

**2020-2023
BUDGET**

TOGETHER FOR EACH OTHER



**66th CSN Convention
VIRTUAL | 2021**



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Treasurer's Remarks

Sisters and brothers,

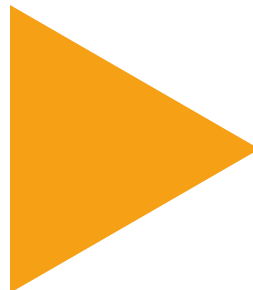
We are about to carry out an important responsibility for our unions: approving the CSN's budget for the period of March 1, 2020, to February 28, 2023.

The CSN's budget depends on choices. It must support the policy directions that you are being asked to set at this convention and the struggles that the CSN and its affiliated organizations—unions, central councils and federations—will undertake in the coming years.

As a labour organization, our responsibility is to make choices that will let us continue to promote workers' occupational, economic, social and political interests and, in so doing, to improve the working and living conditions of the members we represent and of all Quebecers in the short, medium and long term. This is the task to which we must now turn.

At the CSN, this process is both transparent and eminently democratic. We are proud to say that few union organizations in the world can claim to be as transparent and democratic as we are.

The Pre-Convention Committee has had the chance to debate this proposed budget and has recommended that you approve it. Now, it is your turn to thoroughly examine, analyze and debate it. Ultimately, the decision is yours.



Distribution of Per Capita Revenue

As already noted at this Convention, 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 among our three separate funds as follows: the operating budget receives 0.47%, the Professional Defence Fund 0.225% and the Special Support Fund 0.025%.

When debating the proposed budget before you, you should keep the purpose and role of each of these funds in mind.

The operating budget pays for the CSN services and departments that support our unions, federations and central councils. This budget also covers costs associated with our democratic processes.

The Professional Defence Fund covers expenses related to:

support for struggles: strike and lockout benefits, strike and lockout expense allowances for unions, benefits for cases of dismissal for union activities, and legal expenses and fines related to labour disputes;

support for collective bargaining: the full range of services that support coordination of public sector bargaining; expenses to support consolidated, coordinated and local bargaining in the private sector; and equalization transfers to federations and central councils;

support for our demands through confederal, sectoral and regional campaigns, and through solidarity donations.

The Special Support Fund can be used to replenish the operating budget or Professional Defence Fund, as required. As we saw during the presentation of the financial statements, the operating budget would be empty today were it not for the Special Support Fund.

Background

Before going any further with the presentation of the 2020-2023 budget, I would like to give you some background on the CSN's financial position, discussing each of the three funds.

During the 2017-2020 financial period, the CSN experienced a significant decline in its membership as compared to the preceding three-year period. Let's look at changes to the average number of dues-paying members since 1996:

Average Number of Dues-Paying Members per Month

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
2017-2020	261,544

As the above table shows, the CSN's membership grew continuously for about 20 years—from 1996 to 2014. It then dropped slightly in 2014-2017, before falling sharply in 2017-2020.

Obviously, this decline has affected the CSN's revenues from *per capita* dues. Let's see how.

Per Capita Revenue

Period	Per Capita Revenue	3-year Increase (Decrease)	3-year Increase (Decrease)
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%
2017-2020	\$244,485,554	(\$4,087,087)	(1.7%)

Since 2002-2005, growth in *per capita* revenue slowed overall until 2017-2020 when, instead of growing, *per capita* revenue actually decreased by \$4,087,087, or 1.7%.

The historical trend for the cash balance in the CSN's operating budget is also a cause for concern.

Operating Cash Balance	
February 28, 2011	\$19,160,610
February 28, 2014	\$27,344,759
February 28, 2017	\$21,643,695
February 29, 2020	\$14,888,176

At first glance, these figures might suggest that the situation is relatively stable and under control. However, it should be noted that since the start of the 2011-2014 financial

period, a total of \$47.8 million has been transferred from the Special Support Fund to the operating budget: \$15 million in 2011-2014, \$24 million in 2014-2017 and \$8.8 million in 2017-2020. If we subtract these transfers, the CSN's operating cash balance has actually decreased by \$52,072,434 over the nine years in question.

There are three main reasons explaining this net outflow from the CSN's operating cash balance.

First, it became necessary in recent years to expand our building at 1601 De Lorimier, in Montréal. As a result of a lack of space in that building, the CSN and several of its affiliated organizations had to lease office space in three other buildings in the city. The initial estimate for the expansion project was \$65 million. Finally, the actual cost came in at slightly over \$62 million—almost \$3 million less than projected. Funding for the project came from a \$37 million loan and a \$25 million down payment, which explains slightly less than half of the decline in the operating cash balance.

However, we estimate that our capital expenditures and interest expenses will be less over a 25-year period than the cost of renting equivalent office space elsewhere. Moreover, after 25 years the building will be entirely paid for and we will own an asset worth millions of dollars. This was therefore a sound organizational and financial choice.

A final word about the building: I am very pleased to announce that, in fall 2019, we received LEED Silver Certification for our new construction. This certification is awarded to buildings that meet stringent environmental standards, a goal that is fully consistent with the CSN's values. We have every reason to feel very proud of this achievement.

The second reason for the decline in our operating cash balance was that, in the first half of this nine-year period we had to pay significant additional amounts into the pension plan for CSN employees, on top of our regular contributions, because the plan had been running substantial solvency deficits. For example, to cover just the solvency deficits for 2012 and 2013, we had to pay over \$10 million into the pension plan in addition to our regular contributions. Luckily, as a result of changes made in 2016 to the laws governing how pension plans are funded, our payments to cover these deficits have been smaller in recent years.

The third reason is that the CSN's operating budget has run a deficit in each of the last three financial periods, excluding the amounts transferred from the Special Support Fund. The cumulative total of these three deficits, before transfers from the Special Support Fund, is \$13,726,829.

The first two reasons for this decline in our operating cash balance would now seem to be behind us, although some uncertainties about the pension plan persist. Unfortunately, the same cannot be said for the third, as the CSN's proposed budget for 2020-2023 has projected a deficit in the operating budget. However, a significant portion of this deficit is attributable to revenue losses suffered as a result of economic difficulties in the context of COVID-19.

To avoid destabilizing our organization and cutting off services to our unions, we decided to propose a budget with a large operating-budget deficit. Nonetheless, we will have to work to minimize this deficit over the coming financial periods, especially since it is plausible that the Special Support Fund will be needed to top up the Professional Defence Fund in the medium term. I will come back to this.

While the operating budget is in fragile financial condition, the Professional Defence Fund is in very good shape. As we saw earlier at this convention, the excellent financial condition of the Professional Defence Fund enabled us to carry out a mandate to revise the regulations governing it, given to us by the last Convention. That task was completed and has increased the assistance we can give to workers who make the decision to fight to improve their working conditions. I am convinced that the motions adopted by delegates at this Convention will help us more effectively address new realities in the world of work, new types of labour disputes, and new needs among our affiliated unions.

In particular, the eligibility criteria for strike and lockout benefits have been significantly improved. Today, more and more disputes are taking place over shorter periods of time; under the expanded criteria, far more members will be eligible to receive their benefits. There is no question that our new eligibility criteria are better suited to the world of work as it exists today.

The CSN is a militant trade union organization that believes that all of the workers in its affiliated unions must have the resources they need to engage in their chosen struggles. I am very proud to announce that, in addition to the significant improvements to the Professional Defence Fund already approved by this Convention, the proposed budget also includes an increase in weekly benefits for members who are on strike, locked out or who have been dismissed for union activities.

These benefits are currently \$275 and will rise to \$300 at the end of this convention. There are also cases in which workers wage longer struggles, which can be trying, for financial reasons among others. We feel that providing these workers, who are fighting bravely for improved working conditions, with increased support will give them a better chance of achieving their goals.

We therefore propose that weekly strike and lockout benefits be increased in increments as follows: to \$325 after three months of conflict, \$350 after four months, \$375 after five months and \$400 after six months.

These changes in the spirit of solidarity make a clear statement that, through its Professional Defence Fund, the CSN will always be there when workers engaged in labour conflicts need us and need the solidarity of the entire movement. After the budget is adopted, separate motions to raise the benefits will therefore be submitted to the convention.

Because the reserve fund did not yet contain the equivalent of 150,000 benefit payments, the 2002 Convention decided to:

rebuild the fund to 150,000 benefit payments;

ban any use of the accumulated revenue in the Special Support Fund until the total cash balance of the Professional Defence Fund and the Special Support Fund equalled 150,000 benefit payments.

The Professional Defence Fund has now had a reserve fund equal to 150,000 benefit payments since 2011. As a result, we have been able to transfer significant amounts from the Special Support Fund to the operating budget over recent financial periods.

As shown during the presentation of the financial statements, the net assets of the Professional Defence Fund stood at \$74,464,805 on February 29, 2020. Of this total, \$41,250,000 (150,000 x \$275) was earmarked for the accrued benefits reserve fund. This left the PDF with a surplus of \$33,214,805, in addition to that reserve.

Net Assets of the PDF	\$74,464,805
Accrued Benefits Reserve Fund	\$41,250,000
Surplus in the Fund	\$33,214,805

The current Convention has again made some bold decisions about the Professional Defence Fund. The calculated risk we are taking with these changes means that we must be more cautious with our operating budget, to ensure it can pay its own way in the short, medium and long term. Let me explain.

The past few financial periods saw us budget for deficits in the Professional Defence Fund that never came to pass. Instead, we experienced some fairly large surpluses. The main reason, though not the only one, was that we paid out far fewer weekly strike and lockout benefits, on average, than had been budgeted. Let's look at a few figures.

	Forecast for Number of Recipients	Actual Number of Recipients	Forecast for Total Strike and Lockout Benefits	Actual Total Strike and Lockout Benefits
2011-2014	700	263	\$25,662,000	\$9,739,920
2014-2017	550	165	\$21,450,000	\$6,426,235
2017-2020	475	93	\$19,549,000	\$3,319,677

As you can see, the actual number of strike and lockout benefit payments, and hence the actual total dollar amount spent, was well below what had been projected in the budgets for all three periods shown.

But with the changes that were just adopted, affecting eligibility for strike and lockout benefits, this situation is very likely to change in future.

In carrying out its mandate, the review committee on regulations governing the Professional Defence Fund simulated the additional outlays that would have been required if our proposed changes to the eligibility rules for strike and lockout benefits had been in effect for the 57-month period from March 1, 2014, to November 30, 2018. This exercise also accounted for new legislative provisions around essential services.

