



## *The Last Two Years*

- Report of the National President*
- Report of the National Secretary-Treasurer*
- Reports of the National Trustees*
- Report on Administrations*

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*Report of the  
National President*

## REPORT OF THE NATIONAL PRESIDENT

### THE LAST TWO YEARS 2013-2015

Dear Sisters and Brothers:

In accordance with the provisions of Article 9.2 (d) of the National Constitution, I submit this report to the 27<sup>th</sup> National Convention of our union.

Since our 50<sup>th</sup> anniversary convention, held in beautiful Québec City in October 2013, our union has continued to grow despite a very tough bargaining environment in an overall climate of austerity.

This report borrows heavily from the quarterly reports I present to each meeting of our National Executive Board, which are subsequently sent to all chartered organizations.

I am always mindful that in a union such as ours my reports capture but a fraction of the day to day accomplishments at countless bargaining tables and in the activities arising out of the administration of these agreements on behalf of the members we serve.

Our union has been tested in a variety of ways right across Canada, including:

- A number of nasty disputes in small communities involving small groups in places such as Bonfield (Ontario), Naramata (British Columbia), and Happy Valley Goose Bay (Newfoundland and Labrador) to name but a few.

It is in disputes such as these that our members learn the power of CUPE as donations and messages of solidarity arrive from right across our nation.

- We have been tested politically with regressive legislation affecting pensions in the province of Quebec; legislation targeting the municipal sector in a very high profile way. Joining 50,000 workers in the streets of Montréal in September 2014 was a highlight; a visible measure of CUPE members' solidarity and commitment to fightback.
- CUPE members' active engagement in political action led to many positive results over the past two years, none more significant than the May 2015 election of Alberta's first-ever NDP government under the able leadership of Rachel Notley.

In British Columbia, Manitoba and Ontario we made significant gains in municipal and school board elections.

As I write this report in the summer of 2015 we don't yet know the results of the federal election, but I can say without hesitation I am incredibly proud of our union's unwavering support of Tom Mulcair and the federal NDP who are on the cusp of making history.

- Two important national events have been held over the past two years.

Our first-ever National Sector Council Conference in Toronto in October 2014, with some 1,200 delegates and staff proving the decision we made at our 2013 national convention to increase our focus on our key sectors was a move members support.

Our second National Human Rights Conference was held in Winnipeg in February 2015, and the great turnout led to our advancing our equity work at a gathering which had a wide range of incredible speakers and a very moving visit to the Canadian Museum of Human Rights.

- In January 2015 the Supreme Court of Canada upheld a union challenge to Saskatchewan essential services legislation which destroyed health care workers' (and others) free collective bargaining.

For the first time, the Court ruled that Section 2(d) of the Charter protects our free collective bargaining rights and that the right to strike is a fundamental feature of free collective bargaining rights.

I am incredibly proud of the role played by CUPE health care workers in Saskatchewan, and our national union in this critical labour victory.

- Attacks on pensions continued over the past two years at both CUPE bargaining tables and throughout the country as a whole.

We had both victories and some setbacks, which we must learn from. We must re-double our efforts to protect good pensions and to expand pension coverage to the thousands of CUPE members with inadequate or no coverage at all.

It is also critical that we continue our campaign to expand CPP/QPP in order that all workers have a dignified retirement income source.

- Throughout the past two years we continued our critical coalition work with allies such as the Council of Canadians, the Canadian Federation of Students and various health care coalitions, to name but a few of the coalitions we work with.

Our Health Accord and "Go Vote" tours saw us criss-cross the country speaking to average Canadians on these key policy areas. CUPE's history of strong social unionism is work we must continue, our resources and our voice must be part of these broad policy debates.

- CUPE research continued to make key contributions on files such as health care, education, child care and trade issues.

Our research work on the platform of the Ontario Progressive Conservative during the 2014 election campaign proved that Tim Hudak would eliminate 100,000 public sector jobs. These research findings helped defeat Hudak and what was the most right wing, anti-union agenda we have ever faced.

Throughout our history CUPE research work has been world-renowned and this incredible track record continues.

- Our global justice work continues to grow and we have key projects and relations with various groups over key issues including trade agreements and the rights of migrant workers.
- Organizing and collective bargaining continues to be our core responsibilities as a trade union. Public sector austerity made for a challenging bargaining climate, but each and every day over the past two years the solidarity and resolve of CUPE members continued to yield positive results for the members we serve.

As detailed in this report, our union's efforts have made an impact. Our rank and file activists and our staff form a powerful team in communities right across Canada.

Our collective challenge remains recognizing the forces from the right that we face; and the internal challenges we face in communicating directly with each and every one of our members.

Our Fairness Works campaign is yielding results, but it is a long term project. Re-connecting with our rank-and-file members is critical if we are to address the austerity agenda we face and turn the channel towards making real wage/benefit gains for all CUPE members.

CUPE works best when we all work together. We work best together when we all remember that we stand on the shoulders of the sisters and brothers who built our great union over the decades.

Each quarterly report I pay my respects to members and staff who have passed away, and offer thanks to retiring staff.

I want to salute and thank all of our local union activists, our division and district council activists. Your dedicated service makes a difference and I thank you on behalf of all CUPE members.

I also thank each and every CUPE staff member for their dedicated service.

A special thank you to our National Executive Board, an incredible group of sisters and brothers who work hard on behalf of our union day in and day out. As always, I offer a special thank you to my friend and brother, Charles Fleury whom I have had the pleasure of working with as a fellow national officer for the past four years; merci mon ami!

Serving as National President of our union is an incredible privilege and honour. The work our members do makes Canada a better country for all citizens.

Our collective goal must be to put the members' interests first and to continue to support the provision of quality public services for all Canadians.

In solidarity,



PAUL MOIST  
National President

## SUMMARY OF ANOTHER TWO YEARS OF DYNAMIC WORK OF CANADA'S LARGEST UNION

### National Convention – October 21-25, 2013 (Québec City)

My sincere thanks to all locals who sent delegates to our historic 50<sup>th</sup> anniversary convention. It was an event-filled week which included:

- Increasing CUPE strike pay by 50% to \$300/week, our first hike in 16 years.
- Establishing the new CUPE National Sector Council to provide a national meeting for our major sectors in each off year from convention, beginning in the fall of 2014.
- A spirited rally to support CUPE Local 1638 members (Québec City blue collar workers) facing a hostile mayor and council in bargaining.
- Adoption of a strategic directions policy document to guide our union for the next two years. It included provisions to continue our economics for workers initiative, our Fairness project, and our commitment to elect Tom Mulcair as Canada's first NDP federal Prime Minister in 2015.

Full details on all aspects of the convention are available online at <http://cupe50.ca>.

### Canadian Labour Congress (CLC)

#### Fairness Works

The CLC with the full support of all affiliates, ran a \$6 million ad campaign throughout Canada with 2 different ad campaigns; one in the spring of 2014 and another one in fall 2014. The response from union members and the general public was universally positive.

CLC polling and feedback from affiliates all indicated a very positive response to the ads which projected a positive image of the labour movement.

When you click on the Fairness Works icon, the commercial will appear in a new window along with links to CUPE's fairness project ([uniteforfairness.ca](http://uniteforfairness.ca)) and the CLC's "Fairness Works" website ([fairnessworks.ca](http://fairnessworks.ca)). At CUPE's [uniteforfairness.ca](http://uniteforfairness.ca), you will find information on our member to member project along with the materials for locals. At [fairnessworks.ca](http://fairnessworks.ca), the CLC has posted background

information on the major themes of this campaign: wages, equal pay, pensions, health and safety, and parental leave.

At the May 2014 CLC convention, delegates debated the continuation of the fairness campaign including the labour image ads. In addition, all 55 CLC affiliate unions have pledged to continue the campaign to connect with individual union members through one-on-one workplace conversations.

#### CLC – Labour College of Canada

The CLC Executive Committee decided to not hold the residential program in 2014 and work with affiliates on future Labour College programs.

The new residential program introduced four years ago, while a success, has seen numbers fall to under 30 students. The breakeven point is 40 students and the Congress used 2014 to meet with affiliates to determine how to go forward with this most important advanced union education. Our union remains fully committed to the Labour College of Canada and we will continue to participate fully in the review.

#### The triennial CLC Convention was held in Montréal from May 5 to 9, 2014

In the months prior to convention under Ken Georgetti's leadership, a broad consensus was achieved on key CLC priorities, including the following which were adopted in Montréal:

- Two \$1.50/member special assessments (June 1, 2014 and January 1, 2015) to fund the CLC's Fairness Works initiative which included our labour image campaign and the one-on-one membership conversations that each CLC affiliate is conducting.
- Continuation of the CPP Campaign, Municipalities Matter election work and advocacy for a National Child Care Campaign.
- A \$0.05/member general per capita increase for the CLC, the first general per capita increase in 12 years.

I reported on the above key issues at our mid-March 2014 meeting of CUPE's National Executive Board (NEB). I also reported on plans for the four incumbent CLC officers to

seek re-election, and our NEB adopted a motion to endorse the incumbent officers.

On April 12, 2014, three weeks prior to the convention, CLC Secretary-Treasurer Hassan Yussuff (UNIFOR) announced his plans to run for the office of the CLC President. Shortly thereafter, CLC Executive Vice-President Barb Byers (NUPGE) and Marie Clarke-Walker (CUPE) announced their plans to run as "independent candidates".

The above events were not anticipated and were unprecedented in the 57 year history of the CLC. Our NEB held a number of emergency conference calls and a series of town hall calls with local leaders.

Our NEB voted to endorse Brother Ken Georgetti and a new team running with him.

Brother Georgetti was defeated in a very close vote and the team that ran alongside Brother Yussuff, Sisters Byers and Clarke-Walker, and Brother Donald Lafleur were elected.

CUPE has remained committed to the CLC. The convention adopted a very well thought out program, one we support, and as the CLC's largest affiliate, it is important that CUPE remains at the forefront of these initiatives.

On your behalf, I have conveyed our sincere thanks to the team that ran with Brother Ken Georgetti and Brother Ken himself for his 15 years of service to the labour movement leading the Canadian Labour Congress.

#### Canada Pension Plan (CPP) Expansion Campaign Re-Launch

The CLC re-launched the CPP Expansion Campaign in order to capitalize on the fact that Tom Mulcair and the federal NDP have indicated that retirement security issues will be prominent, top level campaign issues for the NDP in the upcoming 2015 campaign.

Our union has been and will continue to play a big role in support of this important initiative.

#### CLC Political Action Conferences

In the first quarter of 2015 the CLC hosted a series of regional political action conferences.

The purpose of these gatherings were two-fold. One, to update affiliates on the Fairness Works Program; and secondly, to prepare volunteers to work in support of NDP campaigns in the 2015 federal election campaign.

I can't think of a more important task than to prepare for the 2015 federal election.

#### CLC / Western Ontario University – Domestic Violence Survey

On November 27, 2014 the CLC released findings of their comprehensive survey on domestic violence, conducted in conjunction with Western Ontario University. All CLC affiliates were asked to share this important survey with our members. Visit the CLC website at <http://canadianlabour.ca/issues-research/domestic-violence-work> to read more on the survey.

#### **Federal Scene**

##### Federal Elections

CUPE had an extensive strategy for the federal election. Our goal was to deliver as many campaign volunteers as possible to the NDP to help elect New Democrats to Ottawa. At each of our 10 provincial division conventions this spring we conducted a federal election breakfast or lunch meeting.

These sessions were well-attended and we secured many commitments to vote NDP and to volunteer in an NDP campaign.

Tom Mulcair spoke at the Ontario and Quebec conventions, with other NDP Members of Parliament speaking at the remaining conventions.

