80 000
	<u>3 662 053 \$</u>	<u>3 744 389 \$</u>	<u>3 616 616 \$</u>	<u>2 979 501 \$</u>
OUTAOUAIS				
Salaries				
2 union advisers				
0.67 office employee	716 465 \$	733 748 \$	772 461 \$	784 785 \$
Benefits	309 660	323 078	329 935	323 082
Continuing education	7 165	7 337	885	7 848
Travel and living expenses	110 000	110 000	152 635	130 000
Rent	118 134	118 134	117 223	120 231
Phone	22 944	22 944	19 878	13 320
Computer services	14 761	14 761	18 864	19 080
Legal expenses	15 000	15 000	23 910	14 000
Office expenses	30 000	30 000	23 860	30 000
	<u>1 344 129 \$</u>	<u>1 375 002 \$</u>	<u>1 459 651 \$</u>	<u>1 442 346 \$</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2017-2020 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
ABITIBI-TÉMISCAMINGUE-NORD-DU-QUÉBEC				
Salaries				
2 union advisers				
1 office employee	785 652 \$	804 622 \$	916 534 \$	860 576 \$
Benefits				
Continuing education	341 814	356 484	384 740	358 589
Travel and living expenses	7 857	8 046	40	8 606
Rent	275 000	275 000	293 300	275 000
Phone	181 202	181 202	185 609	184 885
Computer services	70 944	70 944	34 660	21 745
Legal expenses	14 761	14 761	18 379	20 880
Office expenses	10 000	10 000	8 745	18 500
	45 000	45 000	29 231	30 000
	<u>1 732 230 \$</u>	<u>1 766 059 \$</u>	<u>1 871 238 \$</u>	<u>1 778 781 \$</u>

CÔTE-NORD

Salaries				
2 union advisers				
1 office employee	785 652 \$	804 622 \$	840 431 \$	860 576 \$
Benefits				
Continuing education	341 814	356 484	376 420	358 589
Travel and living expenses	7 857	8 046	1 373	8 606
Rent	275 000	275 000	229 674	250 000
Phone	66 311	66 311	55 937	112 790
Computer services	62 756	62 756	36 549	28 875
Legal expenses	19 168	19 168	19 386	19 980
Office expenses	6 000	6 000	15 705	18 500
	45 000	45 000	20 224	20 000
	<u>1 609 558 \$</u>	<u>1 643 387 \$</u>	<u>1 595 699 \$</u>	<u>1 677 916 \$</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2017-2020 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
FINANCES				
Salaries				
1 co-ordinator				
1 accountant				
4 union advisers				
10 office employees	4 008 170 \$	4 015 562 \$	3 871 182 \$	4 173 719 \$
Benefits	1 793 785	1 826 466	1 902 039	1 830 526
Continuing education	40 082	40 156	7 336	41 737
Travel and living expenses	250 000	250 000	216 150	250 000
Rent	540 380	540 380	532 332	756 819
Phone	71 840	71 840	47 144	49 465
Computer services	401 891	378 250	247 062	99 000
Office expenses	380 000	380 000	315 429	325 000
	<u>7 486 148</u>	<u>7 502 654</u>	<u>7 138 674</u>	<u>7 526 266</u>
Professional fees	100 000	100 000	59 574	100 000
Depreciation	90 000	90 000	56 654	70 000
Documents and forms	15 000	15 000	7 174	10 000
Data processing	-	-	-	200 000
Legal expenses	100 000	100 000	25 921	50 000
Caisse charges	50 000	50 000	26 819	30 000
Bad debts recovered	-	-	(16 801)	-
	<u>7 841 148</u>	<u>7 857 654</u>	<u>7 298 015</u>	<u>7 986 266</u>
Revenue:				
Administration	250 000	250 000	213 168	215 000
	<u>7 591 148 \$</u>	<u>7 607 654 \$</u>	<u>7 084 847 \$</u>	<u>7 771 266 \$</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2017-2020 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
COMPUTER SERVICES				
Salaries				
5 union advisers (6)				
1 office employees				
6 technicians	3 616 545 \$	3 606 598 \$	3 520 612 \$	3 308 936 \$
Benefits	1 610 555	1 615 081	1 522 924	1 424 909
Continuing education	36 165	36 066	5 179	33 089
Travel and living expenses	150 000	150 000	126 720	105 556
Rent	259 172	259 172	253 116	522 138
Phone	79 480	79 480	61 076	68 295
Computer services	191 678	166 121	232 554	232 740
Office expenses	50 000	50 000	24 006	25 000
	<u>5 993 595</u>	<u>5 962 518</u>	<u>5 746 187</u>	<u>5 720 663</u>
Intranet-Internet	3 450 000	3 450 000	3 082 395	600 000
Telephony	75 000	75 000	82 761	1 675 000
Computer equipment	3 350 000	3 350 000	2 081 633	2 475 000
Software	800 000	800 000	737 061	1 500 000
Professional fees	300 000	300 000	54 366	300 000
Depreciation	5 924 630	5 924 630	3 284 864	3 850 000
	<u>19 893 225</u>	<u>19 862 148</u>	<u>15 069 267</u>	<u>16 120 663</u>
Revenue:				
Billing	<u>12 069 708</u>	<u>12 069 708</u>	<u>5 748 929</u>	<u>6 607 272</u>
	<u><u>7 823 517</u></u> \$	<u><u>7 792 440</u></u> \$	<u><u>9 320 338</u></u> \$	<u><u>9 513 391</u></u> \$