Based on those factors, our simulations found that we would have been fairly close to our budget forecasts and that the Professional Defence Fund would have actually run a deficit during this period. It is therefore reasonable to assume that we may yet find ourselves in that situation in the future.

As will be discussed further on, the proposed budget for 2020-2023 projects an operating deficit of \$14,910,010 for the Professional Defence Fund. In addition, the increase in strike and lockout benefits to \$300 per week means that the reserve required to cover 150,000 benefit payments will grow from \$41,250,000 as of February 29, 2020, to \$45,000,000 under the new budget: an increase of \$3,750,000.

Reserve Required in PDF to Cover 150,000 Benefit Payments	
February 29, 2020	\$41,250,000
February 28, 2023	\$45,000,000

If we add the projected PDF operating deficit of \$14,910,010 and the required \$3,750,000 increase in the accrued benefits reserve, we get a total of \$18,660,010. Subtracting that amount from the current surplus in the PDF, we are left with a surplus of \$14,554,795 at the end of the 2020-2023 financial period.

Surplus in the Reserve to Cover 150,000 Benefit Payments	
February 29, 2020	\$33,214,805
February 28, 2023	\$14,554,795

While this scenario isn't a problem in the short term, should it occur, it would become a more serious issue if it were to be a recurring situation. Eventually, the PDF would be drained of its surplus, leaving it with only the benefits reserve. The Special Support Fund would then no longer be able to support the operating budget, as a result of past motions adopted by this Convention.

The bold decisions that have been made to improve the Professional Defence Fund, of which I am especially proud, also mean that we must manage our operating budget more carefully. We must assume, starting now, that the Special Support Fund will be needed to support the Professional Defence Fund in the relatively near future, leaving us unable to support further operating budget deficits with it.

To conclude this section on the CSN's financial situation, let us turn to changes in the Special Support Fund over time. The net assets of this fund stood at \$23,465,121 as of February 28, 2011, falling to \$2,184,585 as of February 29, 2020.

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
February 29, 2020	\$2,184,585

As we saw earlier, \$47.8 million was transferred from the Special Support Fund to the operating budget over the past nine years, exceeding all of the revenue that the Fund took in over the same period. Total revenues for the Fund, since 2011, were \$26,514,408, while \$47.8 million was transferred to the operating budget. This explains why the net assets of the Special Support Fund fell so far over this period (by \$21,285,592). This fund is now practically empty, meaning that we won't be able to make more large transfers of this nature in the future.

The proposed budget was prepared in light of all these factors. It is based on all of the work that was done over the past three years, particularly as regards the regulations governing the Professional Defence Fund, and establishes a framework and strategy for ensuring that the CSN can stay on course over the long term, can assume its responsibilities and can support its affiliated organizations at all times.

Revenue

Two factors determine the total amount of *per capita* dues that members pay to the CSN. The first is the number of dues-paying members. We estimate that, for 2020-2023, the average number of dues-paying members in the CSN will be 256,958.

The corresponding figures were 261,544 for 2017-2020 and 284,790 for 2014-2017.

The primary reason for projecting a reduced number of dues-paying members for 2020-2023 is because companies have laid off so many workers during the COVID-19 pandemic. In the early days of the pandemic, the number of dues-paying CSN members fell by about 27,000, or roughly 10% of our total membership. The number of members has since risen again, but we are still below our membership numbers from 2017-2020, which, as noted above, were well below what they had been in 2014-2017.

The current situation is unprecedented. It is extremely difficult to project what the economic and employment situation will be over the next few years. Nonetheless, it already seems clear that the situation is likely to remain difficult for quite some time in certain sectors of the economy, such as tourism and culture. For this reason, we are projecting a slow growth in membership over the next two years so that, on average, we will have fewer dues-paying members every month in 2020-2023 than we did in 2017-2020.

The other factor determining the total amount of *per capita* dues that the CSN receives is the average monthly rate of dues, which changes with our members' salaries. For 2020-2023, we project this average monthly rate at \$27.85.

As a result, we project that *per capita* revenue for 2020-2023 will total \$257,634,627.

We therefore estimate that per capita revenue will be \$9,061,986 higher in 2020-2023 than it was in 2014-2017, which amounts to a 3.6% increase over 6 years and average annual growth of 0.6%, well below the natural increase in our expenses.

	Actual 2014-2017	Actual 2017-2020	Budget 2020-2023
Average number of dues-paying members	284,790	261,544	256,958
Average monthly rate of <i>per capita</i> dues	\$24.25	\$26.07	\$27.85
Total <i>per capita</i> revenue	\$248,572,641	\$244,485,554	\$257,634,627

Expenses

Before presenting the choices with respect to expenses, I would like to mention a few points. As I said, we are in an unprecedented situation. We have seen how it is impacting the CSN's revenues. It also affects our expenses.

As you will see from the budget, we expect to save money on travel and accommodations, as well on meetings of CSN bodies. However, other expense items have been increasing, such as our buildings, where extensive health measures have been put in place. Expenses are also up at IT, where the lockdown and the shift to telework have forced us to move up some development projects. Finally, the CSN has had significant legal expenses, among other things to analyze the many ministerial decrees.

All of these impacts are reflected in this budget. Taking the above factors, including some savings, into account, we end up with significant deficits in the operating budget and the PDF.

In September 2021, the CSN will be celebrating its 100th anniversary. Few other organizations in Québec can boast such longevity.

In November 2019, the delegates of the Confederal Bureau adopted a budget for a confederal campaign to mark this occasion.

The expenses associated with it will primarily be charged to the Professional Defence Fund. Certain related expenses will also be charged to the operating budget, mainly for processing our archives; the proposed budget includes hiring a documentation technician for a period of about a year.

On another matter, following research and consultations conducted by the Director General of the CSN, the Executive Committee decided in fall 2018 to restructure the CSN's Labour Relations Department, dividing it into three new departments: Health, Safety and Environment, whose staff will defend injured workers, do preventive occupational health and safety work and deal with environmental affairs; Bargaining Support, whose staff will work on pay, benefits and pay equity; and Research and Status of Women. The CSN staff who provide training for union activists have been transferred to the Human Resources Department, which already had other staff who provide training for CSN employees. Accordingly, this department has been renamed the Human Resources and Training Department. The proposed budget for 2020-2023 reflects these organizational decisions.

In addition, because the former coordinator of the Labour Relations Department came from the unit that defends injured workers, his position as union adviser has been transferred into the Health, Safety and Environment Department. Lastly, in fall 2019, another position was temporarily added for a union adviser specializing in the defence of injured workers. The proposed budget would make all of these decisions permanent, since they were made on an interim basis during the preceding three-year period.

For years, the CSN has had service agreements with central councils, under which the cost of office staff is shared. The CSN covers 75% of the cost of office employees at the Laurentides, Lanaudière and Cœur du Québec central councils, while the central councils pay the other 25%. The proposed budget provides for the termination of these service agreements. From now on, the CSN will cover the full cost of one office employee for each of these central councils. This will give the central councils increased financial resources to support the unions in their respective regions.

The last Convention debated and adopted resolutions to improve the quality of union life. Since then, the Director General of the CSN, under the political responsibility of the Third Vice-President, developed an operationalization plan on union life that has been adopted by the delegates of the Confederal Bureau.

There are many resolutions addressing the training of activists, with subjects ranging from the desirability of revising our training options to the creation of various tools to support the work of our unions. The training budgets have been revised upward for these purposes.

As regards expenses for the Professional Defence Fund, we know that the number of recipients for strike and lockout benefits has been lower than budgeted for the past few three-year periods. Nevertheless, we're going to maintain our forecast for an average of 475 recipients per week. This decision is justified by the major changes made to the regulations governing the Professional Defence Fund. Also, as mentioned earlier, the simulations that we ran while working on the new regulations showed that, if they had been in effect since 2014, we would have been quite close to the budget forecasts that were made.

We have also substantially increased expenses for mobilization and consolidated bargaining. Collective agreements in the public sector expired on March 31, 2020, and a significant proportion of hotel unions will be engaged in consolidated bargaining over the coming three years, as will construction workers next summer. These unions, like all CSN unions, can count on the movement's support to secure their bargaining

objectives. This is the same message that the CSN is sending through the improvements it has made to the Professional Defence Fund.

The budget for campaigns has been increased to accommodate the CSN's 100th anniversary; large expenses have been approved by the Confederal Bureau to raise public awareness around the effects COVID-19 has had on workers; and over \$2 million has been allocated to buy face coverings for all CSN members.

We have also transferred the costs for three events—International Women's Day (March 8), International Workers' Day (May 1), and the International Day of Mourning for workers killed or injured in the workplace (April 28)—from the operating budget to the Professional Defence Fund, as well as the costs for LGBT pride activities.

As a result, even though the current three-year financial period began less than a year ago, we already have more expenses for confederal campaigns than during the entire 2017-2020 period. This is why the amount budgeted for confederal campaigns is being raised.

When I presented the 2017-2020 financial statements to you earlier at this Convention, I explained that, according to the CSN's regulations, the decline in our revenue should have resulted in a decrease in the equalization transfers to CSN federations. But the last CSN Convention decided to keep the amounts earmarked for equalization at the same level as 2016-2017 for each of the three years in 2017-2020.

The impact of the coronavirus pandemic on the CSN's finances has placed us in the same position as the last Convention. The rules state that the equalization transfers to the federations must total 9% of the per capita dues that the CSN receives. If we applied these rules now, then the amount of these equalization transfers would have to go down.

The proposed budget suggests that the CSN maintain the total amount of regular equalization transfers to the federations at the same level as 2019-2020 for the first year of 2020-2023. Given that we expect an increase to *per capita* dues over the last two years of 2020-2023, the total amount of equalization transfers will be increased slightly so that the CSN continues to meet its commitments and provides the federations with equalization transfers equal to 9% of its budgeted *per capita* revenue.

Compliance with the appropriate regulations in 2017-2020 would have reduced equalization transfers to the central councils as well. Instead, the previous Convention chose

to actually increase transfers for that period by adding \$150,000: \$75,000 in 2018-2019 and \$75,000 in 2019-2020. As with the federations, if we were to apply our regulations strictly, we would have to reduce equalization transfers to the central councils for 2020-2023. However, we are again proposing that the CSN maintain the total amount of regular equalization transfers to the central councils at the same level as 2019-2020 for the first year of 2020-2023. Given that we expect an increase to *per capita* dues over the last two years of 2020-2023, the total amount of equalization transfers to central councils will be increased at the same rate as the federations. In so doing, the \$75,000 annual increase will therefore be maintained and indexed.