For the first time ever in Canadian history three parties will compete for power and our party, the NDP under Tom Mulcair's leadership have fashioned a very progressive platform, which includes:

- \$15 / day child care
- \$15 / hour federal minimum wage
- CPP expansion, return of Old Age Security (OAS) eligibility to age 65
- Proper funding of Medicare and introduction of a National Pharmacare program

In addition to direct support to the party, we campaigned amongst our members and had a strong social media presence throughout the campaign.

##### Bill C-4

The Harper government utilized an omnibus budget bill to introduce a host of non-budgetary matters including granting themselves the exclusive right to determine that a service is essential and the numbers required to provide the service in the event of a labour dispute.

The Toronto Star correctly called this move "a stealth blow to workers". In year one of the Harper majority, they



legislated away bargaining rights for Air Canada, Canada Post, and CP Rail workers. They now seek to arm themselves with a law giving them the right to destroy bargaining rights without having to introduce legislation in Parliament.

Bill C-4 also dramatically alters provisions of health and safety regulations under the Federal Labour Code. Workers under the Federal Labour Code have the right to refuse dangerous work; this will now be changed to state a worker must be facing "imminent" danger. Bill C-4 must be read in concert with Bill C-525. It makes organizing more difficult and decertifying easier in the federal sector.

#### Bill C-377

*An Act to amend the Income Tax Act (requirements for labour organizations)*

You will recall in 2012, the Senate moved the proposed bill back to Parliament with fairly significant amendments proposed by (now former) Senator Hugh Segal.

Parliament was prorogued in 2013, and the bill was lost. The Harper government re-introduced it in its original, un-amended form, and sent it back to the Senate.

We were in close contact with Liberal senators who opposed C-377. We appeared in the Senate again once the bill was sent to Committee.

The following statement from the Honourable Senator James Cowan (Leader of the Opposition) capture concerns labour and others have with this anti-union bill:

*"I am not aware of any person or entity, public or private, anywhere in Canada required by law to make the kind of public disclosure that we would be demanding with Bill C-377. The Prime Minister's office is not required to make this kind of public disclosure. Charities are not required to make such disclosures. Neither are political parties. Public and private corporations, which have their own lucrative tax write-offs, are not required to make such disclosures. On what possible basis can we demand that level of disclosure from labour organizations and labour trusts?"*

On June 30, 2015 the Conservative majority changed the rules of the Senate in undemocratic fashion and Bill C-377 was adopted. CUPE will work with the CLC and others to challenge the constitutionality of this bill. We also pledge to keep all of CUPE informed on this file.

#### Miscellaneous Federal Issues

In Parliament, the Harper government was forced to retreat on major features of their legislated changes to

Canada's Election Act. This is the first time in decades that a government has sought changes to the Elections Act without seeking all party consensus.

The temporary foreign workers program (TFWP) was again in the news with tremendous controversy associated with the use of the program for low-skilled service sector work. A moratorium was placed on further TFWP expansion in the restaurant sector due to mounting evidence that the misuse of the program increased unemployment rates in some regions in addition to exerting obvious downward pressure on wages.

In late March 2014 and 2015 the Broadbent Institute held their 1<sup>st</sup> and 2<sup>nd</sup> "Progress Summits" in Ottawa.

I was pleased to attend along with 600 other participants for a weekend of debate and learning on the key challenges facing social democratic political parties.

The Institute, named after former Federal NDP leader Ed Broadbent, fills an important role as a progressive counter-balance to groups like the Manning and Fraser Institute(s).

CUPE sponsored a breakfast at the annual Congress of the Canadian Housing and Renewal Association (CHRA) in both 2014 and 2015. In 2015, CUPE General Vice-President, Sister Marle Roberts brought greetings to the 500 delegates who gathered in Edmonton to focus on pan-Canadian housing and homelessness issues. I was pleased to address the 2014 conference in Ottawa.

Our union condemned federal cuts to literacy programs. The federal government's goals were to provide funding for literacy and essential skills projects. The objectives of these projects were to support at least one of the following:

- address employability issues
- address workplace issues
- fill knowledge gaps

The Office of Literacy and Essential Skills (OLES), previously the National Literacy Secretariat, has provided core funding to over 20 organizations. These organizations are at national levels and based in every province and territory.

These decisions are clearly meant to dismantle nearly three decades of leadership by the federal government in supporting the important literacy work and literacy network from coast to coast.

It is clear the federal government was aiming to reduce spending to achieve a zero deficit in time for the 2015 federal election at the cost of literacy organizations and vulnerable Canadians in need of good jobs.

CUPE has over 20,000 members covered by the Federal Labour Code, including all flight attendants whose safety will be compromised by these regressive changes.

#### Bill C-525

*An Act to amend the Canada Labour Code, the Parliamentary Employment and Staff Relations Act and the Public Service Labour Relations Act*

Bill C-525 is the second attack on the labour movement by the Conservative government through the back-door by using Private Members' Bills. It also opens the door for provinces to follow suit.

Bill C-525, an *Act to Amend the Canada Labour Code*, passed third reading in the House of Commons on April 9, 2014. Bill C-525 is designed to make it harder for unions to certify and easier for unions to be de-certified.

The legislation makes employer designation of essential services easier and forced interest arbitration on federal employees where more than 80% of a unit is declared essential.

#### Bill S-221

CUPE transit workers in Quebec applauded the unanimous adoption of Bill S-221 by the federal Parliament. The purpose of the bill is to better protect public transit drivers from ever-increasing on-the-job violence.

#### Comprehensive Economic Trade Agreement (CETA)

The federal government announced a tentative Comprehensive Economic Trade Agreement (CETA) with the European Union (EU) but few details have been released and it could take up to two years before Parliament votes on the deal.

Of primary concern is speculation on increased pharmaceutical costs due to the extension of two years of patent protection to multi-national drug companies and the opening up of municipal tendering to EU firms.

Delegates at our 2013 National Convention passed an emergency resolution on CETA clearly directing that CUPE continue to oppose the negative aspects of CETA and to ensure there is open public debate on the deal.

While Canada's Parliament has yet to debate the detailed text of CETA, there have been a couple of hopeful developments.

The governments of Germany and France in January called for talks to re-open over their concerns with the Investor State Dispute Settlement (ISDS) clause. The new Syriza government in Greece has previously indicated that it would veto the ratification of CETA.

The Conservative government in Newfoundland and Labrador have also threatened to turn down CETA over the issue of federal compensation for lost provincial revenue from fish processing.

#### CUPE Statement on Russian Anti-LGBTTI Legislation and the 2014 Sochi Olympic Games

Our union wrote to both the federal government and the president of the Canadian Olympic Committee about Russia's anti-LGBTTI legislation; for example, Russian law bans the distribution of "propaganda on non-traditional sexual relations".

CUPE joined more than 100 Canadian organizations in signing an open letter demanding decisive action on this situation by Canada and international authorities before, during, and after the 2014 Sochi Olympics (see <http://egale.ca/all/lgbt-rights-under-attack-in-russia-canadian-civil-society-demands-collective-action-on-sochi-olympics/>).

#### Sisters in Spirit Vigils

CUPE offered both financial and physical support to the Native Women's Association of Canada (NWAC) and the Families of Sisters in Spirit (FSIS) who held some 200 vigils across Canada on October 4, 2014.

I was privileged to attend and speak at the Parliament Hill vigil along with a number of members of our National Aboriginal Council. Thanks and congratulations to CUPE Local 3550 (Edmonton Public School Board) who again sponsored a native family member to the Ottawa rally.

#### Public Service Alliance of Canada (PSAC)

The Harper government targeted federal employees for concessions, including attacking their sick leave provisions. The Federal Conservative Convention held in Calgary in late October 2013 specifically targeted federal employee benefits and pensions.

On November 2, 2013, I was pleased to speak at the PSAC rally in Calgary and our National Executive Board met with PSAC national president, Sister Robyn Benson, and pledged our full support to PSAC members in their 2014 negotiations.

### Federal Public Sector Bargaining

The Harper government, led by Treasury Board President Tony Clement sought massive sick leave concessions from federal employees.

The government wants to replace the current 15 day per year sick leave accrual system with a short-term disability plan, one that would provide less income support for employees off on sick leave.

Clement has incorrectly stated that movement away from accumulated sick leave credits would represent the federal government lining up with the rest of the public sector. This is not true and I have shared our own research with the PSAC, which indicates that in the municipal, school board and health care sectors, sick leave accumulation remains the predominant provision.

We must all support all federal unions whose members may be forced on to picket lines over this issue.

### Canadian Pacific (CP) Rail

The Harper government threatened back-to-work legislation one day into a Teamsters strike. The parties agreed to mediation/arbitration. This is yet another example of a fundamental disrespect for workers' bargaining rights by the Harper government.

### The Canadian Network of Women's Shelters and Transition Houses

Our union supports many progressive groups and non-government organizations (NGOs).

Included in this is the Canadian Network of Women's Shelters and Transition Houses, an umbrella group representing over 350 shelters across Canada (a number of which are represented by CUPE).

Their [sheltersafe.ca](http://sheltersafe.ca) initiative sees the creation of Canada's first electronic map for available shelter resources for women and families seeking safety from violent domestic situations.

CUPE's \$10,000 donation to this most worthy endeavour is an important step for our union to live up to the many resolutions we have adopted over the years on this important matter of violence against women.

### Federal Budget

- The pre-election 2014 budget was intended to pave the way for the Harper government to eliminate the

deficit to position them for a 2015 federal budget which would show a surplus and offer tax cuts and other vote-buying moves.

Austerity and attacks on federal employees were the centre piece of the budget. They included requiring federal retirees to pay more for their health benefits, legislating federal crown corporation pension plans to require 50% / 50% contributions, and raising the retirement age to 67.

In 2015, the drop in oil prices and subsequent recession kept the Harper government from fulfilling its promise and made the economy a central issue in the federal election.

### Health Accord

- In the spring of 2014, I attended a number of town hall meetings with our good friend, Maude Barlow, National Chair of the Council of Canadians.

Our tour included the following stops:

- Winnipeg, Manitoba – April 17
- Moncton, New Brunswick – April 23
- South Shore, Nova Scotia – April 29
- Regina, Saskatchewan – May 26
- Oshawa, Ontario – June 11
- Scarborough, Ontario – June 12
- On March 31, 2014 the previous federal-provincial health accord expired. You will all recall that in late 2011 the federal government announced there would be no talks with the provinces, as they imposed a new 10-year deal with less inflationary increases.
- Canada's premiers and territorial leaders met for their annual summer meeting in Charlottetown, PEI from August 27 to 29, 2014 and from July 15-17, 2015.

In 2014, I was pleased to attend with other CUPE leaders and staff to lobby on critical issues such as health care, CETA and the need to expand CPP/QPP. Our union held a public meeting on the Health Accord with Maude Barlow of the Council of Canadians. We supported fully the premiers' call for a national inquiry into the tragedy of 1,200 murdered and missing aboriginal women and girls.

I was also pleased to join the CLC and the Federations of Labour leaders in direct lobbying of the premiers. (A copy of CUPE's letter to premiers on issues of importance to our members is available at <https://cupe.ca/council-federation-2014-paul-moist-calls-urgent-action-letter-premiers>).

This past year our work with the Canadian Health Coalition saw the premiers call on the federal government to commit to 25% funding in a joint statement.

- Canada's first ever People's Social Forum was held in Ottawa from August 21 to 24, 2014.

About 3,000 activists from labour, student groups, seniors and other progressive movements rallied and met in hundreds of workshops with the broad goal to reclaim a progressive agenda for our country and to oppose the neo-liberal agenda of the Harper Conservatives.

I was pleased to speak at the commencement of the rally and at a forum on public services. Key CUPE staff also spoke at workshops on water, health care and trade issues.

- We continued to press the Harper government to reverse their devastating cuts to literacy organizations.

The Centre for Literacy is having to dismantle its library, the largest English-language adult literacy collection in the country, due to the cuts.