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2017-2020 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
MONTREAL BUILDING				
Salaries				
1 maintenance employee				
10 building employees (6)	1 983 307 \$	1 907 682 \$	2 177 654 \$	2 759 041 \$
Benefits				
Continuing education	922 604	920 577	1 108 539	1 326 925
Travel and living expenses	19 833	19 077	277	27 590
Rent	20 000	20 000	39 514	50 000
Phone	182 709	182 709	297 507	187 037
Computer services	52 132	52 132	4 780	10 945
Office expenses	8 813	8 813	12 199	17 100
	45 000	45 000	3 166	5 000
	<u>3 234 398</u>	<u>3 155 990</u>	<u>3 643 636</u>	<u>4 383 638</u>
Electricity and heating	1 800 000	1 800 000	1 098 752	1 800 000
Maintenance and repairs	2 000 000	2 000 000	1 157 184	2 200 000
Professional fees	1 000 000	1 000 000	1 838 751	700 000
Insurance	325 000	325 000	216 236	270 000
Interest on long-term debt	2 100 000	2 100 000	631 480	5 572 000
Taxes	2 000 000	2 000 000	1 216 517	5 100 000
Depreciation	475 000	475 000	658 842	1 100 000
	<u>12 934 398</u>	<u>12 855 990</u>	<u>10 461 398</u>	<u>21 125 638</u>
Revenue	<u>7 683 334</u>	<u>7 683 334</u>	<u>7 857 060</u>	<u>17 642 625</u>
Operating deficit	<u><u>5 251 064</u></u> \$	<u><u>5 172 656</u></u> \$	<u><u>2 604 338</u></u> \$	<u><u>3 483 013</u></u> \$

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2017-2020 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
QUEBEC CITY BUILDING				
Salaries				
2 building employees	480 961 \$	492 567 \$	501 406 \$	631 910 \$
Benefits	229 898	238 473	264 794	304 695
Continuing education	4 810	4 926	-	6 319
Travel and living expenses	10 000	10 000	1 888	6 000
Phone	8 568	8 568	1 593	2 555
Computer services	4 406	4 406	9 774	6 300
Miscellaneous expenses	25 000	25 000	10 309	7 000
	<u>763 643</u>	<u>783 940</u>	<u>789 764</u>	<u>964 779</u>
Maintenance and repairs	150 000	150 000	58 080	75 000
Joint expenses	1 000 000	1 000 000	926 655	1 000 000
Professional fees	50 000	50 000	-	50 000
Taxes	75 000	75 000	64 816	75 000
Depreciation	600 000	600 000	558 741	550 000
	<u>2 638 643</u>	<u>2 658 940</u>	<u>2 398 056</u>	<u>2 714 779</u>
Revenue	<u>1 435 818</u>	<u>1 435 818</u>	<u>1 366 661</u>	<u>1 526 986</u>
Operating deficit	<u><u>1 202 825</u> \$</u>	<u><u>1 223 122</u> \$</u>	<u><u>1 031 395</u> \$</u>	<u><u>1 187 793</u> \$</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