These two decisions to not reduce equalization transfers to the federations and central councils, despite our reduced *per capita* revenue, mean that we will be sending almost \$500,000 more to these organizations than if we had strictly enforced the movement's regulations, as adopted following the work done in 2012 on the delivery of services.

The proposed budget also introduces an exceptional measure: a special equalization transfer to the federations. As I was saying earlier, the CSN has lost *per capita* revenue as a result of the layoffs suffered by our members due to COVID-19. Our affiliated organizations are also coping with this same situation, but the impacts of *per capita* revenue loss have varied considerably from one federation to another.

This exceptional situation called for an exceptional response, which is why the June 18 and 19, 2020, meeting of the Confederal Bureau approved the temporary introduc-

tion of a special equalization transfer to the federations. To be eligible, a federation had to have suffered a 10% loss of *per capita* revenue in a given month. Each such federation would then be given compensation equal to 75% of the *per capita* revenue it lost as a result of the COVID-19 crisis. This measure, adopted by the Confederal Bureau, applied from March through August 2020.

The proposed budget for 2020-2023 includes this temporary program of special equalization transfers to the federations in accordance with the parameters set out in the document submitted for that purpose. However, the eligibility period will be extended to cover the entire first year of the new financial period: from March 1, 2020, through February 28, 2021. We estimate that this new special equalization program will cost \$1 million.

Overall, the decisions to maintain regular equalization transfers for the 2017-2020 and 2020-2023 financial periods at levels above those stipulated by the CSN's applicable regulations, and to provide the special equalization transfers, will result in additional outlays of \$3.2 million.

This is a clear, tangible demonstration of the solidarity that the CSN displays, the type of confederation and trade unionism that we practice, and the ways in which we always strive to provide the best possible services to our affiliated unions.

Now, let's look at the breakdown of projected revenues and expenses for each of the CSN's three funds.

Operating budget

We project \$172,275,049 in *per capita* revenue for the operating budget and \$240,000 in interest, for a total revenue of \$172,515,049. We also project \$179,210,600 in expenses, resulting in a \$6,695,551 deficit.

Operating Budget		
REVENUE		\$172,515,049
PER CAPITA	\$172,275,049	
INTEREST	\$240,000	
EXPENSES		\$179,210,600
DEFICIT		\$6,695,551

In light of what I told you previously about the cash balance in the CSN's operating budget and the real possibility that, fairly soon, we will no longer be able to use the Special Support Fund to balance it, we have no choice but find a way to replenish the operating budget in the near future. The decision was made to not lay off any employees since the start of the current crisis, despite the drop in our *per capita* revenue. Our belief was that now is not the time to destabilize our organization, when unions need us more than ever. That is also the thinking behind this proposed budget, which is why we are proposing a \$6,695,551 operating deficit and also why we are limiting our increases in operating budget expenses to the small number of items discussed previously.

That being said, we are going to have to stabilize the operating budget quickly. We've only been able to get through the first few months of our new financial period without any layoffs because we had accumulated cash in our operating budget. But, as discussed when I presented the financial statements, we also have commitments to the CSN's retirees. When we take those commitments into account, our room for manoeuvre in the operating budget is actually only \$3,903,276, which represents scarcely two weeks of accumulated *per capita* revenue.

If we had been left to confront the current crisis with only that much money on hand, we would have been in an impossible situation. We are going to have to monitor our operating cash balance closely during the 2020-2023 financial period, especially since the economic situation remains uncertain, making further serious impacts on the CSN's finances possible.

If we want to be ready to face a new crisis or exceptional situation in the future as well as we have the current ones, we must develop a plan to replenish the operating budget no later than the proposal of a budget for the 2020-2026 financial period.

By then, the economy should have recovered and we should be able to prepare an operating budget that accurately reflects our financial situation in the period following the COVID-19 pandemic and ensuing economic crisis.

The CSN is aware that its affiliated unions have substantial service needs. We plan to conduct an analysis of all our service resources in the near future. This analysis will take into account the union life operational plan adopted by the Confederal Bureau during the previous period. The results will be submitted to the Confederal Bureau for follow-up by September 2021 at the latest.

Professional Defence Fund

For the Professional Defence Fund, we project \$76,647,573 in *per capita* revenue and \$2,000,000 in interest, for a total revenue of \$78,647,573. Expenses are projected at \$93,566,583, leaving us with a deficit of \$14,919,010.

Professional Defence Fund		
Revenue		\$78,647,573
<i>PER CAPITA</i>	\$76,647,573	
INTEREST	\$2,000,000	
EXPENSES		\$93,566,583
DEFICIT		\$14,919,010

Special Support Fund

Finally, for the Special Support Fund, we project *per capita* revenue of \$8,712,005 and interest revenue of \$100,000, for a total revenue of \$8,812,005.

Special Support Fund		
REVENUE		\$8,812,005
<i>PER CAPITA</i>	\$8,712,005	
INTEREST	\$100,000	
DÉPENSES	\$ -----	\$ -----
SURPLUS OF REVENUE OVER EXPENSES		\$8,812,005

We have not budgeted any spending out of the Special Support Fund at this time. However, we can definitely expect transfers to the operating budget from this Fund, unless the budgetary situation of the Professional Defence Fund deteriorates rapidly and significantly.

Combined Results

For the three funds combined, we project *per capita* revenue of \$257,634,627 and interest revenue of \$2,340,000, for a total revenue of \$259,974,627.

Projected expenses are \$272,777,183, leaving us with a deficit of \$12,802,556.

Combined Results		
REVENUE		\$259,974,627
<i>PER CAPITA</i>	\$257,634,627	
INTEREST	\$2,340,000	
EXPENSES		\$272,777,183
DEFICIT		\$12,802,556

Conclusion

Brothers and sisters,

For the second three-year financial period in a row, we are proposing a CSN budget that runs a deficit. At the last Convention, we had to revise many of our spending items downward and, unfortunately, cut some positions to contain the size of the deficit, especially in the operating budget. That is not the case this time. On the contrary, this time we are considerably enhancing the Professional Defence Fund, a powerful tool for solidarity. Thanks to this fund, the struggle that one group of workers faces is a struggle we all face together. As such, the budget that we are proposing for 2020-2023 reflects our staunch commitment to solidarity.

Solidarity is a fundamental value at the CSN. With this budget we are striving to promote the Professional Defence Fund, in particular, through the ways in which we use it. As our Statement of Principles says so well:

Workers join together in unions that practice solidarity by affiliating with the three levels that lend daily support to their actions—the central council, the federation and the confederation—giving them a scope and impact they would not otherwise have. The Professional Defence Fund, to which all unions contribute, is a tangible expression of solidarity. Thus organized, this solidarity, rooted in freedom, ensures that each group's struggles are supported by all.

Sisters and brothers, we carry a great union and bear a great social responsibility. I have now shown you how we plan to use the money entrusted to us to support the CSN's central councils, federations, unions and, most importantly, its members over the 2020-2023 fiscal period.



Pierre Patry
CSN Treasurer

CONFÉDÉRATION DES SYNDICATS NATIONAUX

2020-2023 COMBINED BUDGET

OPERATING BUDGET

PROFESSIONAL DEFENCE FUND

SPECIAL SUPPORT FUND

CONFÉDÉRATION DES SYNDICATS NATIONAUX

2020-2023 COMBINED BUDGET

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
REVENUES			
Per capita	\$ 241 571 878	\$ 244 485 554	\$ 257 634 627
Interest and miscellaneous	2 400 000	4 149 843	2 340 000
	<u>243 971 878</u>	<u>248 635 397</u>	<u>259 974 627</u>
EXPENSES			
Management - p. 5	44 324 915	41 964 723	45 613 047
Union organizing - p. 6	21 970 453	23 904 909	25 680 610
Labour relations	34 872 970	32 677 147	-
Research and status of women - p. 7	-	-	6 993 892
Support for negotiations - p. 8	-	-	5 054 212
Health, safety and environment - p. 9	-	-	20 080 456
Communications - p. 10	10 296 912	9 945 661	11 182 776
Support for mobilization and regional life - p. 11	31 047 001	29 266 339	30 386 808
Administration - p. 12	25 090 775	27 643 177	34 218 799
Support for struggles - p. 14	37 904 000	20 636 671	44 907 700
Support for collective bargaining - p. 14	40 073 106	34 130 498	41 554 883
Support for our demands - p. 14	4 804 000	2 890 724	7 104 000
	<u>250 384 132</u>	<u>223 059 849</u>	<u>272 777 183</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ <u>(6 412 254)</u>	\$ <u>25 575 548</u>	\$ <u>(12 802 556)</u>

OPERATING BUDGET

2020-2023 BUDGET

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2020-2023 BUDGET

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
REVENUES			
Per capita	\$ 160 886 871	\$ 163 449 483	\$ 172 275 049
Transfer from the Special Support Fund	-	8 800 000	-
Interest and miscellaneous	200 000	485 419	240 000
	<u>161 086 871</u>	<u>172 734 902</u>	<u>172 515 049</u>
EXPENSES			
Management - p. 5	44 324 915	41 964 723	45 613 047
Union organizing - p. 6	21 970 453	23 904 909	25 680 610
Labour relations	34 872 970	32 677 147	-
Research and status of women - p. 7	-	-	6 993 892
Support for negotiations - p. 8	-	-	5 054 212
Health, safety and environment - p. 9	-	-	20 080 456
Communications - p. 10	10 296 912	9 945 661	11 182 776
Support for mobilization and regional life - p. 11	31 047 001	29 266 339	30 386 808
Administration - p. 12	25 090 775	27 643 177	34 218 799
	<u>167 603 026</u>	<u>165 401 956</u>	<u>179 210 600</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ <u>(6 516 155)</u>	\$ <u>7 332 946</u>	\$ <u>(6 695 551)</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2020-2023 BUDGET

EXPENSES - MANAGEMENT

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
MANAGEMENT			
Executive committee and support staff – p. 21	\$ 10 177 418	\$ 9 914 936	\$ 10 009 431
Control – p. 22	598 555	570 259	696 691
PDF Administration– p. 22	625 377	583 395	718 118
Property management – p. 22	587 013	431 972	617 443
Human resources and training– p. 23	9 440 028	9 222 762	12 034 218
Legal – p. 24	7 227 812	7 248 099	7 262 599
UCCO–SACC–CSN – p. 25	8 440 712	8 376 793	8 831 547
Confederal Bureau	300 000	287 727	264 000
Confederal Council	1 350 000	1 458 336	1 188 000
Convention	3 000 000	1 901 375	1 900 000
Committees and working groups– p. 26	1 266 000	1 012 065	1 416 000
Fondation pour l'aide aux travailleuses et travailleurs accidentés	-	8 333	-
March 8 activities	200 000	159 132	-
May 1 activities	200 000	95 933	-
April 28th Commemoration	200 000	62 107	-
LGBT Pride	12 000	6 357	-
International solidarity :			
International affiliation	350 000	356 652	375 000
Solidarity activities	350 000	268 490	300 000
	<u>\$ 44 324 915</u>	<u>\$ 41 964 723</u>	<u>\$ 45 613 047</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2020-2023 BUDGET