We have had tremendous feedback from various literacy groups for our advocacy; many of these groups hesitate to protest on their own for fear of retribution from the federal government.

- Our union has joined many others in offering financial and staff support for the British Columbia Health Coalition and the Canadian Doctors for Medicare to defend public Medicare in the Charter case being fronted by Dr. Brian Day over the issue of public funding for private clinic surgical services.
- The last national item of interest is a CLC communiqué that confirmed that union membership in Canada increased by 71,000 workers to 4,735,367 workers in 2013 – union density rose to 30.0% from 29.9% in 2012. CUPE's membership as of July 2014 stood at 628,000 members.

Our National Union continued our National Health Accord Campaign with important events in Winnipeg, Nova Scotia's South Shore, Moncton and Southern Ontario.

In brief, the campaign saw us knocking on doors and doing community outreach in 10 federal ridings that the Conservatives narrowly won in 2011. In addition to two weeks of door-knocking, we held community town hall meetings featuring Maude Barlow of the Council of

Canadians, myself and a third person from the community itself.

### Environmental Policy

I am proud to report that CUPE was invited alongside various environmental groups to a special session with Federal NDP Leader Tom Mulcair and key NDP MPs in 2014.

Brother Matthew Firth, our National Research Officer specializing in the environment was part of this distinguished group offering advice to the Federal NDP on all aspects of environmental policy.

### Climate Change

On April 11, 2015, 25,000 trade unionists and activists hit the streets in Québec City calling on provincial environment ministers (who were meeting in Quebec's capital city) to strengthen Canada's commitment to reducing greenhouse gas emissions. Many CUPE members were present at the rally.

In mid-May, environmentalists and progressives gathered under the banner of "This Changes Everything", called by author/activist Naomi Klein, the sub-title of the conference was "From oil shock to energy shift: Building the next Canadian economy". The gathering concluded with a commitment for a progressive alliance under the banner of Jobs, Justice and the Climate.

Climate change is arguably the key global issue of our times and our active participation with all progressives is essential.

### CRA Targeting Charities

The Canada Revenue Agency (CRA) has targeted select organizations for audits due to their charitable tax status. There has been a focus on progressive groups such as the Canadian Centre for Policy Alternatives (CCPA), Oxfam, Greenpeace, Amnesty International and Eco-Justice, only to name a few.

The Harper government has targeted progressive groups while ignoring right-wing organizations such as the Fraser Institute or the Montréal Economic Institute.

Many of the targeted groups plan to make this an issue in the federal election.

### **Provincial Elections**

My sincere thanks to the following individuals who put their names on the ballot and ran in the Quebec and Ontario elections.

### Quebec (running for Québec Solidaire)

- Sister Annick Desjardins – Equality Representative (Notre-Dame-de-Grâce)
- Brother Mathieu Dumont – National Representative (Beauce-Nord)
- Sister Édith Laperle – National Representative (Outremont)
- Brother Claude Généreux – Past National Secretary-Treasurer (Bourassa-Sauvé)

### Ontario (running for NDP)

- Brother Henri Giroux – Regional Vice-President Northern Ontario (Nipissing)
- Brother Ric Dagenais – National Office Staff (Nepean-Carleton)
- Brother Brian McCormack – Retired National Representative (Niagara West-Glanbrook)
- Sister Bobbi Stewart – CUPE Local 4325 (Cambridge)

### Alberta

On May 5, 2015 the Alberta NDP under the leadership of Rachel Notley, made history winning 53 of 87 seats and gaining power from the Alberta Conservatives, in office since 1971.

CUPE Research Representative, Brother Ricardo Miranda won in the constituency of Calgary-Cross, Brother Don Monroe (CUPE Local 37 and Alberta Regional Vice-President on our National Executive Board) narrowly missed winning, coming a close second in the Calgary-Greenway riding.

This breakthrough victory shows what hard work and strong leadership can achieve. As the late Jack Layton said, “Don’t let them tell you it can’t be done.”

### **Organizing Report**

During the period of March 1, 2014 to November 30, 2014 CUPE organized 4,646 new members in 54 bargaining units.

Across the country during this period, 1,216 new members who worked in health care certified with CUPE, 1,200 in communications, 575 in municipalities, 575 in social services, 350 in a mix of sectors, 299 in K-12, 250 in post-secondary, 145 in energy and 36 in the library sector.

During the period of December 1, 2014 to May 31, 2015 CUPE organized 2,066 new members in 38 bargaining units.

These new members came to us in a variety of sectors including 756 in health care, 601 in social services, 398 in

post-secondary, 236 in municipalities, 63 in K-12, nine in federal jurisdiction and three in the communications sector.

Activists, member organizers and staff have also been active in representation votes due to government restructuring and fighting off raids.

### **Collective Bargaining/Strikes/Lockouts**

#### *Collective Bargaining*

- CUPE Local 1136 – District of Summerland (British Columbia)

Members in the District of Summerland, British Columbia, have a new five-year collective agreement which provides for increases in each year providing for an overall increase of 9.75%. The new deal provides for improvements in other areas as well.

- CUPE Local 1004 – City of Vancouver (British Columbia)

Local 1004 at the Pacific National Exhibition in Vancouver reached a three-year agreement three days before the start of the annual fair. The tentative agreement runs until December 31, 2016 and provides wage increases of 4.5% over the term, new language for standby pay provisions and new parental/adoption/pregnancy leave provisions.

- CUPE Local 3085 – Assisted Community Living Selkirk (Manitoba)

Showing that political action works, Local 3085 representing employees at Assisted Community Living Selkirk, postponed a strike that was due to begin August 8, 2014 after strong info pickets. In a welcomed move to support Assisted Community Living (ACL) employees in Manitoba, the provincial government announced on August 7 that \$6 million in new funding is earmarked to ensure ACL workers, province-wide, receive fair wages for their important work in supporting Manitobans with intellectual and developmental disabilities. The new funding will allow Local 3085 to achieve its goal of a fair wage.

- CUPE Local 402 – City of White Rock (BC)

City of White Rock workers in British Columbia took strike action on May 12, 2014 to back their demands for a fair collective agreement. The 100 inside and outside workers had been without a contract since December 2011. The new four-year agreement retroactive to January 1, 2012 mirrors the Metro Vancouver Regional settlements providing yearly wage increases of 1.25%, 1.75%, 1.75%, and 2%.

In addition, premiums in lieu of benefits for part-time and casual employees increased to 11%. The City will facilitate the implementation and on-going maintenance of a union-administered and employee paid LTD plan, and vacation pay will be adjusted to reflect annual earnings.

- HEU – Facilities Bargaining Association (British Columbia)

Also in British Columbia, the Facilities Bargaining Association lead by the Hospital Employees' Union reached a tentative agreement with the Health Employers Association of British Columbia. The new five-year deal that was recommended for ratification covers 47,000 health care workers of which 85% are CUPE members, including members of Local 873 representing BC paramedics.

The deal provides for 5.5% in general wage increases over the five years plus modest improvements to evening, night, weekend and on-call differentials and the transportation allowance, restores two vacation days over the term of the agreement (casual pay-in-lieu adjusted accordingly), caps contracting out at 100 FTEs a year, new funding of \$3.75 million for the FBA Education Fund, places limits on six-day rotations in new or revised schedules. Casuals can register for work in two departments instead of one department. Greater input and responsibility for benefit plan administration through Joint Facilities Benefits Trust. New provisions for ambulance paramedics that support a community paramedic program and address outstanding issues in the pay scale.

- CUPE Local 1997 – Community Care Access Centre (Ontario)

In Ontario, Community Care Access Centre employees reached a central agreement for the second time. The general wage increase achieved matches that recently negotiated by the Ontario Council of Hospital of Unions. The four-year agreement sees wage increases of 2.8% over the term plus lump sum payments equaling 2.8% over the term. The deal affected CCAC workers in seven CUPE locals.

- CUPE Local 338 – City of Kelowna (British Columbia)

CUPE members at the City of Kelowna Local 338 ratified a five-year agreement with wage increases of 8.5% over the term. They also negotiated new family

leave provisions and improved tool allowance and vacation leave provisions.

- CUPE Local 4193 – Solid Waste Commission (New Brunswick)

Local 4193, employees of the Solid Waste Commission, New Brunswick came to a tentative agreement for a 5-year contract with a general economic increase of 2.5% per year for the length of the contract ending in December 2017. The negotiation committee was able to get wage adjustments for "la position de pesée" (weight position) and the secretary. There are improvements in the language of the collective agreement and other financial gains.

#### Strikes

- CUPE Local 1764 – Region of Durham (Ontario)

Members of Local 1764 were forced out on the picket lines on June 19, 2014 when the employer sought concessions from only paramedics. After 21 days on the picket line, employees returned to work with a new four-year deal with increases of 6% over the term and increased benefits. Paramedics return with a new sick leave plan that pays short term benefits after the 3<sup>rd</sup> day of illness, 96 hours sick leave (unused days paid out at 50%) and the employer now pays all of the short term benefits rather than forcing members out on EI to qualify for LTD.

- K-12 Sector of British Columbia

CUPE members in the British Columbia K-12 sector walked picket lines in support of the British Columbia teachers' strike action. The strike aimed at moving the government and the Public Schools Employers' Association towards offering a reasonable collective agreement.

- CUPE Local 4616 – Township of Bonfield (Ontario)

After being on strike since August 1, 2013, we achieved a new three-year deal, which Local 4616 members overwhelmingly ratified after walking picket lines for 313 days. The solidarity of their members and the support they received from across Canada was truly inspiring.

My sincere thanks to Brother Steve Boyle (National Representative) for his steadfast leadership throughout this long dispute.

- CUPE Local 76 – City of Campbellton (New Brunswick)

On November 4, 2014, members of local 76 walked picket lines. The 43 members at the City of Campbellton went through a tough round of bargaining to protect their defined benefit pension plan as well as push back on contracting out of snow removal services. The agreement now guarantees a minimum of 25 positions and a 2% salary increase in each year over the duration of the seven year contract.

- CUPE Local 2262 – City of Castlegar (British Columbia)

The 34 members of Local 2262 took job action to fight concessions and protect job security on November 8, 2014. After 90 days on the picket line, the local achieved a six-year deal with increases of \$0.35 per year one, followed by two years of 1.5% increases and a further three years of 2% increases. Important to the local was achieving clarity around exempt positions and work of the bargaining unit. They now have clear language around this issue. As well they have resolved the contentious issue of paid time to investigate grievances.

- CUPE Locals 227 and 1431 – Halifax Water Commission (Nova Scotia)

The employer was intent on making changes to the defined benefit pension plan citing their costs as detrimental to the sustainability of the plan. Members of both the Inside Workers' Local and Outside Workers' Local walked the picket line starting on May 19, 2015 to protect their pension plan. A settlement preserving a defined benefit pension plan was achieved in mid-July 2015.

- CUPE Local 101 – City of London (Ontario)

The 650 inside workers at the City of London were forced out on strike after the employer refused to remove concessions from the table. The employer was seeking concessions with respect to hours of work, benefits and job evaluation. Wages were also in dispute. The employer sent to the bargaining table a team that was unable to make decisions and required constant discussion with their principals. Repeated efforts to have the decision-makers at the table fell on deaf ears. A settlement was finally achieved in mid-July 2015.

- CUPE Local 608 – Naramata Centre (British Columbia)

We had been notified in early January 2014 that the facility was closing permanently, ending a nearly 40 year relationship with CUPE. At notification the employer, the United Church of Canada, offered employment standards minimum severance.

On May 15, 2014 members of Local 608 walked picket lines. After 318 days on the line, this dispute ended when we were able to negotiate enhanced severance provisions that recognized the years of service and valuable contribution the employees had made to the centre. Throughout this dispute officials of the United Church refused to speak to CUPE despite our repeated overtures.