PROFESSIONAL DEFENCE FUND

2017-2020 BUDGET

SUPPLEMENTARY INFORMATION

CONFÉDÉRATION DES SYNDICATS NATIONAUX

PROFESSIONAL DEFENCE FUND

2017-2020 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
PUBLIC SECTOR				
CONSOLIDATED NEGOTIATION				
Support resource personnel:				
Salaries	3 377 625 \$	3 458 951 \$	3 314 440 \$	2 649 721 \$
Benefits	1 441 505	1 505 127	1 516 006	1 070 225
Continuing education	33 776	34 590	1 515	26 497
Travel and living expenses	450 000	450 000	475 178	250 000
Rent	308 824	308 824	314 093	729 330
Phone	94 376	94 376	60 403	51 435
Computer services	146 953	146 953	138 398	86 100
Office expenses	60 000	60 000	65 725	50 000
OPERATING BUDGET:				
Research	50 000	50 000	1 300	50 000
Subscriptions	10 000	10 000	9 765	10 000
	<u>5 973 059 \$</u>	<u>6 118 821 \$</u>	<u>5 896 823 \$</u>	<u>4 973 308 \$</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

2017 - 2020 COMBINED BUDGET

	Budget 2014-2017	Amended Budget 2014-2017	Actual 36 months 2014-2017	Budget 36 months 2017-2020
REVENUE				
Per capita	252 895 136 \$	252 895 136 \$	248 572 641 \$	241 571 878 \$
Interest and miscellaneous	2 800 000	2 800 000	3 041 553	2 400 000
	<u>255 695 136</u>	<u>255 695 136</u>	<u>251 614 194</u>	<u>243 971 878</u>
EXPENDITURES				
Management – p.5	45 489 810	46 301 684	44 067 796	44 324 915
Union Organizing – p.6	20 753 205	27 757 927	29 692 974	21 970 453
Labour Relations – p.7	35 367 336	35 292 906	34 480 558	34 471 381
Communications – p.8	9 725 349	9 969 720	9 606 340	10 296 912
Support for Mobilization and Regional Life – p.9	34 416 422	34 924 131	35 734 924	31 047 001
Administration – p.10	24 118 554	24 045 872	23 296 261	25 100 963
Support for struggles – p.12	40 010 000	40 010 000	27 258 242	37 904 000
Support for negotiation – p.12	39 245 202	39 390 964	39 181 803	40 073 106
Support for our demands – p.12	6 630 000	6 630 000	8 335 667	4 804 000
Bad debts recovered – p.12 and 17	-	-	(9 397)	-
	<u>255 755 878</u>	<u>264 323 204</u>	<u>251 645 168</u>	<u>249 992 731</u>
SURPLUS OF REVENUE OVER EXPENDITURES				
(EXPENDITURES OVER REVENUE)	<u>(60 742) \$</u>	<u>(8 628 068) \$</u>	<u>(30 974) \$</u>	<u>(6 020 853) \$</u>

2017-2020 budget

The Pre-convention Committee recommends that the 65th Convention adopt the proposed budget for the operating budget, the Professional Defence Fund, the Special Support Fund and the Combined Budget for the 2017-2020 financial period.

Resolutions arising from the budget

The Pre-convention Committee recommends:

1. Change in the quantum of benefits

1.1 Quantum of strike and lockout benefits

(Under Article 18.01 of the FDP's Constitution and By-laws)

That weekly strike and lockout benefits be raised to:

- \$261 as of June 11, 2017
- \$268 as of March 1, 2018
- \$275 as of March 1, 2019

1.2 Quantum of benefits for dismissal or suspension for union activity

(Under Article 27.01 of the FDP's Constitution and Bylaws)

That weekly benefits for persons suspended, dismissed or subjected to reprisals for union activity be raised to:

- \$261 as of June 11, 2017
- \$268 as of March 1, 2018
- \$275 as of March 1, 2019

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