EXPENSES - UNION ORGANIZING

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
UNION ORGANIZING			
Salaries			
1 coordinator			
15 union advisors			
4 office employees	\$ 6 071 930	\$ 6 410 666	\$ 6 348 909
Benefits	2 483 648	2 534 512	2 552 425
Continuing education	60 719	20 690	63 489
Travel and living expenses	723 990	903 986	723 189
Rent	964 586	965 526	1 145 000
Telephone	115 380	109 984	108 252
Information technology	180 200	125 063	151 015
Office expenses	150 000	135 539	108 431
	<u>10 750 453</u>	<u>11 205 966</u>	<u>11 200 710</u>
OPERATING EXPENSES			
Organizing	5 000 000	6 976 129	8 000 000
Pre-certification hearings	20 000	30 510	40 000
Collective bargaining	700 000	597 268	700 000
Anti-raiding	3 000 000	1 811 108	2 200 000
Legal fees	1 400 000	2 215 631	2 200 000
Rebate to federations of dues from newly affiliated unions	400 000	181 589	400 000
Training - new unions	-	-	82 600
Visibility (advertising and promotional tools)	-	-	720 500
Other expenses	700 000	886 708	136 800
	<u>11 220 000</u>	<u>12 698 943</u>	<u>14 479 900</u>
	<u>\$ 21 970 453</u>	<u>\$ 23 904 909</u>	<u>\$ 25 680 610</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2020-2023 BUDGET

EXPENSES - RESEARCH AND STATUS OF WOMEN

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
RESEARCH AND STATUS OF WOMEN			
Salaries			
6 union advisors (including coordination)			
2 office employees	\$ -	\$ -	\$ 3 449 325
Benefits	-	-	1 383 644
Continuing education	-	-	34 493
Travel and living expenses	-	-	193 960
Rent	-	-	346 546
Telephone	-	-	47 268
Information technology	-	-	72 306
Documentation	-	-	40 250
Office expenses	-	-	44 800
	-	-	5 612 592
OPERATING EXPENSES			
Business analyses	-	-	1 860 000
Status of women	-	-	125 000
Specialized professional fees	-	-	225 000
	-	-	7 822 592
Revenues :			
Grants	-	-	828 700
	-	-	6 993 892

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2020-2023 BUDGET

EXPENSES - SUPPORT FOR NEGOTIATIONS

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
SUPPORT FOR NEGOTIATIONS			
Salaries			
5 union advisors (including coordination)			
0.5 office employee	\$ -	\$ -	\$ 1 899 890
Benefits	-	-	762 437
Continuing education	-	-	18 999
Travel and living expenses	-	-	151 529
Rent	-	-	267 476
Telephone	-	-	31 716
Information technology	-	-	37 019
Office expenses	-	-	30 330
	-	-	3 199 396
OPERATING EXPENSES			
Specialized professional fees	-	-	135 000
	-	-	3 334 396
CISP (Private sector intersectoral committee) AND CCGN (General collective bargaining coordinating committee)			
Salaries			
1 coordinator			
0.5 office employee			449 034
Benefits	-	-	184 445
Continuing education	-	-	4 490
Travel and living expenses	-	-	30 306
Rent	-	-	26 664
Telephone	-	-	6 588
Information technology	-	-	6 219
Office expenses	-	-	6 070
	-	-	713 816
OPERATING EXPENSES			
Collective bargaining support	-	-	100 000
Arbitration support	-	-	600 000
Specialized professional fees	-	-	300 000
Documentation	-	-	6 000
	-	-	1 719 816
	\$ -	\$ -	\$ 5 054 212

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2020-2023 BUDGET

EXPENSES - HEALTH, SAFETY AND ENVIRONMENT

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
HEALTH, SAFETY AND ENVIRONMENT			
Salaries			
1 coordinator			
24.5 union advisors (23.5)			
10 office employees	\$ -	\$ -	\$ 11 144 497
Benefits	-	-	4 526 867
Continuing education	-	-	111 445
Travel and living expenses	-	-	667 097
Rent	-	-	1 210 624
Telephone	-	-	178 956
Information technology	-	-	195 670
Documentation	-	-	34 500
Office expenses	-	-	170 800
	-	-	18 240 456
OPERATING EXPENSES			
Professional expertise	-	-	1 075 000
Legal fees	-	-	1 110 000
Training	-	-	4 125 000
Bailiffs, specialized professional fees and other expenses	-	-	115 000
	-	-	24 665 456
Revenues :			
Grants	-	-	4 585 000
	\$ -	\$ -	\$ 20 080 456

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2020-2023 BUDGET

EXPENSES - COMMUNICATIONS

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
COMMUNICATIONS			
1 director			
1 coordinator			
12 union advisors			
4.5 office employees			
2 print shop employees			
Information - documentation - p. 27	\$ 9 992 057	\$ 9 248 388	\$ 10 379 266
Printing - distribution - p. 28	<u>304 855</u>	<u>697 273</u>	<u>803 510</u>
	<u>\$ 10 296 912</u>	<u>\$ 9 945 661</u>	<u>\$ 11 182 776</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2020-2023 BUDGET

EXPENSES — SUPPORT FOR MOBILIZATION AND REGIONAL LIFE

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
SUPPORT FOR MOBILIZATION AND REGIONAL LIFE			
1 coordinator			
40 union advisors			
15.37 office employees (14.62)			
National team – p. 29	\$ 4 055 266	\$ 3 775 086	\$ 3 747 305
Gaspésie–Îles-de-la-Madeleine - p. 29	1 745 815	1 625 716	1 812 362
Bas-Saint-Laurent - p. 30	1 626 571	1 355 399	1 569 935
Saguenay–Lac-Saint-Jean - p. 30	1 646 969	1 675 252	1 583 643
Québec–Chaudière-Appalaches - p. 31	2 569 209	2 531 202	2 592 071
Cœur-du-Québec - p. 31	1 710 124	1 546 466	1 688 554
Estrie - p. 32	1 413 555	1 445 943	1 472 120
Montréal métropolitain - p. 32	5 599 426	5 352 376	5 171 718
Laurentides - p. 33	1 416 056	1 343 122	1 499 359
Lanaudière - p. 33	1 385 466	1 373 107	1 484 830
Montréal – p. 34	2 979 501	2 740 115	2 935 841
Outaouais - p. 34	1 442 346	1 365 428	1 449 330
Abitibi-Témiscamingue-Nord-du-Québec - p. 35	1 778 781	1 568 007	1 727 185
Côte-Nord - p. 35	1 677 916	1 569 120	1 652 555
	<u>\$ 31 047 001</u>	<u>\$ 29 266 339</u>	<u>\$ 30 386 808</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2020-2023 BUDGET

EXPENSES - ADMINISTRATION

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
ADMINISTRATION			
1 coordinator			
1 accountant			
10 union advisors (9)			
9 office employees (11)			
7 technicians (6)			
1 maintenance employee			
12 building employees			
Finances - p. 36	\$ 7 771 266	\$ 7 651 781	\$ 8 034 955
Information technology - p. 37	9 503 203	8 642 916	11 220 650
Montréal building - p. 38	3 483 013	6 539 461	8 924 464
Québec City building - p. 39	1 187 793	1 070 407	1 406 080
	<u>21 945 275</u>	<u>23 904 565</u>	<u>29 586 149</u>
Administrative expenses			
Amortization of furniture	500 000	549 705	925 000
Specialized professional fees	200 000	267 317	250 000
Miscellaneous insurance	145 500	126 937	157 650
Intérest on short-term debt			
Assistance to provincial unions	2 300 000	2 794 653	3 300 000
	<u>3 145 500</u>	<u>3 738 612</u>	<u>4 632 650</u>
	<u>\$ 25 090 775</u>	<u>\$ 27 643 177</u>	<u>\$ 34 218 799</u>

PROFESSIONAL DEFENCE FUND

2020-2023 BUDGET

CONFÉDÉRATION DES SYNDICATS NATIONAUX

PROFESSIONAL DEFENCE FUND

2020-2023 BUDGET

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
REVENUES			
Per capita	\$ 72 471 563	\$ 72 765 412	\$ 76 647 573
Interest and miscellaneous	2 000 000	3 558 178	2 000 000
	<u>74 471 563</u>	<u>76 323 590</u>	<u>78 647 573</u>
EXPENSES			
<u>SUPPORT FOR STRUGGLES</u>			
Strike benefits	19 858 800	3 319 677	21 802 500
Suspension and dismissal benefits for union activities	1 045 200	89 274	1 045 200
Legal fees	2 700 000	2 718 834	3 000 000
Mobilization expenses	11 500 000	10 979 906	13 560 000
Allowances to unions for strike expenses	1 200 000	1 389 460	2 500 000
Shutdowns and preserving jobs	1 600 000	2 139 520	3 000 000
	<u>37 904 000</u>	<u>20 636 671</u>	<u>44 907 700</u>
<u>SUPPORT FOR COLLECTIVE BARGAINING</u>			
Equalizations – p. 15	24 399 798	24 399 809	25 686 010
Consolidated and local negotiations – p. 16	15 673 308	9 730 689	15 868 873
	<u>40 073 106</u>	<u>34 130 498</u>	<u>41 554 883</u>
<u>SUPPORT FOR OUR DEMANDS – p. 17</u>	<u>4 804 000</u>	<u>2 890 724</u>	<u>7 104 000</u>
	<u>82 781 106</u>	<u>57 657 893</u>	<u>93 566 583</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ <u>(8 309 543)</u>	\$ <u>18 665 697</u>	\$ <u>(14 919 010)</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

PROFESSIONAL DEFENCE FUND

2020-2023 BUDGET

EXPENSES — SUPPORT FOR COLLECTIVE BARGAINING

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
EQUALIZATIONS			
FEDERATIONS EQUALIZATIONS			
Fédération de la CSN-Construction	\$	4 185 000	
Fédération du commerce		9 962 197	
FNEEQ		221 190	
Fédération des professionnelles		113 310	
FSSS		1 675 090	
FEESP		1 926 028	
Fédération de l'industrie manufacturière		3 543 166	
Fédération nationale des communications et de la culture		1 591 924	
	<u>23 217 891</u>	<u>23 217 905</u>	<u>23 418 629</u>
EXTRAORDINARY EQUALIZATIONS	<u>-</u>	<u>-</u>	<u>1 000 000</u>
	\$ 23 217 891	\$ 23 217 905	\$ 24 418 629