- CUPE Local 3902 – University of Toronto (Ontario)

Local 3902 members walked the picket line on March 2, 2015. After 29 days on the picket line the sole issue remaining in dispute was the funding package which the governing council of the University refused to move on. The parties agreed to submit this last contentious issue to binding arbitration.

- CUPE Local 3903 – York University (Ontario)

Three units representing 4,000 teaching assistants, contract faculty, and others took strike action on March 3, 2015 after the employer failed to address key demands of Local 3903. The local tried to address the low-paid, insecure and precarious employment that dominates York University. After 29 days on the line, Local 3903 was able to negotiate the security for their members they had originally sought.

#### *Lockouts*

- CUPE Local 1281 – Continuing Education Students' Association of Ryerson (Ontario)

After months of very difficult negotiations, our two members at the Continuing Education Students' Association of Ryerson were locked out in May 2015 for 62 days. Two issues were at the center of this dispute, elimination of vacant positions, and the employer's request for a two-tier wage structure where new members would be paid 10% less than current members.

- CUPE Local 1393 – University of Windsor - Technical/Trades and Maintenance (Ontario)

Members of CUPE Local 1393 were forced onto the picket line on September 8, 2013 when the university

proposed substantial concessions that would reduce wages through an amended job evaluation program. Job security of the members was also at stake as the university proposed language that would impact on their seniority. After 33 days on the picket lines, members voted to accept a memorandum of settlement that contained no concessions and modest wage and benefit increases over three years.

- CUPE Local 734 – Town of Truro (Nova Scotia)

Sixty-three members at the Town of Truro in Nova Scotia have a new four-year deal with increases of 3% in each of the first two years and 2.5% in each of the last two years. There were other improvements in the deal which now end in April 2017.

- CUPE Local 1490 – Township of Black River Matheson (Ontario)

After 54 days on the line locked out by the employer since August 11, 2014, the dispute ended. The parties were able to resolve the contentious issues around scheduling of hours and days of work. The last week of the lockout was not without controversy as the employer initially rejected the memorandum of agreement only to return to a further council meeting later in the week to ratify the same agreement.

- CUPE Local 2099 – City of Mount Pearl (Newfoundland)

The 140 members of Local 2099 were locked out on September 30, 2014 in a dispute over wages and pensions. After a period on the line, the mayor asked the local to use the assistance of a mediator. Through the mediator the local was able to resolve the wage issue and make some gains on the pension issue. The pension plan changed benefit levels unilaterally in January 2013 and the parties resolved to work together in an effort to change the benefit level to where it was pre-2013.

- CUPE Local 338 – City of Kelowna (British Columbia)

CUPE members at the City of Kelowna Local 338 ratified a five-year agreement with wage increases of 8.5% over the term. They also negotiated new family leave provisions and improved tool allowance and vacation leave provisions.

- CUPE Local 2019 – Happy Valley-Goose Bay (Newfoundland and Labrador)

The Town of Happy Valley-Goose Bay locked out the 43 members of Local 2019 on January 13, 2015 after

they refused to agree to a two-tier pension arrangement which would see all future employees moved into a defined contribution pension plan. The existing defined benefit pension plan is in a good financial situation such that this proposal was driven by ideology and nothing else.

After 34 days on the line the members headed back to work with the defined pension plan intact for all current and future employees. The agreement also provided for an 11.5% wage increase over three years and a \$1,500.00 signing bonus.

- CUPE Local 7000 – Southern Railway of British Columbia (British Columbia)

After rejecting the employer's final offer in a supervised vote, the 126 members of Local 7000 were locked out on January 5, 2015. At issue was the employer's concessionary stance at the bargaining table when they would come to negotiate. Over a six-month period the employer agreed to meet on only six occasions.

Members approved a deal after 119 days on the line. The deal was for seven years with wage increases and no concessions. Post-retirement health care benefits remain intact.

- CUPE Local 4893 – Town of Kensington (Prince Edward Island)

Six civilian members of the Kensington Police Service were locked out unexpectedly by their employer on December 4, 2013. Concessions were not an issue, however they ratified a new collective agreement which now expires in April 2016.

## Legal

### Saskatchewan Federation of Labour (SFL) vs. Saskatchewan

Labour rights under Canada's Charter of Rights and Freedoms continue to evolve as the SFL decision affirms that section 2(d) of the Charter (Freedom of Association) protects workers' right to strike.

In striking down the Government of Saskatchewan's essential services legislation, the Court gave the parties one year to come up with a law that respected essential public services and workers' rights to free collective bargaining, including the right to strike.

Justice Rosalie Abella, writing for the majority, said:



*“The right to strike is not merely derivative of collective bargaining; it is an indispensable component of that right. It seems to me to be the time to give this conclusion constitutional benediction.”*

The Court found that where the public interest demands comprehensive essential services that interfere with collective bargaining, including the right to strike, a process must be put in place for a “meaningful dispute resolution mechanism”. The Court found that the Saskatchewan legislation failed on this count.

The decision canvasses and builds upon past decisions including the BC Health Services case (2007) and the RCMP case (2015) and the clear trend towards application of Charter protection to trade union rights, in this vein the Court said, *“Clearly the arc bends increasingly towards workplace justice.”*

A momentous decision for which we are indebted to the key role played by CUPE Saskatchewan’s health care workers and our external counsel (and former CUPE staff lawyer) Peter Barnacle.

The Court dismissed the portion of the case which challenged Saskatchewan’s elimination of automatic certification from the province’s Trade Union Act.

#### Meredith vs. Canada

This case considered the Conservative federal government’s *Expenditure Restraint Act* (ERA) which rolled back RCMP salary hikes (among others).

The Supreme Court of Canada (SCC) held that the ERA did not contravene section 2(d) of the Charter (Freedom of Association) because the wages were rolled back to an increase consistent with rates achieved in agreements achieved through collective bargaining with other groups.

CUPE Local 675 (Radio Canada employees in Quebec) intervened in this case seeking a declaration that CBC had to comply with the October 2007 collective agreement it had negotiated with Local 675. The Supreme Court of Canada found in favour of Local 675 resending their case back to the Quebec Court of Appeal for disposition. Congratulations to CUPE Equality Representative, Sister Annick Desjardins who argued this matter on behalf of Local 675.

#### Mounted Police Association of Ontario vs. Canada

The Supreme Court of Canada (SCC) reversed a previous decision and struck down provisions of the Federal Public Service Labour Relations Act which prevented RCMP

members from joining an independent trade union of their choice.

The SCC found that the present system did not provide RCMP members with a “meaningful process of collective bargaining”, thereby violating their workers’, section 2(d), Charter rights (Freedom of Association).

In summary, the Charter is evolving in the realm of trade union rights and this Supreme Court continues its trend towards evolving interpretations some three decades into the Charter era.

### **Regional / Service Division Updates**

#### Newfoundland and Labrador

Municipal elections were held the fall of 2013 in Newfoundland and Labrador. The following CUPE members were elected town councillors:

- Patricia Cullihall (President, CUPE Local 4934) – Rock Harbour, NL;
- Todd Strickland (Treasurer, CUPE Local 4937) – Port aux Basques, NL.

Our master agreement negotiations for about two-thirds of our members in the province (school board, hospitals, housing corporations, and others) concluded with a new concession-free four-year deal. Discussions with the provincial government regarding sustaining measures for the provincial pension plan concluded with an agreement which protected this defined benefit plan.

On June 2, 2014 the Government of Newfoundland introduced Bill 22, an Act to Amend the *Labour Relations Act*, ending card-based certification and re-instating mandatory voted certification. The move was a reversal of the government’s direction. Just 18 months prior, card-check certification was introduced in the province after months of consultation. With no evidence to suggest there were any problems with card-based certification, the government made an abrupt reversal with no consultation. CUPE continues to work with the Newfoundland and Labrador Federation of Labour and other affiliates to demand an immediate meeting and consultation before any changes to the labour code and certification take place.

Congratulations to Local 4732, Transition House Hope Haven in Labrador City, a relatively small local who achieved a good settlement ending in June 2016 after a long and protracted round of bargaining.

Newfoundland and Labrador NDP Leader Lorraine Michael stepped down as leader in March 2015. Lorraine built our party considerably and has been a great friend to CUPE. We wish her all the very best.

There will be two elections fall 2015 in Newfoundland and Labrador, the October 19 federal election and a provincial election expected for mid-November. St. John's South/Mount Pearl NDP MP Ryan Cleary addressed delegates, as did new provincial NDP Leader, Earl McCurdy (a former Fisheries Workers Union leader).

Delegates passed a constitutional resolution to enshrine the CUPE Newfoundland and Labrador affiliation to the provincial NDP party. An emergency resolution protesting budget cuts at Memorial University was unanimously adopted. On Tuesday, May 5, 2015 the entire convention attended a Federation of Labour protest at the House of Assembly in St. John's.

### Nova Scotia

CUPE Nova Scotia President Brother Danny Cavanagh was elected as chairperson of the Literacy Nova Scotia Board of Directors.

CUPE Nova Scotia rolled out their major province-wide campaign in opposition to Bills 30 and 37 which reduced the collective bargaining rights of home, community and health care workers.

In July 2014, a memorial service was held in honour of Brother Gareth Drinnan, former long-time president of Local 1867 (Provincial Highway Workers) who passed away earlier this year.

The number one issue for our union in Nova Scotia over the past 2 years was Bill 1, which confirmed health care restructuring affecting bargaining unit representation in Nova Scotia's health care sector. The law provided a process of mediation, but after two days of mediation the parties did not conclude with an agreement to define the bargaining units. The legislation appointed a mediator/arbitrator. Nova Scotia health care unions reached a common position which respects government restructuring and union representation rights. This is the position we advanced with in mediation. Arbitrator Dorsey's interim decision could have had a disastrous impact on the trade unions and as a result we were able to negotiate with the Nova Scotia government a model of bargaining similar to that which is used in British Columbia for health care. All of our members remain with CUPE. Our local union leaders, division leadership and staff, have worked incredibly hard and done our union proud.

Almost 300 delegates and guests met in Sydney, Nova Scotia between April 26 and 29, 2015 for the annual CUPE Nova Scotia convention. Front and centre were issues related to legislation introduced by the MacNeil government which sets aside labour rights, including our free collective bargaining rights. The latest attack is Bill 100 which is directed at the post-secondary sector, where if a deficit is deemed "significant", right to collective bargaining, including the right to strike can be set aside. An emergency resolution and demonstration at Cape Breton University was held on the first day of convention. Delegates also debated and adopted a resolution opposing the provincial home care system being moved to a competitive bidding model. A province-wide campaign is planned to oppose this government plan.

### Prince Edward Island

The Prince Edward Island government reviewed the provincial pension plan and CUPE has worked with other unions to ensure that any moves to sustain the plan are measures that have been discussed with us, and that we can live with. Hundreds of workers participated in a demonstration in the provincial capital on November 15, 2013.

In late September 2014, I was pleased to join CUPE Prince Edward Island health care workers for a public meeting on the renewal of the Health Care Accord held in Summerside, Prince Edward Island. CUPE activists knocked on over 2,000 doors in federal cabinet minister Gail Shea's riding as part of our National Health Care Campaign. Our efforts were so successful that Minister Shea wrote constituents stating that CUPE was "spreading misinformation".

In mid-November 2014, I sent out a unique letter of congratulations to Local 805 health care worker Sister Elaine Fagan, who retired recently with 48 years of service, having been hired in 1966!!! Sister Elaine has been a long-time activist and I offered her our union's best wishes for a long, healthy and happy retirement.

I was pleased to again be able to attend the CUPE PEI All Presidents' meeting in early December 2014. Our union is very visible and very busy in Prince Edward Island. CUPE PEI President Lori McKay and I met with Premier Robert Ghiz (who stepped down in early 2015) to discuss University of PEI pension issues.