REGIONAL EQUALIZATIONS

Côte-Nord	\$	255 449	
Gaspésie-Îles-de-la-Madeleine		278 121	
Outaouais		64 704	
Lanaudière		46 986	
Laurentides		23 230	
Abitibi-Témiscamingue-Nord-du-Québec		241 094	
Bas-Saint-Laurent		104 194	
Saguenay-Lac-St-Jean		42 548	
Estrie		99 509	
Cœur-du-Québec		26 069	
	<u>1 181 907</u>	<u>1 181 904</u>	<u>1 267 381</u>
	\$ <u>24 399 798</u>	\$ <u>24 399 809</u>	\$ <u>25 686 010</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

PROFESSIONAL DEFENCE FUND

2020-2023 BUDGET

EXPENSES — SUPPORT FOR COLLECTIVE BARGAINING

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
CONSOLIDATED AND LOCAL NEGOTIATIONS			
Private sector - consolidated			
Preventive advertising	\$ 500 000	\$ 267 627	\$ -
Coordination meetings	1 000 000	1 070 624	1 000 000
Operating expenses	2 500 000	999 814	2 500 000
Coordination of collective bargaining in federations	1 000 000	156 702	500 000
Training sessions for activists	500 000	182 718	500 000
Public sector – consolidated			
Support resources – p. 41	4 973 308	4 894 174	5 168 873
Preventive advertising	500 000	308 290	-
Coordination meetings	50 000	13 323	50 000
Operating expenses	3 000 000	785 371	4 500 000
Training sessions for activists	500 000	242 840	500 000
Local negotiations			
Operating expenses (preventive advertising)	150 000	71 144	150 000
Training sessions for activists	1 000 000	738 062	1 000 000
	<u>\$ 15 673 308</u>	<u>\$ 9 730 689</u>	<u>\$ 15 868 873</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

PROFESSIONAL DEFENCE FUND

2020-2023 BUDGET

EXPENSES - SUPPORT FOR OUR DEMANDS

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
Solidarity donations	\$ 500 000	\$ 497 185	\$ 600 000
CSN campaigns	3 000 000	1 600 156	5 200 000
Sectoral campaigns	1 080 000	649 511	1 080 000
Regional campaigns	224 000	143 872	224 000
	<u>\$ 4 804 000</u>	<u>\$ 2 890 724</u>	<u>\$ 7 104 000</u>

SPECIAL SUPPORT FUND

2020-2023 BUDGET

CONFÉDÉRATION DES SYNDICATS NATIONAUX

SPECIAL SUPPORT FUND

2020-2023 BUDGET

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
REVENUES			
Per capita	\$ 8 213 444	\$ 8 270 659	\$ 8 712 005
Interest and miscellaneous	200 000	106 246	100 000
	<u>8 413 444</u>	<u>8 376 905</u>	<u>8 812 005</u>
EXPENSES			
Transfer to operating budget	-	8 800 000	-
	<u>-</u>	<u>8 800 000</u>	<u>-</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES	\$ <u>8 413 444</u>	\$ <u>(423 095)</u>	\$ <u>8 812 005</u>

OPERATING BUDGET

2020-2023 BUDGET

SUPPLEMENTARY INFORMATION

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2020-2023 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
EXECUTIVE COMMITTEE AND SUPPORT STAFF			
Salaries			
6 Executive committee members			
1 director general			
3 assistants (4)			
4 office employees	\$ 5 028 016	\$ 5 183 042	\$ 5 321 527
Benefits	2 065 247	1 826 459	2 174 416
Continuing education	50 280	9 359	53 215
Travel and living expenses	926 770	791 995	633 596
Rent	955 475	955 476	847 914
Telephone	78 590	87 221	83 448
Information technology	113 040	91 411	121 215
Office expenses	160 000	127 989	102 400
	<u>9 377 418</u>	<u>9 072 952</u>	<u>9 337 731</u>
Operating budget	<u>800 000</u>	<u>841 984</u>	<u>975 000</u>
	10 177 418	9 914 936	10 312 731
Revenues :			
Grants	-	-	303 300
	<u>\$ 10 177 418</u>	<u>\$ 9 914 936</u>	<u>\$ 10 009 431</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2020-2023 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
CONTROL			
Salaries			
1 controller	\$ 380 939	\$ 360 339	\$ 453 862
Benefits	152 811	154 946	181 778
Continuing education	3 809	109	4 539
Travel and living expenses	17 000	13 486	10 789
Rent	32 466	32 534	33 857
Telephone	4 970	3 406	5 658
Information technology	5 560	5 328	6 008
Office expenses	1 000	111	200
	<u>\$ 598 555</u>	<u>\$ 570 259</u>	<u>\$ 696 691</u>
PDF ADMINISTRATION			
Salaries			
1 administrative manager	\$ 380 939	\$ 395 749	\$ 464 932
Benefits	152 811	125 614	186 212
Continuing education	3 809	-	4 649
Travel and living expenses	40 000	15 770	12 616
Rent	36 288	36 288	37 843
Telephone	4 970	4 223	5 658
Information technology	5 560	5 640	6 008
Office expenses	1 000	111	200
	<u>\$ 625 377</u>	<u>\$ 583 395</u>	<u>\$ 718 118</u>
PROPERTY MANAGEMENT			
Salaries			
1 property manager	\$ 380 939	\$ 284 952	\$ 398 513
Benefits	152 811	101 129	159 610
Continuing education	3 809	491	3 985
Travel and living expenses	20 000	18 180	25 000
Rent	17 924	17 928	18 079
Telephone	4 968	2 549	4 968
Information technology	5 562	4 458	5 288
Office expenses	1 000	2 285	2 000
	<u>\$ 587 013</u>	<u>\$ 431 972</u>	<u>\$ 617 443</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2020-2023 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
HUMAN RESOURCES AND TRAINING			
Salaries			
1 director			
3 personnel officers			
7 training advisors (4)			
8 office employees (7)	\$ 4 395 035	\$ 4 323 016	\$ 5 869 308
Benefits	1 868 754	1 683 204	2 452 187
Continuing education	43 950	11 520	58 693
Travel and living expenses	301 070	209 007	229 908
Rent	761 523	761 520	773 475
Telephone	44 386	42 200	79 128
Information technology	115 310	148 487	196 269
Office expenses	110 000	94 063	75 250
	7 640 028	7 273 017	9 734 218
Revenues:			
Shared costs of HRTS staff	2 100 000	1 973 415	2 100 000
	5 540 028	5 299 602	7 634 218
Training for activists	-	-	1 000 000
Labour relations	550 000	677 799	750 000
Data processing	350 000	190 830	350 000
Workforce renewal	500 000	316 221	300 000
Collective agreement costs	900 000	1 245 670	1 000 000
Employee future benefits costs	1 600 000	1 492 640	1 000 000
	3 900 000	3 923 160	4 400 000
	\$ 9 440 028	\$ 9 222 762	\$ 12 034 218

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2020-2023 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
LEGAL			
Salaries			
1 coordinator			
18 union advisors			
8 office employees	\$ 7 830 971	\$ 7 549 320	\$ 8 189 939
Benefits			
Continuing education	3 245 200	3 216 667	3 342 970
Travel and living expenses	78 310	49 381	81 899
Rent	800 000	648 536	518 829
Telephone	1 487 765	1 824 705	1 180 962
Information technology	115 310	101 812	124 992
Office expenses	207 540	159 403	169 818
	<u>250 000</u>	<u>258 709</u>	<u>250 000</u>
	14 015 096	13 808 533	13 859 409
Professional fees for outside services			
Bailiffs and other professional services	2 975 000	2 811 795	3 076 998
Documentation	600 000	803 073	800 000
	<u>800 000</u>	<u>514 852</u>	<u>600 000</u>
	18 390 096	17 938 253	18 336 407
Revenues:			
Billing	<u>11 162 284</u>	<u>10 690 154</u>	<u>11 073 808</u>
	<u>\$ 7 227 812</u>	<u>\$ 7 248 099</u>	<u>\$ 7 262 599</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2020-2023 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
UCCO-SACC-CSN			
Salaries			
1 coordinator			
7 union advisors			
4 office employees	\$ 3 600 032	\$ 3 723 097	\$ 3 765 125
Benefits	1 497 104	1 406 394	1 542 567
Continuing education	36 000	4 874	37 651
Travel and living expenses	1 200 000	1 311 529	1 400 000
Rent	892 126	910 829	967 821
Telephone	65 810	53 294	73 010
Information technology	107 640	84 110	105 723
Office expenses	230 000	212 050	169 650
	7 628 712	7 706 177	8 061 547
Printing, shipping	52 000	122 409	100 000
Translation	30 000	29 521	30 000
Training committee	30 000	32 549	40 000
Legal fees	700 000	486 137	600 000
	\$ 8 440 712	\$ 8 376 793	\$ 8 831 547

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2020-2023 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
COMMITTEES AND WORKING GROUPS			
COMMITTEES			
Policy	\$ 5 000	\$ 17 597	\$ 5 000
Jurisdiction	10 000	2 856	10 000
Surveillance	61 000	74 155	61 000
Status of Women	200 000	139 610	200 000
Health and Safety	200 000	72 733	200 000
Environment and sustainable development	50 000	43 757	50 000
LGBT	125 000	102 382	125 000
Youth	300 000	236 693	300 000
Intercultural Relations	50 000	19 590	50 000
	<u>1 001 000</u>	<u>709 373</u>	<u>1 001 000</u>
WORKING GROUPS			
Inter-central councils	100 000	122 329	100 000
Inter-organization (federations and central councils)	-	-	150 000
International collective	35 000	12 539	35 000
Education	10 000	8 076	10 000
Health care and social services	10 000	9 185	10 000
First Nations Realities	10 000	5 784	10 000
Miscellaneous	100 000	144 779	100 000
	<u>265 000</u>	<u>302 692</u>	<u>415 000</u>
	<u>\$ 1 266 000</u>	<u>\$ 1 012 065</u>	<u>\$ 1 416 000</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2020-2023 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
INFORMATION - DOCUMENTATION			
Salaries			
1 director			
1 coordinator			
10 union advisors			
3.5 office employees	\$ 4 648 471	\$ 4 459 896	\$ 4 861 132
Benefits	1 907 837	1 701 020	1 966 397
Continuing education	46 485	10 792	48 611
Travel and living expenses	350 000	308 513	246 810
Rent	959 869	1 018 167	1 146 268
Telephone	84 275	67 183	86 651
Information technology	279 720	153 580	184 547
Office expenses	100 000	127 416	101 950
	8 376 657	7 846 567	8 642 366
Publications and institutional visibility	1 615 000	1 360 034	1 711 900
Bookstore	50 000	8 295	25 000
Subscriptions and documentation	65 400	111 070	100 000
	10 107 057	9 325 966	10 479 266
Revenues:			
Billing	115 000	77 578	100 000
	\$ 9 992 057	\$ 9 248 388	\$ 10 379 266

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2020-2023 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
PRINTING — DISTRIBUTION			
Salaries			
2 union advisors			
1 office employee			
2 print shop employees	\$ 1 341 060	\$ 1 361 525	\$ 1 416 658
Benefits	587 234	560 497	613 083
Continuing education	13 411	2 874	14 167
Travel and living expenses	20 000	9 382	7 506
Rent	772 990	772 980	806 118
Telephone	16 880	13 829	16 880
Information technology	53 280	41 947	61 448
Office expenses	30 000	22 085	17 650
	2 834 855	2 785 119	2 953 510
Reprographic materials	2 000 000	1 415 434	1 500 000
Equipment leasing and maintenance	100 000	64 753	100 000
Distribution materials	100 000	30 389	75 000
Postage and courier services	2 500 000	1 266 907	1 300 000
Preparation of mailouts	225 000	6 227	75 000
Work done by outside suppliers	2 000 000	765 093	1 000 000
Amortization of equipment	45 000	15 120	-
	9 804 855	6 349 042	7 003 510
Revenues:			
Billing	9 500 000	5 651 769	6 200 000
	\$ 304 855	\$ 697 273	\$ 803 510

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2020-2023 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
NATIONAL TEAM			
Salaries			
1 coordinator			
4 union advisors			
1 office employee	\$ 1 912 933	\$ 1 800 193	\$ 1 887 603
Benefits	780 401	730 330	755 644
Continuing education	19 129	12 092	18 876
Travel and living expenses	587 220	511 305	528 498
Rent	562 683	600 444	433 446
Telephone	50 440	38 652	46 876
Information technology	62 460	40 402	43 029
Office expenses	60 000	34 891	27 913
Miscellaneous expenses	20 000	6 777	5 420
	<u>\$ 4 055 266</u>	<u>\$ 3 775 086</u>	<u>\$ 3 747 305</u>

GASPÉSIE-ÎLES-DE-LA-MADELEINE

Salaries			
2 union advisors			
1.7 office employees	\$ 1 021 345	\$ 888 815	\$ 1 068 303
Benefits	433 907	330 837	447 711
Continuing education	10 213	-	10 683
Travel and living expenses	300 000	367 279	300 000
Rent	124 625	93 491	135 954
Telephone	10 945	10 215	10 945
Information technology	26 280	23 493	29 616
Legal fees	18 500	109 763	42 500
Office expenses	50 000	33 311	26 650
	<u>1 995 815</u>	<u>1 857 204</u>	<u>2 072 362</u>
Revenues :			
Service agreement	<u>250 000</u>	<u>231 488</u>	<u>260 000</u>
	<u>\$ 1 745 815</u>	<u>\$ 1 625 716</u>	<u>\$ 1 812 362</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2020-2023 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
BAS-SAINT-LAURENT			
Salaries			
2 union advisors			
1 office employee	\$ 860 576	\$ 763 628	\$ 900 051
Benefits	358 589	311 669	369 527
Continuing education	8 606	-	9 001
Travel and living expenses	200 000	144 668	115 734
Rent	102 150	74 776	106 645
Telephone	18 110	16 075	18 110
Information technology	18 540	17 265	21 492
Legal fees	10 000	4 977	11 500
Office expenses	50 000	22 341	17 875
	<u>\$ 1 626 571</u>	<u>\$ 1 355 399</u>	<u>\$ 1 569 935</u>

SAGUENAY-LAC-SAINT-JEAN

Salaries			
2 union advisors			
1 office employee	\$ 921 914	\$ 963 629	\$ 900 051
Benefits	382 991	380 333	369 527
Continuing education	9 219	-	9 001
Travel and living expenses	131 670	169 026	135 221
Rent	93 765	76 749	82 215
Telephone	22 930	18 237	25 306
Information technology	24 480	19 803	21 492
Legal fees	10 000	10 816	11 500
Office expenses	50 000	36 659	29 330
	<u>\$ 1 646 969</u>	<u>\$ 1 675 252</u>	<u>\$ 1 583 643</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2020-2023 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
QUÉBEC-CHAUDIÈRE-APPALACHES			
Salaries			
4 union advisors			
1 office employee	\$ 1 491 483	\$ 1 491 965	\$ 1 559 740
Benefits	609 581	605 056	627 363
Continuing education	14 915	-	15 597
Travel and living expenses	135 000	144 913	115 930
Rent	139 530	143 270	146 009
Telephone	27 720	19 212	28 908
Information technology	37 980	27 632	33 974
Legal fees	13 000	37 214	15 000
Office expenses	100 000	61 940	49 550
	<u>\$ 2 569 209</u>	<u>\$ 2 531 202</u>	<u>\$ 2 592 071</u>

CŒUR-DU-QUÉBEC

Salaries			
2 union advisors			
1 office employee (0,75)	\$ 897 991	\$ 853 896	\$ 900 051
Benefits	371 783	327 917	369 527
Continuing education	8 980	-	9 001
Travel and living expenses	128 010	108 960	87 168
Rent	197 355	142 700	226 132
Telephone	30 025	24 822	27 648
Information technology	24 480	21 394	23 397
Legal fees	6 500	19 116	7 500
Office expenses	45 000	47 661	38 130
	<u>\$ 1 710 124</u>	<u>\$ 1 546 466</u>	<u>\$ 1 688 554</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2020-2023 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
ESTRIE			
Salaries			
2 union advisors			
1 office employee	\$ 849 412	\$ 875 813	\$ 900 051
Benefits	353 359	344 046	369 527
Continuing education	8 494	-	9 001
Travel and living expenses	90 000	87 436	69 949
Rent	53 970	58 737	65 106
Telephone	10 940	10 446	13 316
Information technology	20 880	18 109	25 850
Legal fees	6 500	36 588	7 500
Office expenses	20 000	14 768	11 820
	<u>\$ 1 413 555</u>	<u>\$ 1 445 943</u>	<u>\$ 1 472 120</u>

MONTREAL METROPOLITAIN

Salaries			
8 union advisors			
2 office employees	\$ 3 180 970	\$ 3 073 381	\$ 3 119 481
Benefits	1 301 089	1 242 820	1 254 726
Continuing education	31 810	1 859	31 195
Travel and living expenses	209 720	214 135	171 308
Rent	647 367	647 364	440 826
Telephone	52 850	45 823	52 850
Information technology	82 620	67 300	64 182
Legal fees	13 000	32 005	15 000
Office expenses	80 000	27 689	22 150
	<u>\$ 5 599 426</u>	<u>\$ 5 352 376</u>	<u>\$ 5 171 718</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2020-2023 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
LAURENTIDES			
Salaries			
2 union advisors			
1 office employee (0,75)	\$ 803 159	\$ 812 628	\$ 900 051
Benefits	331 690	309 121	369 527
Continuing education	8 032	-	9 001
Travel and living expenses	95 000	61 728	49 382
Rent	91 195	78 209	82 102
Telephone	22 900	14 731	24 088
Information technology	19 080	17 876	24 328
Legal fees	10 000	12 105	11 500
Office expenses	35 000	36 724	29 380
	<u>\$ 1 416 056</u>	<u>\$ 1 343 122</u>	<u>\$ 1 499 359</u>

LANAUDIÈRE

Salaries			
2 union advisors			
1 office employee (0,75)	\$ 803 159	\$ 823 529	\$ 900 051
Benefits	331 690	334 335	369 527
Continuing education	8 032	-	9 001
Travel and living expenses	95 000	91 984	73 587
Rent	70 225	57 676	72 770
Telephone	10 940	15 561	12 132
Information technology	21 420	17 461	20 562
Legal fees	10 000	12 938	11 500
Office expenses	35 000	19 623	15 700
	<u>\$ 1 385 466</u>	<u>\$ 1 373 107</u>	<u>\$ 1 484 830</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2020-2023 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
MONTÉRÉGIE			
Salaries			
4 union advisors			
1 office employee	\$ 1 608 644	\$ 1 564 296	\$ 1 559 740
Benefits	660 135	602 888	627 363
Continuing education	16 086	50	15 597
Travel and living expenses	218 111	184 914	147 931
Rent	267 870	260 456	446 574
Telephone	43 235	33 708	47 987
Information technology	76 320	30 924	40 149
Legal fees	9 100	12 874	10 500
Office expenses	80 000	50 005	40 000
	<u>\$ 2 979 501</u>	<u>\$ 2 740 115</u>	<u>\$ 2 935 841</u>

OUTAOUAIS

Salaries			
2 union advisors			
0.67 office employee	\$ 784 785	\$ 770 891	\$ 820 731
Benefits	323 082	315 995	332 669
Continuing education	7 848	374	8 207
Travel and living expenses	130 000	102 857	82 286
Rent	120 231	114 539	124 525
Telephone	13 320	19 269	13 320
Information technology	19 080	20 120	21 492
Legal fees	14 000	7 215	16 100
Office expenses	30 000	14 168	30 000
	<u>\$ 1 442 346</u>	<u>\$ 1 365 428</u>	<u>\$ 1 449 330</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2020-2023 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
ABITIBI-TÉMISCAMINGUE-NORD-DU-QUÉBEC			
Salaries			
2 union advisors			
1 office employee	\$ 860 576	\$ 827 615	\$ 900 051
Benefits	358 589	310 919	369 527
Continuing education	8 606	-	9 001
Travel and living expenses	275 000	213 232	170 586
Rent	184 885	168 815	203 840
Telephone	21 745	20 512	22 933
Information technology	20 880	16 991	23 397
Legal fees	18 500	1 660	21 250
Office expenses	30 000	8 263	6 600
	<u>\$ 1 778 781</u>	<u>\$ 1 568 007</u>	<u>\$ 1 727 185</u>