On February 21, 2015, PEI Liberals elected Wade MacLauchlan as their new leader, and premier. A former head of the University of Prince Edward Island, our provincial leadership has met with Mr. MacLauchlan to discuss issues of importance to our members in Prince Edward Island.

Congratulations to Sister Ann Ramsey, a member of Local 1770 and the National Persons with Disabilities Committee, who received the PEI Council of People with Disabilities 2014 Access Award for her volunteer and mentoring work benefitting workers with disabilities.

### New Brunswick

CUPE New Brunswick has been an active participant with First Nations and other groups seeking a moratorium on fracking in the province.

The Government of New Brunswick introduced legislation to replace the current PSSA defined benefit pension plan with the so-called "shared risk model" (a target benefit pension plan). I joined the CUPE New Brunswick president in a meeting with the provincial government where we reiterated CUPE's view that there are options other than those being proposed and which CUPE opposes.

Brother Mathieu Chayer, a paramedic and member of Local 4848 ran for the provincial NDP, as did Brother Phil Comeau, a member of the same local. Brother Daniel Anderson of Local 1655 (Canadian Blood Services) also ran for the New Brunswick NDP.

Our union was very visible in Labour Day marches held throughout New Brunswick.

CUPE New Brunswick was busy on a number of fronts, including efforts to assist Local 1251 representing provincial correctional officers who had been without a contract for over three years. An agreement was finally reached December 5, 2014. Provincial correctional officers, members of CUPE Local 1251 finally achieved a tentative agreement after over three years of bargaining. Outstanding issues, including wages, will be decided by interest arbitration.

We were also seeking a meeting with the province's new Liberal premier who promised in the recent elections to meet with CUPE New Brunswick regarding New Brunswick's pension reforms of 2012/2013.

The number one issue facing CUPE members in New Brunswick is the austerity agenda and the province's plans to deal with a \$600 million deficit (a deficit brought about by radical tax cuts in recent years).

CUPE 1418 President, Brother Stephen Drost, stepped down as Regional Vice-President for New Brunswick on our National Executive Board due to heavy workload in his local. My sincere thanks to Brother Drost for his dedicated service to our National Executive Board. Sister Odette Robichaud replaces Brother Drost as the Regional Vice-President for New Brunswick.

### Quebec

The CUPE Quebec General Council passed a comprehensive resolution regarding the proposed Quebec Charter of Values in September 2013. The resolution affirms CUPE's general support to separate church and state through secularism, but also affirms our union's intention to fully represent any member who faces discipline due to their dress.

Pensions remained a front and center issue in Quebec, with the re-elected mayor of Québec City calling for new municipal powers to change pension obligations. As mentioned, our entire 2013 National Convention demonstrated in support of Québec City municipal workers represented by CUPE Local 1638.

In mid-March 2014, Quebec's unions representing some 500,000 public employees announced they joined forces to continue a Common Front to negotiate new agreements in 2015. For the duration of bargaining, the participating unions agreed to a "no raiding pact". Public employees will come under the "Common Front" banner, at a time when the new Liberal government seems fixated on deficits and austerity.

CUPE led a massive municipal coalition representing over 65,000 workers, presenting a unified response to a provincial review of municipal pension plans. As is the case in Alberta, our message in Quebec was clear, "negotiate, don't legislate". In mid-May 2014, some 12,000 municipal workers held a successful demonstration as the Quebec legislature re-convened for its spring session.

Two locals served notice of limited job actions to back bargaining demands.

Members of Local 1294 (2,000 trades and services, office, technical and professional staff at the University of Quebec in Montréal) conducted a 24-hour work stoppage; they were without an agreement since May 2012.

The Liberal government introduced Bill 15, which seeks to increase government control over staff levels and expenditures in government departments and the broader public sector. The bill has austerity and downsizing written all over it.

CUPE was also invited to meetings to discuss pension plans in the university sector; the focus was "sustainability" of the plans.

The Quebec National Assembly also adopted Bill 10 which will force representation votes resulting from health care restructuring. The votes will most likely occur in 2016, upon conclusion of Common Front bargaining.

## Ontario

In mid-November 2013, CUPE Ontario held a very successful lobby day at Queen's Park (the provincial parliament in Toronto).

The ongoing issues with Mayor Rob Ford brought international attention to the City of Toronto. It is ironic in mid-October that both the mayor and a city councillor called for the dismissal of a civic employee for allegedly sleeping on the job. Ford was quoted as saying, an employee being caught in this position was "... a complete embarrassment and a black eye on our city". Talk about irony!

Under the leadership of CUPE Ontario, many members/locals participated in the World Pride Parade in Toronto, the culmination of the World Pride Conference. Estimates were that over two million people lined the parade route.

Held in the midst of the Ontario provincial election, delegates focused on defeating Conservative Tim Hudak and on ensuring key issues such as wage increases for care workers were increased. NDP communications expert and strategist Kathleen Monk also addressed candidates. In addition, delegates toasted members of Local 4616, the Township of Bonfield who have been on strike since August 1, 2013.

School board and municipal elections were held throughout Ontario on October 27, 2014. CUPE Ontario and numerous locals and activists were very visible throughout the campaign. The CLC reported that a total of 225 endorsed candidates by labour councils were elected throughout the province (13 mayors, 154 councillors and 58 school trustees).

A total of 10 CUPE members and two retirees were elected. My congratulations to all candidates and activists who worked so hard in the campaign.

In late October 2014, I spoke to Sister Jan Tutton, President of CUPE Local 132. Her members at Fairview Lodge in Whitby safely got 194 residents out after a fire broke out, destroying the facility. As I said to Sister Jan, each and every one of her 247 members are heroes, and CUPE is both thankful and proud of their efforts.

I was proud to deliver the keynote speech to the Ontario NDP convention in Toronto on November 15, 2014. I spoke about the importance of the alignment between labour and the NDP and the need for a workers agenda from our party.

On November 21, 2014, I joined our CUPE Ontario leadership at a Queen's Park rally sponsored by the Ontario Health Coalition, to "Stop Private Clinics and Save Local Hospitals".

Ontario school board workers met in conference to formalize plans for bargaining. With 55,000 members, Ontario school board workers represent the largest single bargaining table within our national union.

Implementation of Ontario's Social Assistance Management System (SAMS) has been a disaster. Many problems, too many to mention, have caused great suffering to Ontario's vulnerable citizens in need of assistance. The implementation has been equally disastrous for CUPE members who were charged with the responsibility of administering a broken technology with huge cost overruns. CUPE Ontario was joined by municipalities in requesting the government to return to the previous service which met clients' needs.

CUPE Ontario made a formal submission regarding the proposed Ontario Registered Pension Plan (ORPP).

CUPE Ontario led opposition to the partial sell-off (privatization) of Hydro-One.

## Manitoba

CUPE Manitoba and members from a number of private nursing homes held a very successful rally on the steps of the Manitoba legislature calling for increased support to ensure adequate staffing for long term care facilities.

The week of November 18-22, 2013 was the first-ever Education Support Workers Week in Manitoba. This proclamation resulted from CUPE Manitoba lobbying to gain provincial recognition to the important work CUPE support workers play in the province's education system.

CUPE Manitoba hosted the President of COURAGE, Brother Ferdinand Gaité, at a number of workplace and community events in early October. Brother Ferdinand had been a guest at our 2013 national convention.

Collective bargaining has seen CUPE Manitoba very busy with demonstrations in support of the following groups:

- Local 3085 – Association for Community Living – Selkirk and District
- Local 2180 – Tuxedo Villa Personal Care Home

In both instances, multiple demonstrations assisted greatly in kick-starting negotiations and so far, achieving a good settlement for Local 3085 members.

Municipal and school board elections were held in October 2014, and through our labour council affiliations CUPE locals were very active, including the very high profile race for Mayor in Winnipeg where former NDP MP Judy Wasylycia-Leis had our backing and was the front-runner according to the polls. Unfortunately she finished second.

CUPE Local 500 supported a motion at Winnipeg City Hall in which the City will undertake to study the performance of private snow clearing operators with the feasibility of bringing more snow clearing services back in-house.

CUPE NDP activists were very involved in the 2015 NDP leadership campaign which saw Greg Selinger re-elected as NDP leader.

CUPE Manitoba held its 52<sup>nd</sup> annual convention in Dauphin, Manitoba between April 9 and 11, 2015. Delegates heard from Manitoba Premier Greg Selinger and NDP MP Pat Martin (Winnipeg Centre), both of whom saluted CUPE members for both their political activism and the key public services members provide day in and day out to serve all citizens.

### Saskatchewan

Saskatchewan has become a P3 incubator of sorts under the Brad Wall government.

CUPE Saskatchewan continued to respond to the Wall government privatization agenda. P3s were front and centre in Saskatchewan, including a number of decisions which will affect our health care members.

The Brad Wall government pushed this privatization model in school boards and in portions of the health care system. The government was also talking about possible privatization of the Liquor Crown Corporation, in whole or in part.

I was pleased to attend and speak at two important P3 meetings in Saskatchewan:

- North Battleford public meeting P3 hospital on October 22, 2014
- Saskatchewan Federation of Labour Convention P3 panel on October 31, 2014

Talks continued with the City of Regina and all civic unions regarding the city pension plan. Our goal of course is to maintain the defined benefit plan and to hold the City to a deal we struck to sustain the plan in May 2013. As this report went to print, there was a tentative deal which preserves the DB nature of the plan.

As mentioned, the pension debate at the City of Regina moved to the front-burner, with our national union and provincial division offering full assistance to our Regina membership. The town hall meeting I participated in on September 8, 2014 saw approximately 1,000 active and retired plan members out to learn more about the City's attempts to renege on our deal to secure the defined benefit pension plan. For more information on this issue and our coalition campaign, go to <http://www.honourourdeal.ca/>.

On a positive note, participating unions reached an agreement with the City of Regina which preserves the defined benefit pension plan. This agreement must now be approved by the Provincial Superintendent of Pensions.

### Alberta

CUPE education and municipal workers, and others, continued to work in coalition with other unions to deal with the Government of Alberta's plans to introduce legislation to "stabilize" the Local Authorities Pension Plan (LAPP).

I was pleased to be in Calgary in late October 2013 to speak at the Common Causes "Pros and Cons Conference" and the PSAC rally. Both events were associated with the Federal Conservative Party Convention. CUPE activists were in attendance at both events.

On November 27, 2013 the Alberta government introduced two regressive labour bills. Bill 46 grants the province the authority to impose a four-year agreement on 100,000 members of the Alberta Union of Public Employees. Bill 45 increases penalties up to and including a suspension of Rand formula, for units that do not currently have the legal right to strike and engage in strike activities.

The Conservative government was set to elect their 3<sup>rd</sup> new leader and premier in the past 3 years. In an about face, the province has abandoned the P3 model for new school construction, which represents a victory for CUPE Alberta and the campaign they ran against P3 schools.

Local 38 (Calgary inside workers) achieved a strong four-year deal after serving a strike mandate from the membership, thereby establishing a solid pattern for other Calgary locals.

I was pleased to attend the Alberta and NDP Leadership Convention in mid-October, 2014. MLA Rachel Notley was elected leader and I envision good things for the Alberta NDP going forward.

Alberta's first NDP cabinet was sworn-in on the steps of the Alberta Legislature on May 24 with a ceremony that was

open to the public and a family-friendly event with live music and free frozen treats. The ceremony marked the dramatic change that the election of the NDP will bring to Alberta. In the first 100 days of power, the Notley government has banned union and corporate donations, increased corporate taxes and income taxes on wealthy Albertans, and restored funding to health and education. The Premier also publicly apologized for the fact that the Alberta government did not stand up against residential schools and added Alberta's voice to the call for an inquiry into missing and murdered Indigenous women.

CUPE submitted a brief to the government as part of its budget consultation for a new provincial budget expected to be released in the fall.

May 5, 2015 saw history made in Alberta with the election of a majority NDP government and its new leader Rachel Notley.

Bargaining in Alberta remained challenging with school board settlements that mirror the Alberta teacher's four-year deal which contained three years of wage freezes. City of Edmonton bargaining continued with all civic unions including our own Local 30 still at the table.

### British Columbia

CUPE British Columbia leadership, members and staff were very visible at the British Columbia NDP convention, which focused on the renewal process which saw a leadership convention in the fall of 2014.

CUPE British Columbia Secretary-Treasurer Brother Paul Faoro, was elected as vice-president of the British Columbia NDP.

K-12 workers continued the ratification process this fall for their new two-year deal; many school boards are protesting the lack of funding commitments from the provincial government. We continued to be in a difficult round of bargaining with CUPE Locals 389 and 1048 in Prince George, British Columbia.

Bargaining remained very challenging including in the City of Castlegar where Local 2262 members secured a strike mandate and attempted to resolve a very difficult round.

Congratulations to Brother Gerry Shmon, president of the Kootenay District Council who is now retired after many years of dedicated service to all members in the Kootenays.

CUPE British Columbia was very active in the municipal school board elections. The labour-endorsed Mayor of Vancouver, Gregor Robison was re-elected along with a majority council of progressive candidates.

Lockouts at Naramata Centre, Local 608 and Southern Rail, Local 7000, saw our union very busy on the picket lines and before the British Columbia Labour Relations Board over a host of legal matters.

Lower Mainland members were very busy in the referendum on a one-half percent increase in the sales tax to fund public transportation enhancements in the Vancouver Lower Mainland region in 2015. While not our preferred method of governance, CUPE British Columbia supported the referendum question to increase support for transit infrastructure. Unfortunately, the referendum defeated the plan to finance renewed public transit.

### Hospital Employees' Union (HEU)

HEU leadership continued to campaign against raid attempts by the British Columbia Nurses Union for LPNs, and a further raid by PPWC – Pulp and Paper Workers Canada, seeking to represent HEU trade workers.

Sister Bonnie Pearson, HEU Secretary-Business Manager retired after a long and distinguished career in the labour movement. Sister Jennifer Whiteside was appointed as HEU's new Secretary-Business Manager. Jennifer previously worked for HEU and CUPE and we welcome her back to this key position.

Bargaining in 2014 was the primary focus in HEU. On May 10, the Facilities Bargaining Association, which HEU leads, achieved a tentative five-year deal.

This bargaining table also includes British Columbia paramedics, members of CUPE Local 873.

HEU concluded their 2<sup>nd</sup> Independent Private Sector Bargaining Conference, where 130 HEU activists set priorities for negotiations with private long term care, assisted/independent living and addictions support facilities. The theme of the two-day conference was "United for Better Care".

HEU members faced more challenges from the Interior Health Authority's plans to privatize in-house laundry services and the potential contracting out of 175 family-support jobs in 11 communities.

HEU continued to deal with a key issue involving the Vancouver Coastal Health Authority where members employed by Aramark will lose their jobs when multi-national Compass assumes responsibility this fall. We continued to deal with representation issues and a potential dispute with the Steel Workers.

### Airline Service Division

Airline division leaders held their biennial conference on October 20, 2013, the day prior to the national convention. It was a successful gathering with all components represented.

CUPE National in cooperation with the division continued with their 1:40 campaign (one flight attendant for every 40 passengers), in opposition to the Harper government allowing certain airlines to move to a 1:50 ratio. This is a key health and safety issue which our union is challenging in the courts. Flight attendants held a successful demonstration in front of Transport Minister Lisa Raitt's office on Friday, November 29, 2013 in Milton, Ontario, which I was pleased to attend.

CUPE launched a legal challenge in response to the federal government granting a 1:50 exemption to Sunwing Airlines.

In late May 2014, CUPE flight attendants appeared in front of Parliament's Transport Committee to speak against government consideration of authorizing a move from a 1:40 passenger ratio to a 1:50 ratio.

Our delegation, led by Air Canada Component President Brother Michel Cournoyer, referenced numerous studies citing the health and safety issues associated with the ratio of flight attendants to passengers.

In late March 2014 the Transportation Safety Board of Canada (TSB) released its report from the 2014 First Air crash which saw eight passengers, two CUPE First Air flight attendants, and two pilots perish, leaving only three survivors.

A contemplated merger between regional carriers First Air and Canadian North has been abandoned (both are CUPE organized airlines). A tentative agreement has been reached by Local 4088 and Cathay Pacific which contains 10% wage hikes over four years and other benefit improvements.

During our Air Canada Component preparations for the current round of bargaining with Air Canada, I was pleased to participate in membership telephone town hall meetings with ACCEX President Brother Michel Cournoyer. The airline is in better shape and the pension deficit is gone, so our members are looking forward to a positive round of bargaining.

May 31, 2015 was International Flight Attendant's Day and CUPE flight attendants celebrated in Toronto with support from CUPE National.

CUPE's Airline division President, Brother Michel Cournoyer saluted the brave crew members aboard AC 624 which crash-landed in Halifax in late March 2015.

### **Global Justice/International Solidarity**

As always, our union has been busy with its global justice work, including the following activities:

- The National Executive Board approved a \$25,000 donation to Oxfam Canada and a \$5,000 donation to our sister union, COURAGE, in response to the devastating typhoon that hit the Philippines in early November 2013.
- Our union issued a solidarity statement in support of Korean education support workers striking over the issues of union recognition and the right to engage in collective bargaining.
- We received a thank you note from Canadian filmmaker and activist John Greyson, one of two Canadians detained by Egyptian authorities for participating in Tahir Square protest actions. CUPE had lent our voice to demand for the release of the Canadians who had been held without charges being laid.
- Sister Kalpona Akter, Executive Director of the Bangladesh Centre for Worker Solidarity visited Canada (Vancouver, Ottawa, Québec City, Montréal, and Toronto) to draw attention to the plight of Bangladeshi garment workers. I was pleased our union could support this tour and that I could attend the luncheon CUPE hosted for Sister Akter at our national office.

### Public Services International (PSI) Inter-American Regional Conference (April 2015)

PSI, our global union, held its regional conference in Mexico City last April. The theme of the conference was "Advancing Trade Union Rights in the Struggle for Quality Public Services!"

The Inter-Americas' action plan focuses on important issues including:

- Fighting privatization
- Advancing trade union rights
- Influencing global policy/global governance
- Trade union growth - equality of opportunity

Brother Charles Fleury led CUPE's delegation to this important Public Service International Conference. Our delegation included Sister Lily Chang (Local 79), Sister Betty Velenzuala (HEU) and Brother Denis Bolduc (CUPE Quebec).

### Oxfam

Robert Fox stepped down as Executive Director of Oxfam Canada, a position he held for nine years. He was replaced by Julie Delahanty effective October 1, 2014. Our union is proud to represent Oxfam staff and we continue to support Oxfam's leadership on many global issues.

### CUPE Council of Canadians Water Caravan in support of the People's Water Board – Detroit, Michigan – July 24, 2014

I was very pleased to join Maude Barlow from the Council of Canadians and Windsor CUPE activists to transport 200 gallons of public water to the people of Detroit who faced water turn-offs by their city.

The City of Detroit, with one-half the population it had 50 years ago is in bankruptcy protection and has the highest water rates by far in the United States. More than one-half of the City's households are behind in water payments, not because they are irresponsible citizens, but because they are poor.

Our union, the Council of Canadians and now even the United Nations, hold that water is a human right and our support for the citizens of Detroit brought much needed media attention to this unbelievable situation unfolding so close to our borders.

### American Federation of State, County and Municipal Employees (AFSCME) Convention – July 15-18, 2014 – Chicago, Illinois

Our American sister union AFSCME, held their biennial convention where 3,000 delegates gathered in Chicago.

I was pleased to accept their invitation to bring greetings to their delegates who represented their 1.6 million members (AFSCME is the largest AFL-CIO affiliate union).

AFSCME is most interested in our Unite for fairness project and the numerous pension fightback campaigns we are waging. Of interest, since January 2014 they have signed up to over 90,000 members through one-on-one discussions and through their voluntary member organizer program. The AFSCME website ([www.afscme.org](http://www.afscme.org)) has details on this program, including convention highlights, my speech to delegates and that of Reverend William

Barber, one of the most inspiring speakers I have ever witnessed in person.

### Middle East Conflict

War erupted again in the Middle East with ongoing conflict seeming to be unavoidable, notwithstanding global efforts to secure a ceasefire and an end to the Israelis' blockade of Gaza.

Our union issued two statements in accordance with our policy on the Middle East adopted at our 2003 national convention; these statements including our policy can be found on our website at [www.cupe.ca](http://www.cupe.ca)

We also made a \$25,000 donation at the request of the International Trade Union Confederation (ITUC) to the Humanitarian Relief Fund for Gaza, ran by the International Transport Workers' Federation (ITF).

### Nigerian HIV/AIDS Deal

Our Canadian Labour Congress (CLC) played a key role, along with other global unions, in assisting the Nigerian Labour Congress (NLC) in coming to an agreement with their government and employers on a comprehensive response plan to combat HIV/AIDS in Nigeria.

Our union worked closely with the CLC, who partnered with the ITUC over the past five years on this important initiative.

### Uganda

In March 2014 we wrote Prime Minister Harper calling on Canada to denounce an anti-homosexuality bill signed into law by the Ugandan government.

### Philippines

On April 4, 2014, Brother Charles and I were pleased to join members of our Global Justice Committee as we presented signed postcards to representatives of the Philippines' Ambassador to Canada, calling for the release of Randy Vegas and Raul Camposano, political prisoners from our sister union in the Philippines, COURAGE.

On May 26, 2014 we hosted a luncheon for Marie Hilao-Enriquez, Chairperson of Karapatan, a leading human rights alliance in the Philippines.

### Bangladesh

April 24, 2014 was the one year anniversary of the Rana Plaza Building collapse in Bangladesh, which saw almost 1,200 garment workers killed and some 2,500 injured.



Our National Global Justice Co-ordinator, Sister Kelti Cameron, joined a Canadian delegation led by NDP MP Matthew Kellway which travelled to Bangladesh to meet garment workers and to commemorate the one year anniversary of the Rana Plaza tragedy. We also of course will continue our efforts for just compensation for all the victims of the Rana Plaza disaster and their families.

### Ukraine

In March 2014, our NEB made a donation to the Federation of Trade Unions of Ukraine to assist them in rebuilding "Trade Union House" which was destroyed in the midst of hostilities in Kiev in early winter.

### Columbia

In late April 2014 we wrote to Canada's Minister of Foreign Affairs regarding the bombing of our sister union Sintraemcali's office in Cali, Columbia.

In late May, NDP MP Wayne Marston, federal human rights critic issued a media release citing the ongoing human rights violations in Columbia, violations ignored by the 3<sup>rd</sup> Parliament report arising out the Canada-Columbia Free Trade Agreement.

### Cuba

On April 8, 2014, we hosted a lunch for Anibal Melo Infante, the Secretary-General of the Central de Trabajadores de Cuba (CTC) of the province of Santiago de Cuba. We were updated on key issues including the Cuban 5, three of whom remained incarcerated in the United States at the time.

### UNISON – National Health Service Workers Day of Action – October 13, 2014

UNISON, our sister union in the United Kingdom, held a second four-hour strike to protest austerity and low wage offers to national health service workers.

A UNISON membership survey revealed 54% of health care workers cannot make ends meet without a second job. Low wages also saw 80% of members having to cut vacation plans, and 51% had trouble purchasing sufficient food supplies due to their low wages.

### Hong Kong Pro-Democracy Protests

The world witnessed massive citizen protests in Hong Kong over China's refusal to allow residents to vote on municipal candidates of their own choosing. Our union joined many

others in offering our solidarity with the people of Hong Kong.