CÔTE-NORD

Salaries			
2 union advisors			
1 office employee	\$ 860 576	\$ 873 868	\$ 900 051
Benefits	358 589	359 713	369 527
Continuing education	8 606	-	9 001
Travel and living expenses	250 000	203 742	162 994
Rent	112 790	64 327	113 918
Telephone	28 875	25 060	27 687
Information technology	19 980	20 119	30 547
Legal fees	18 500	324	21 250
Office expenses	20 000	21 967	17 580
	<u>\$ 1 677 916</u>	<u>\$ 1 569 120</u>	<u>\$ 1 652 555</u>

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2020-2023 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
FINANCES			
Salaries			
1 coordinator			
1 accountant			
5 union advisors (4)			
9 office employees (10)			
	\$ 4 173 719	\$ 4 087 822	\$ 4 462 486
Benefits	1 830 526	1 617 014	1 913 160
Continuing education	41 737	67 938	44 625
Travel and living expenses	250 000	214 496	171 597
Rent	756 819	756 816	691 657
Telephone	49 465	40 104	45 901
Information technology	99 000	88 812	102 679
Office expenses	325 000	284 811	227 850
	7 526 266	7 157 813	7 659 955
Specialized professional fees	100 000	436 982	300 000
Amortization	70 000	18 190	-
Documents and forms	10 000	16 369	10 000
Data processing	200 000	38 272	40 000
Legal fees	50 000	42 307	50 000
Bank charges	30 000	71 157	150 000
	7 986 266	7 781 090	8 209 955
Revenues :			
Administration	215 000	129 309	175 000
	\$ 7 771 266	\$ 7 651 781	\$ 8 034 955

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2020-2023 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
INFORMATION TECHNOLOGY			
Salaries			
5 union advisors			
7 technicians (6)	\$ 3 308 936	\$ 3 023 199	\$ 3 407 938
Benefits	1 424 909	1 275 010	1 450 934
Continuing education	33 089	29 031	34 079
Travel and living expenses	105 556	81 318	65 294
Rent	522 138	522 156	513 336
Telephone	68 295	45 179	61 167
Information technology	232 740	155 422	116 878
Office expenses	25 000	24 246	25 000
	5 720 663	5 155 561	5 674 626
Telephony	600 000	1 229 478	1 821 000
Office automation	1 675 000	1 841 403	2 656 418
Network	2 475 000	1 837 903	2 200 000
Software	1 500 000	940 251	1 268 965
Specialized professional fees	300 000	336 972	390 000
Amortization	3 850 000	2 915 397	3 850 000
	16 120 663	14 256 965	17 861 009
Revenues :			
Billing	6 617 460	5 614 049	6 640 359
	\$ 9 503 203	\$ 8 642 916	\$ 11 220 650

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2020-2023 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
MONTREAL BUILDING			
Salaries			
1 maintenance employee			
10 building employees	\$ 2 759 041	\$ 2 846 221	\$ 2 886 457
Benefits	1 326 925	1 209 897	1 375 438
Continuing education	27 590	19 876	28 865
Travel and living expenses	50 000	19 986	9 993
Rent	187 037	187 044	201 951
Telephone	10 945	10 739	16 885
Information technology	17 100	31 823	13 148
Office expenses	5 000	5 235	5 000
	4 383 638	4 330 821	4 537 737
Electricity and heating	1 800 000	1 473 111	1 800 000
Maintenance and repairs	2 200 000	1 965 176	2 400 000
Specialized professional fees	700 000	125 058	350 000
Insurance	270 000	279 872	400 848
Interest on long-term debt	5 572 000	5 394 201	5 299 240
Taxes	5 100 000	5 109 057	5 414 576
Exceptional expenditures - Federation rents	-	602 766	-
Amortization	1 100 000	4 593 052	5 039 440
	21 125 638	23 873 114	25 241 841
Revenues	17 642 625	17 333 653	16 317 377
	\$ 3 483 013	\$ 6 539 461	\$ 8 924 464

CONFÉDÉRATION DES SYNDICATS NATIONAUX

OPERATING BUDGET

2020-2023 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
QUEBEC CITY BUILDING			
Salaries			
2 building employees	\$ 631 910	\$ 465 900	\$ 661 071
Benefits	304 695	212 202	315 792
Continuing education	6 319	157	6 611
Travel and living expenses	6 000	9 880	6 000
Telephone	2 555	3 188	2 555
Information technology	6 300	10 461	9 504
Miscellaneous expenses	7 000	12 070	13 880
	964 779	713 858	1 015 413
Maintenance and repairs	75 000	112 465	150 000
Common costs	1 000 000	1 053 590	1 000 000
Specialized professional fees	50 000	5 746	25 000
Taxes	75 000	68 380	75 000
Amortization	550 000	507 501	679 376
	2 714 779	2 461 540	2 944 789
Revenues	1 526 986	1 391 133	1 538 709
	\$ 1 187 793	\$ 1 070 407	\$ 1 406 080

CONFÉDÉRATION DES SYNDICATS NATIONAUX

PROFESSIONAL DEFENCE FUND

2020-2023 BUDGET

SUPPLEMENTARY INFORMATION

CONFÉDÉRATION DES SYNDICATS NATIONAUX

PROFESSIONAL DEFENCE FUND

2020-2023 BUDGET

SUPPLEMENTARY INFORMATION

	Budget 36 months 2017-2020	Actual 36 months 2017-2020	Budget 36 months 2020-2023
PUBLIC SECTOR			
CONSOLIDATED NEGOTIATIONS			
Support resources :			
Salaries	\$ 2 649 721	\$ 2 730 139	\$ 2 953 971
Benefits	1 070 225	1 040 484	1 172 180
Continuing education	26 497	3 917	29 540
Travel and living expenses	250 000	284 288	300 000
Rent	729 330	690 670	545 014
Telephone	51 435	40 736	41 268
Information technology	86 100	50 429	57 940
Office expenses	50 000	23 704	18 960
	4 913 308	4 864 367	5 118 873
OPERATING BUDGET:			
Research	50 000	15 510	30 000
Subscriptions	10 000	14 297	20 000
	\$ 4 973 308	\$ 4 894 174	\$ 5 168 873

Budget 2020-2023

66th CSN Convention
January 2021

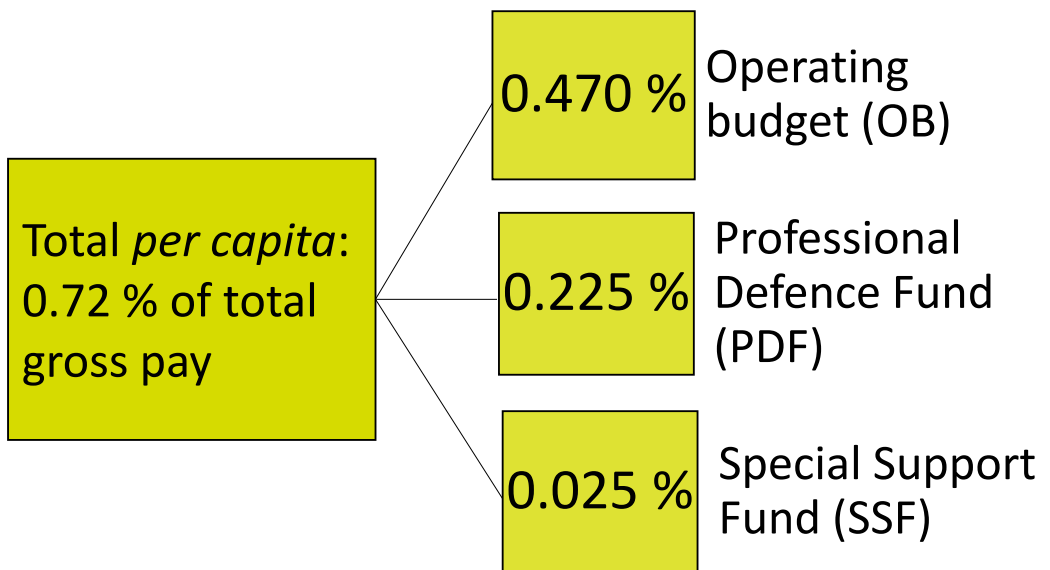


An important union responsibility

- A time to make choices
- In order to :
 - promote the interests of workers
 - improve the working conditions and living conditions of our members and the public
- A transparent and democratic process

2

Distribution of *per capita* revenue



3

Distribution of *per capita* revenue

- The operating budget (OB) pays for:
 - The CSN services and departments that provide support for the unions, federations and central councils
 - Expenses related to our democratic life

4



Distribution of *per capita* revenue

- The Professional Defence Fund (PDF) pays for:
 - Support for struggles
 - Support for collective bargaining
 - Support for our demands

5



Distribution of *per capita* revenue

- The Special Support Fund (SSF) backs up the operating budget (OB) and the Professional Defence Fund (PDF)

6

Background

Average number of dues-paying members per month

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
2017-2020	261 544

7

Background

Per capita revenue

Period	Revenue	Increase \$	Increase %
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%
2017-2020	\$244 485 554	-\$4 087 087	-1.7%

8

Background

Operating cash balance	
February 28, 2011	\$19 160 610
February 28, 2014	\$27 344 759
February 28, 2017	\$21 643 695
February 29, 2020	\$14 888 176

- Since 2011, \$47.8M has been transferred from the SSF to the OB
- Not counting these transfers, the operating cash balance would have decreased by \$52,072,434

9

Background

Reason #1 for the net cash outflow

- \$25M capital outlay for enlargement of our building in Montréal
 - Will save us money on rent in the medium and long term
 - LEED Silver certified

10



Background

Reason #2 for the net cash outflow

- Significant transfers to employee pension plan in the first half of the 9-year period (2011-2020) because of substantial solvency deficits

11



Background

Reason #3 for the net cash outflow

- Operating deficits totalling \$13,726,829 in the last three financial years, before transfers from the SSF

12



Background

- The OB's financial position is fragile but the PDF is in good shape
- Entitlement to strike and lockout benefits has been improved
- The PDF is now better suited to current labour relations conditions

13



Background

- Benefits in the event of strike, lockout or dismissal for union activity will increase from \$275 to \$300 at the end of the 66th Convention
- Progressive increases in strike and lockout benefits
 - \$325 after 3 months of conflict
 - \$350 after 4 months of conflict
 - \$375 after 5 months of conflict
 - \$400 after 6 months of conflict

14

Background

- Requirement to maintain 150,000 benefit payment reserve in the PDF (1996 Convention)
- SSF cannot be used if the combined cash balance in the PDF and the SSF doesn't total 150,000 benefit payments (2002 Convention)

15

Background

PDF's financial position at February 29, 2020

PDF net assets	\$74 464 805
Accrued benefits reserve fund	\$41 250 000
Reserve surplus	\$33 214 805

16

Background

Average weekly benefit payments

	Forecast	Actual	Forecast	Actual
	Number of recipients	Number of recipients	Amount paid out	Amount paid out
2011-2014	700	263	\$25 662 000	\$9 739 920
2014-2017	550	165	\$21 450 000	\$6 426 235
2017-2020	475	93	\$19 858 000	\$3 319 677

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Background

- Based on simulations, if the new PDF provisions had been in effect during the period of March 1, 2014 to November 30, 2018, the fund would have been in deficit
- The same could happen in the future
- The proposed budget projects a \$14,919,010 deficit in the PDF

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Background

PDF 150,000 benefit payments reserve	
February 29, 2020	\$41 250 000
February 28, 2023	\$45 000 000

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Background

PDF Surplus in the 150,000 benefit payments reserve	
February 29, 2020	\$33 214 805
February 28, 2023	\$14 545 795

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Background

Special Support Fund net assets	
February 28, 2011	\$23 465 121
February 28, 2014	\$17 759 379
February 28, 2017	\$2 607 680
February 29, 2020	\$2 184 585

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Revenue

Average number of dues-paying members per month	
2014-2017	284 790
2017-2020	261 544
2020-2023	256 958

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Revenue

- Number of dues-paying members decreased because of COVID-19
- Down 27,000 (approx. 10 % of membership) at the height of the pandemic
- Still below 2017-2020 levels
- Difficult situation in some sectors
- Slow recovery expected over next two years

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Revenue

	Actual 2014-2017	Actual 2017-2020	Budget 2020-2023
Average number of dues-paying members	284 790	261 544	256 958
Average rate	\$24.25	\$26.07	\$27.85
<i>Per capita</i> revenue	\$248 572 641	\$244 485 554	\$257 634 627

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Revenue

- Increase of 3.6 % over 6 years
- Annual average of 0.6 %
- Well below the natural growth in our expenses

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Expenses

- Cost savings
 - Travel and living expenses
 - Meetings of CSN decision-making bodies
- Higher expenses
 - Buildings : health measures
 - Computer services : development of several projects accelerated and brought forward
 - Legal expenses : analysis of ministerial orders
- Inclusion of these items in the proposed budget
- Sizeable deficits in the OB and PDF

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Expenses

- CSN's 100th anniversary in September 2021
 - PDF special budget adopted by Confederal Bureau
 - Records technician hired to work on archives for almost a year

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Expenses

- Labour Relations Department split up
- Three new departments:
 - Health & Safety and Environment
 - Support for Collective Bargaining
 - Research and Status of Women
- Employees in the training unit transferred to the Human Resources Dept, which becomes the Human Resources and Training Dept
- Temporary positions in the injured worker defence unit become permanent

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Expenses

- End of service agreements for central council office employees in the Laurentides, Lanaudière and Cœur du Québec
- The CSN will cover all costs of one office employee at each of these central councils
- The central councils will thus have greater financial capacity

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Expenses

- Union life operationalization plan
 - Training for activists :
review services, create tools
 - Increased training budgets

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Expenses

➤ PDF

- Forecast of average 475 strike and lockout benefit payments per week maintained, in view of major changes to the PDF
- Substantial increase in mobilization expenses
- Consolidated and coordinated bargaining in the public sector, the hotel industry and construction
- Increased campaign budgets
 - CSN's 100th anniversary
 - COVID-19
 - March 8
 - May 1
 - April 28
 - Gay Pride

Transferred from OB to PDF

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Expenses

- In the first year of the 2020-2023 period, total equalization transfers to the federations maintained at the same level as in the last year of the 2017-2020 period
- For the last two years of 2020-2023, transfers will be increased to honour commitment to make equalization transfers to the federations 9 % of budgeted *per capita* revenue

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Expenses

- For the central councils, total equalization transfers in the first year of the 2020-2023 period maintained at the same level as in the last year of the 2017-2020 period, including the additional \$75,000
- For the last two years of 2020-2023, they will be increased by the same percentages as transfers to the federations

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Expenses

- Nearly \$500,000 more in transfers to the federations and central councils than we would have paid under our rules

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Expenses

- Special equalization transfer to the federations
- According to the parameters presented at the Confederal Bureau meeting of June 18 and 19, 2020
- However, the eligibility period is extended to the end of February 2021, i.e. March 1, 2020 to February 28, 2021

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Expenses

- Special equalization transfers : estimated cost \$1 million
- For 2017-2020 and 2020-2023, extra spending above and beyond the \$3.2 million called for by the CSN's current rules

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Operating budget

Operating budget		
Revenue		\$172 515 049
<i>Per capita</i>	\$172 275 049	
Interest	\$240 000	
Expenses		\$179 210 600
Deficit		\$6 695 551

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Operating budget

- No lay-offs since the beginning of the pandemic so as not to destabilize our organization
- \$6,695,551 operating deficit
- Need to quickly stabilize the OB
- \$3,903,276 cushion in OB, approximately 2 weeks of *per capita* revenue
- Plan to replenish the OB by 2023-2026 budget at the latest

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Operating budget

- Analysis of all service and department resources
- In line with the union life operationalization plan
- Work presented to the September 2021 Confederal Bureau meeting at the latest

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Professional Defence Fund

Professional Defence Fund		
Revenue		\$78 647 573
<i>Per capita</i>	\$76 647 573	
Interest	\$2 000 000	
Expenses		\$93 566 583
Deficit		\$14 909 010

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Special Support Fund

Special Support Fund		
Revenue		\$8 812 005
<i>Per capita</i>	\$8 712 005	
Interest	\$100 000	
Expenses		\$-----
Surplus of revenue over expenses		\$8 812 005

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Combined results

Combined results		
Revenue		\$259 974 627
<i>Per capita</i>	\$257 634 627	
Interest	\$2 340 000	
Expenses		\$272 777 183
Deficit		\$12 802 556

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2020-2023 budget

- Budget deficit for second consecutive three-year period
- No staff reductions
- Various enhancements to support from the PDF
- Proposed budget reflects firm commitment to solidarity

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Workers join together in unions that practice solidarity by affiliating with the three levels that lend daily support to their actions – the central council, the federation and the confederation – giving their actions a scope and impact they would not otherwise have. The Professional Defence Fund, to which all unions contribute, is a tangible expression of solidarity. Thus organized, this solidarity rooted in freedom ensures that each group's struggles are supported by all

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Proposals

2020-2023 Budget Estimates

The Pre-Convention Committee recommends that the 66th Convention adopt the budget motion respecting the operating budget, the Professional Defence Fund (PDF), the Special Support Fund and the aggregate budget for the 2020-2023 period.

Budget-Related Motions

The Pre-Convention Committee recommends:

1. Changes to the amount of benefits

1.1 Amount of strike and lockout benefits (pursuant to article 18.01 of the PDF's By-Laws)

That the weekly strike and lockout benefit be increased to \$300 as of January 25, 2021.

That the weekly strike and lockout benefit be escalated as follows:

- After 3 months of conflict: \$325
- After 4 months of conflict: \$350
- After 5 months of conflict: \$375
- After 6 months of conflict: \$400

1.2 Amount of benefits in the event of dismissal or suspension for union activity (pursuant to article 27.01 of the PDF's By Laws)

That the weekly benefit for individuals who have been dismissed, suspended or suffered reprisals for union activity be increased to \$300 as of January 25, 2021.

New motion

The Pre-Convention Committee recommends that all service resourcing matters be referred to the operationalization plan adopted by the Confederal Bureau, and that the follow-up be submitted to the Confederal Bureau by September 2021 at the latest.

Proposals referred by the Pre-Convention Committee to the budget motion

Syndicat du personnel administratif du CIUSSS de l'Estrie – CHUS (CSN) (08-15-081)

Whereas the hours/services of the staff member (office employee) in the injured workers defence unit were reduced following the public sector raiding period in 2017;

Whereas before the raiding period (April 2017), her hours/services were full-time;

Whereas the injured workers unit was located at the offices of the Conseil central CSN Estrie in Sherbrooke;

Whereas the cases of the former unions in the Estrie region have been taken over;

Whereas the injured workers defence unit is now located in Drummondville and serves the Estrie and Mauricie-Centre du Québec regions and part of the Montérégie region;

Whereas the officers of the local unions use this staff member's services for all kinds of enquiries about the cases to be dealt with, and in view of the ability of local officers to be released full-time and/or in coordination with the injured workers defence unit;

PROPOSED:

**That the hours/services of the staff member
(office employee) be increased to full-time.**

**That the CSN perform an analysis of requirements at the
injured workers defence unit within 6 months following
the 66th CSN convention and that the CSN add resources
for the handling of CNESST cases if necessary.**

**The Pre-Convention Committee rewords this motion
as follows and recommends that it be carried:**

That the CSN attempt to conclude one or more service agreements with the affiliated organizations (central councils and federations) with the goal of making the office employee in Drummondville full-time.

That the CSN perform an analysis of the requirements in the health and safety and environment department (injured workers defence) and submit this analysis to a Confederal Bureau meeting in September 2021, with appropriate recommendations.

Conseil central du Cœur-du-Québec and Conseil central des syndicats nationaux des Laurentides

Amendment to the CSN budget for services in the regions

Whereas the office employee at a central council office is the first point of contact and reception, and hence represents the CSN's image in the regions (we endorse all of the arguments made in 2014 for maintaining the office employee at the Conseil central de la Gaspésie et des Îles-de-la-Madeleine);

Whereas the persons who occupy this position respond to requests from all of the CSN's members and organizations, regardless of the point of service, the reason, or the federation they belong to, as was shown in the "test zone" tour, one of the conclusions of which was that the cost should be shared among all the organizations;

Whereas for many years, the office employees have been supporting the work of the central councils in all of the regions and the same service is provided everywhere, regardless of whether or not a central council is paying for part of it;

Whereas the number of union advisors in outlying regions has been growing steadily and creating an additional workload, the costs of which should be shared among all the affiliated organizations;

Whereas, according to a survey conducted by the CSN's human resources department, a report on which was submitted to a meeting of the central council presidents on November 27, 2019, only three central councils are paying a portion of the cost of the office employee, and are receiving the same services as the other central councils —no more and no less;

PROPOSED:

That the CSN provide and pay the full cost of at least one full-time office employee position at all of the central councils, in order to cover regional services and services for the executives of the central councils.

**The Pre-Convention Committee rewords this motion as follows and recommends that it be carried:
That the CSN budget provide for one office employee per central council at the Cœur du Québec, Laurentides and Lanaudière central councils.**

**As we approach
the 100th anniversary
of the CSN,
our history has confirmed
that it is possible
to take action
for a better future.**

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