### Ebola Outbreak

I was incredibly proud that the NEB authorized two \$10,000 donations to support the people of West Africa to contain the Ebola outbreak. CUPE Quebec also offered a \$5,000 donation.

We also continued to call for our federal government to do more in terms of aid and the provision of health care workers and vaccines to assist the people of West Africa. Go to [cupe.ca](http://cupe.ca) to access our fact sheets for Ebola prevention for all health care workers.

### Aids-Free World

Our Global Justice Fund, in partnership with CUPE British Columbia's Colleen-Jordan Fund, was in year three of our support for AIDS-Free World, a Boston-based advocacy group co-founded by Canada's own Stephen Lewis.

AIDS-Free World has spoken out, challenging the nations of the world to support the people of West Africa in their time of need with the current Ebola crisis.

They also challenged the United Nations, International Labour Organization for not speaking out against forced marriages involving children.

Lastly, Stephen Lewis spoke out against the UN's establishment of a high level panel on peace operations, and notwithstanding the UN's professed support for gender equality, the panel's 14 members are made up of 11 men and only three women.

AIDS-Free World is a relatively new group for us, but their advocacy is both forceful and progressive and I am proud CUPE is able to support this important work.

Stephen Lewis attended our December 2014 NEB meeting to report on this important work and to thank CUPE.

### Davos 2015

The world's elite gathered again in January 2015 in Davos, Switzerland. Oxfam International published a report on rising inequality throughout the globe. They also proposed that world leaders embrace a progressive agenda, one that includes:

- Clamping down on tax dodging by individuals and corporations.

- Increased investment in universal health care and education services.
- Shift tax burden from labour and consumption towards capital and wealth.
- Concrete steps towards a living wage for all workers and the establishment of a global goal to reduce inequality.

### The Cuban 5

In December 2014, US President Barack Obama announced plans to take the first steps towards normalizing US-Cuba relations. The remaining three imprisoned members of the Cuban 5 were released after 16 years of incarceration.

Our national union, including many individual global justice activists had written countless letters and attended numerous vigils and demonstrations calling for the release of the Cuban 5.

### United States – Right to Work Laws

The shift right in the November 2014 US mid-term elections is playing itself out with an expansion of right-to-work laws in Illinois and Missouri.

Our sister union, AFSCME held an emergency meeting of key leaders in December 2014 to discuss strategy to combat right wing laws, including the expected elimination of automatic dues deduction for public employees in a number of states.

### UN World Conference on Disaster Risk Reduction (March 14-18, 2015 / Sendai, Japan)

In January 2015 we wrote to Canada's Minister of Foreign Affairs urging that our country's voice to recognize ambulance drivers, emergency medical technicians, health care professionals and all other front-line workers as key stakeholders in the upcoming UN Conference.

Working alongside our global union, Public Services International (PSI), CUPE called for the following amendments to the UN document:

"Multilateral and bilateral donors should recognize the important role of first responders and frontline workers in disaster response and risk reduction, and help ensure that these predominantly public sector workers have the tools and training to do their jobs, in the interest of all."

### Honduras and Colombia

In January 2015, International Solidarity Officer Sister Kelti Cameron met with CUPE National Global Justice Fund Latin

American partners in Colombia (SINTRACUAVALLE, NOMADESC), Nicaragua (MEC) and Honduras (CODEMUH).

The purpose of the visit was to consider how we may strengthen relations of solidarity with our partners to support our respective work protecting and strengthening the labour movement in Canada and in Latin American.

We now have a better understanding of the political, economic and human rights situation in the respective countries, and how this affects our partner's work as labour rights organizations and activists.

### Japan

In January 2015 the Canadian Labour Congress received an invitation from the Japanese Trade Union Confederation (RENGO) to send a representative to a forum on the role of trade unions in delivering quality public services. This request was passed on to us as Canada's largest public sector union. Research Representative Keith Reynolds represented us at the February 24, 2015 forum.

Japanese public sector unions share many of the same problems faced by public sector unions around the world. Trade union rights are restricted and austerity is used as an excuse for public service cuts.

Our representative from CUPE and a representative of the UK's Trade Union Congress (TUC) presented information on unions in our countries and how we are facing these issues. This was followed by a rally and march to Japan's parliament by 3,000 people who delivered a resolution to parliamentarians.

### Jakarta Court cancels world's biggest water privatization

On March 24, 2015 the Centre Jakarta District Court cancelled the water privatization contracts of SVWZ (PT Pam Lyonaise Jaya-Palyja) and Aetra. The court found that the so-called PPPs were negligent in fulfilling the human right to water for Jakarta residents.

The court decision is the culmination of 18 years of resistance by residents, trade unionists and other water justice activists.

### Guatemala – Suppression of free collective bargaining rights

We wrote to the president of the Republic of Guatemala in support of PSI public sector affiliates in that country in opposition to that government's suppression of public sector free collective bargaining rights because of stated public debt challenges.

### 59<sup>th</sup> Session of the UN Commission on the status of women

CUPE was represented by the Co-chair of our National Women's Committee, Sister Sheryl Burns and our Director of Equality, Sister Elizabeth Dandy as part of the Canadian delegation at this annual UN lobby in 2015.

Key issues focused on the advancement of gender equality and the need for decent work around the globe. Delegates sought to amend the political declaration some 20 years after the Beijing Platform on Women's Equality and Human Rights.

### Nepal Earthquake

The April 25, 2015 earthquake in Nepal was the worst in 80 years, claiming more than 10,000 lives and injuring thousands more. One-third of the country's 27 million citizens were directly affected by the disaster. A second earthquake struck in May.

CUPE sent \$25,000 to OXFAM-Canada and \$10,000 to PSI's Global Disaster Fund. Both groups offer direct, on-the-ground support in the affected regions of Nepal.

### CUPE's response to Canada's report on the UN Convention on the Rights of Persons with Disabilities.

I am pleased to report that under the leadership of British Columbia Equality Representative Sister Conni Kilfoil, our union offered comprehensive feedback to the above mentioned UN Convention.

Our National Persons with Disabilities Committee assisted Sister Kilfoil with this important work.

### **Pensions**

Pension challenges remain the single biggest issue our union has faced over the past two years. As discussed at our last national convention, moving to two-tier wages, benefits or pensions must be strongly resisted by our union; future CUPE members deserve no less from their union. A brief re-cap of the issues before us include:

- In July 2014 we submitted CUPE's brief to the federal government on their consultation paper titled, "Pension Innovation for Canadians: The Target Benefit Plan".

CUPE has about 20,000 members who are federally regulated including flight attendants, longshore workers and communications sector staff (largely based in Quebec). Our presentation may be accessed at <https://cupe.ca/pension-innovation-canadians-target-benefit-plan>.

- I attended a special meeting for members of the Regina Civic Employees' Pension Plan. Saskatchewan's pension regulator threatened to wind-up this plan due to its funding status. CUPE led a coalition of civic unions in defence of solutions to the plan's issues which will see the preservation of the current defined benefit (DB) plan.
- In Alberta, CUPE and other stakeholders who are members of the Local Authorities Pension Plan (LAPP) have successfully campaigned to stop the provincial government's plan to introduce legislative changes to the plan. Legislative hearings were held and the Union Coalition's campaign worked.
- Newfoundland's Public Service Pension Plan (PSPP) is currently underfunded and has been the subject of intense consultation/negotiation between the provincial government and various unions, including CUPE. The government and the Union Coalition announced an agreement which preserves the DB nature of the plan with certain amendments and a move to joint trusteeship.
- Quebec saw what has been the country's most high profile pension campaign. Bill 3, introduced by the new majority Liberal government, is designed to restructure all municipal defined benefit pension plans in the province. The Act:
  - Imposes 50% - 50% sharing of past benefits
  - Imposes 50% - 50% sharing of current service costs
  - Prohibits automatic indexing clauses, and suspension of indexing for current retirees
  - Caps of current service costs.

High profile demonstrations were held and the all-union coalition was led by CUPE. There were important rallies from active members and retirees and their families.

The last word on pensions for this report is to say that the above summary barely scratches the surface, as there are multiple pension issues before our union, and many others.

Beyond these immediate challenges is what I still view the #1 pension issue in Canada, namely that over 60% of Canadian workers with no workplace pension plan and little prospect of gaining one in the current environment.

Hence our continued push for expansion of CPP/QCC, a campaign we must remain at the forefront of with both our voices and resources.

## **CUPE Conferences, Meetings, Campaigns**

### *CUPE National All-Committees Meeting (Ottawa, April 1-4, 2014)*

About 250 activists and staff, members of our 17 national committees met in Ottawa as they began their two-year term (2014-2015).

Committee members heard from a range of guest speakers including, NDP MP and labour critic Alexandre Boulerice, U.S. labour activist Jane MacAlvery and community organizer Kevin Millsip.

### *Federation of Canadian Municipalities (FCM) / Canadian Library Association (CLA)*

Our union was present at these two important gatherings.

Almost 2,000 mayors and councillors met in Niagara Falls, Ontario in late May 2014 for the Annual FCM Convention. A CUPE-sponsored workshop released our new research on revenue options for Canadian municipalities.

The annual Canadian Library Association Conference was held in Victoria, BC between May 28 and 31, 2014. CUPE leaders from the library sector, Sisters Maureen O'Reilly (CUPE Local 4948) and Dawn Lahey (CUPE Local 2329) spoke on a conference panel on the increase in precarious work in the library sector.

### *CUPE EMS Locals (Ajax, June 4-7, 2014)*

About 75 paramedics/emergency response workers met in Ajax, Ontario from June 4 to 7, 2014. Delegates focused on bargaining issues within their sector and other key issues EMS workers face.

### *International Solidarity/Global Justice Strategic Meeting (Ottawa, June 26 to 27, 2014)*

About 50 key members and staff gathered to strategize on our important global justice work and how we can continue this work going forward.

This meeting arose out of a resolution adopted at our 2013 National Convention. The goal was to present a go-forward vision for this important work at our spring 2015 provincial division conventions.

My sincere thanks to all locals for your overwhelming response to this initiative, which I will be discussing with local presidents on an upcoming series of town hall calls.

### *National Sector Council Meeting – October 6-9, 2014 (Toronto, Ontario)*

Our first-ever National Sector Council Meeting was held in Toronto, where 1,200 members, staff and guests gathered. CUPE's sectors are:

- Airlines
- Child Care
- Education
- Emergency Service
- Energy
- Health Care
- Library
- Municipal
- Post-Secondary
- Provincial Government and Crown Corporations
- Social Services

Delegates spent the bulk of the three days discussing sector specific issues. Collective bargaining was front and centre in each sector gathering. Other key issues included contacting out / privatization and attacks on our defined benefit pension plans.

Plenary sessions focused on pensions, bargaining, new organizing techniques as well as greetings from Federal NDP MP Peggy Nash, as well as a powerful address from Lee Saunders, President of AFSCME, union in the United States.

I urge all locals to share your key table officer executive member contact information with your assigned national representative, so we may include your local in planned ongoing communication for your sector.

### *Child Care 2020 Conference – November 2014*

Almost 600 activists, many from CUPE (including our National Child Care Working Group) met in Winnipeg in November to discuss the current state of child care in Canada.

Our union was a key sponsor of the conference and we were visible in both plenary and workshops. Federal NDP Leader Tom Mulcair was well received with delegates expressing support for the NDP's announced plans to make a national child care program a key party platform in the 2015 federal election.

In his keynote address, Stephen Lewis said, "Universal child care is the pre-condition for gender equality and a public good, much like public health care and education."

CUPE's 2<sup>nd</sup> National Human Rights Conference – February 5-8, 2015 (Winnipeg, Manitoba)

My hometown of Winnipeg hosted CUPE's 2<sup>nd</sup> National Human Rights Conference to more than 500 delegates, guests and staff.

The conference focused on the key directions laid out in our 2013 National Convention Strategic Directions paper, including:

- CUPE's membership survey focused on our changing demographics and diversity;
- Bringing an equity lens to our important work on pensions, benefits, public services, health and safety and the economy.

Delegates in both plenary and workshop sessions focused on bargaining equality, winning equality through political action and engaging members and the broader community. An incredible array of speakers from outside of our union addressed delegates, including:

- Romeo Saganash, NDP Member of Parliament – Quebec
- Alexa Conradi – Quebec Federation of Women
- Niigaanwewidam James Sinclair – University of Manitoba
- Kevin Chief – Minister of Jobs and the Economy (Manitoba NDP)
- Kent Wong – UCLA Labour Centre

A special highlight was the visit to the Canadian Museum of Human Rights which opened last year in Winnipeg. In summary, delegates formulated a clear path forward for CUPE to continue the pursuit of equality in bargaining, in our communities and on a global basis.

Big City Mayors' Meeting – February 5, 2015 (Toronto)

I was pleased to appear on a panel before the 22 members of the Big City Mayors' Caucus. The gathering, held in Toronto, focused on the infrastructure agenda and the need for increased support from senior levels of government

**Personal/In Memoriam**

In Memoriam

Please note that the list below of CUPE members and staff, retired and deceased are the names we are aware of. Many more members of CUPE's family passed on over the

past two years. We salute them and offer a collective message of solidarity and thanks to their families and loved ones.

- Brother Tom Mayo, retired staff (Newfoundland and Labrador)
- Sister Isabelle Noseworthy, retired staff (Newfoundland and Labrador)
- Sister Joan Rowlands, Local 2033 (Newfoundland and Labrador)
- Brother Gareth Drinnen, Local 1867 (Nova Scotia)
- Sister Sharon Gallant, Local 3876 (Nova Scotia)
- Brother Daniel MacLean, retired staff (Nova Scotia)
- Brother Kevin MacNeil, retired staff (Nova Scotia)
- Brother John MacLeod, Local 1867 (Nova Scotia)
- Brother William Mallock, Local 4848 (New Brunswick)
- Brother Jacques Sirois, retired staff (New Brunswick)
- Sister Bonnie Robson, Local 1880 (Ontario)
- Sister Zahra Mohamoud Abdille, Local 79 (Ontario)
- Sister Margaret Barclay, retired staff (Ontario)
- Brother Alain Bissonnette, Local 503 (Ontario)
- Brother Rick Bryson, Local 5167 (Ontario)
- Sister Muriel Collins, Local 79 (Ontario)
- Sister Julie Davis, retired staff (Ontario)
- Sister Charlene Ellis, Air Canada flight attendant (Ontario)
- Sister Diane Jones, clerical staff (Ontario)
- Sister Radika Nankisoor, Local 1356 (Ontario)
- Brother Roger Neeley, retired staff (Ontario)
- Sister Dea Pasini, Servicing Representative (Ontario)
- Sister Gail Prieur, Local 5678 (Ontario)
- Brother Chris Sax, Servicing Representative (Ontario)
- Sister Leslie Stewart, Local 29 (Ontario)
- Sister Rhonda Ward, Local 3902 (Ontario)
- Sister Helen Coemtzis, Local 3744 (Ontario)
- Brother James Scott, retired staff (Ontario)
- Sister Lanette Bowman, retired staff (Manitoba)
- Brother Murray Craddock, retired staff (Manitoba)
- Sister Donna Nagus, Local 1975 (Saskatchewan)
- Brother Nilo Tamang Sanchez, Local 59 (Saskatchewan)
- Brother Clare Powell, retired staff (Saskatchewan)
- Brother Harl Hawley, Local 30 (Alberta)
- Brother Dellis Partridge, Local 4946 (Alberta)
- Sister Jean Ross, retired staff (Alberta)
- Sister Shirley Spivak, retired CUPE activist (Alberta)
- Brother Howard Atkinson, retired staff (British Columbia)
- Brother Mike Coleman, Local 382 (British Columbia)
- Brother Lyle Homey, Local 407 (British Columbia)
- Sister Jane Inkman, clerical staff (British Columbia)
- Brother Scott Johnson, Local 116 (British Columbia)
- Brother Tim Jones, Local 873 (British Columbia)

- Sister Beth Kastelan, Local 748 (British Columbia)
- Brother Alex Krnasty, HEU (British Columbia)
- Sister Bev Lapointe, Local 339 (British Columbia)
- Brother Peter Matthews, Local 50 (British Columbia)
- Sister Linda McCourt, Local 606 (British Columbia)
- Sister Veronika Sophie Weaver, Local 3479 (British Columbia)
- Sister Kimberly Hahn, Local 728 (British Columbia)
- Brother Hans Engelberts, Public Services International
- Sister Donna Felder, Assistant Director of Organizing and Regional Services (National Office)
- Monique Fleury, mother of Charles Fleury, National Secretary-Treasurer (Quebec)

### Retirements

My sincere thanks to the following staff who retired between October 2013 and October 2015; their dedicated service to CUPE members is sincerely appreciated.

- Brother Lawrence Power – Atlantic Regional Office – October 1, 2013
- Brother Thomas Steep – Maritimes Regional Office – October 1, 2013
- Sister Lise Giroux – National Office – December 1, 2013
- Sister Karen McNama – Ontario Regional Office – December 1, 2013
- Sister Constance (Connie) Credico – Alberta Regional Office – January 1, 2014
- Sister Sylvie Jones – Québec Area Office – January 1, 2014
- Brother Stephen Edwards – Manitoba Regional Office – January 1, 2014
- Sister Anna Sweet – Sudbury Area Office – January 1, 2014
- Sister Kathrine Hutton – Trail Area Office – January 1, 2014
- Sister Judy Barry – Alberta Regional Office – February 1, 2014
- Brother Gordon Black – Maritimes Regional Office – February 1, 2014
- Brother Robert Cull – Oshawa Area Office – February 1, 2014
- Sister Ann-Margaret (Margaret) Evans – National Office – February 1, 2014
- Sister Danielle Letarte – National Office – February 1, 2014
- Brother Doug McLaughlin – Brandon Area Office – February 1, 2014
- Sister Sylvie St-Pierre – Quebec Regional Office – February 1, 2014
- Brother Jean-Pierre Cabana – Quebec Regional Office – March 1, 2014
- Sister Marian Wiwchar – Victoria Area Office – March 1, 2014
- Brother Brian Ellis – Manitoba Regional Office – April 1, 2014
- Brother René Fréchette – Quebec Regional Office – April 1, 2014
- Brother Richard Balnis – National Office – May 1, 2014
- Sister Shirley Mathieson – British-Columbia regional Office – May 1, 2014
- Brother Pierre Thériault – Quebec Regional Office – May 1, 2014
- Sister Maureen Morrison – Manitoba Regional Office – June 1, 2014
- Brother James Keenan – Barrie Area Office – June 1, 2014
- Sister Daunine Rachert – Calgary Area Office – June 1, 2014
- Sister Cora-Lee Skanes, Sudbury Area Office – July 1, 2014
- Sister Susan Ruffo – National Office – July 1, 2014
- Brother Sylvain Blanchette – National Office – July 1, 2014
- Sister Ann Robins – Manitoba Regional Office – August 1, 2014
- Brother Alain J. Anglehart – Rouyn-Noranda Area Office – August 1, 2014
- Sister Danielle Laramée – Quebec Regional Office – August 1, 2014
- Sister Diane Lamoureux – National Office – October 1, 2014
- Sister Bonnie Ferguson – Alberta Regional Office – October 1, 2014
- Sister Paulette Charbonneau – National Office – October 1, 2014
- Sister Patricia Daley – National Office – October 1, 2014
- Sister Rhonda Spence – B.C. Regional Office – October 31, 2014
- Brother Don MacAskill – Alberta Regional Office – December 1, 2014
- Sister Diane Thériault – Sudbury Area Office – January 1, 2015
- Brother Robert Hickes, National Office – January 1, 2015
- Sister Paula Larocque, Niagara Area Office – January 1, 2015
- Sister Linda Craig, Quebec Regional Office – January 1, 2015
- Sister Edith Wolfe, Grande Prairie Office – January 1, 2015
- Brother Joe Badali, B.C. Regional Office – February 1, 2015
- Brother Robert Bellrose, Quebec Regional Office – February 1, 2015

- Sister Colette Proctor, Ontario Regional Office – February 1, 2015
- Sister Mary Catherine McCarthy, National Office – February 1, 2015
- Sister Denise Harder, Dauphin Area Office – February 1, 2015
- Sister Patricia Beaudoin, Rouyn-Noranda Area Office – March 1, 2015
- Brother Matthew Graves, Ontario Regional Office – March 1, 2015
- Sister Heather Inglis, B.C. Regional Office – March 1, 2015
- Sister Heather Hibbard, Peterborough Area Office – March 1, 2015
- Sister Nicole Chénier, National Office – March 1, 2015
- Brother James Squires, Cornwall Area Office – March 1, 2015
- Sister Helen Manning, Peel Area Office – April 1, 2015
- Sister Johanne Touchette, National Office – April 1, 2015
- Sister Kelly Murray, Atlantic Regional Office – April 1, 2015
- Sister Lise Therrien, Quebec Area Office – May 1, 2015
- Sister Lorna E. Myers, New Glasgow Area Office – May 1, 2015
- Sister Monique Drapeau, North Bay Area Office – June 1, 2015
- Sister Kathleen E. Corrigan, B.C. Regional Office – June 1, 2015
- Brother William Sumerlus, Manitoba Regional Office – July 1, 2015
- Brother Donald E. Devine, B.C. Regional Office – July 1, 2015
- Sister Jill Allyson Currie, Manitoba Regional Office – July 1, 2015
- Sister Sylvie Pepin, Quebec Regional Office – July 1, 2015
- Sister Elaine Ehman, Saskatchewan Regional Office – August 1, 2015







*Report of the  
National Secretary-Treasurer*

## REPORT OF THE NATIONAL SECRETARY-TREASURER

### *THE LAST TWO YEARS*

Sisters and Brothers:

It is with great pleasure that I submit my 2<sup>nd</sup> term report to the delegates of our 27<sup>th</sup> National Convention. I am extremely proud of the work that we have done together over the last two years. I am energized by the immense commitment to our union that we see in the day to day work of so many of our dedicated leaders, activists and staff.

Throughout my second term in office, I have been able to deepen my understanding of the financial and administrative strengths as well as challenges that we face in CUPE.

As you will see in more detail on page 34, similar to the reality in locals, divisions and other chartered organizations, the national union continues to face declining revenue growth. This has changed the reality regarding our resources. In spite of this, we have been able to achieve significant progress in many areas in our National Union. We have undertaken significant improvements to the financial and administrative functions of our union. We are well on our way to revamping many areas of our work such as our technology, per capita procedures, filing of Trustees' Reports, membership database programs, and strike pay procedures. We have also completed a total re-creation of our CUPE National website.

More and more locals are now using the electronic ledger provided by CUPE National. More locals are better equipped to manage their books as well as to report on their finances to their membership and trustees.

We continue to provide assistance through our financial officer's course, our national staff representatives and the "1-800" number which we staff at National Office. Our financial officer's course is being updated during 2015 and will provide further assistance to locals. In 2013, 696 members, mostly secretary-treasurers and trustees, enrolled for this course and 672 did so in 2014. This is good but locals need to ensure all new secretary-treasurers and trustees take the time to register for this important course.

Our process for per capita remittance is also improving as we continue to hone the electronic processing of our per capita payments offered at this time only to locals on direct remittance. Over the past two years, we have reallocated

significant amounts of resources and we have recalibrated our ability to respond to the evolving needs of our union.

By facilitating electronic processing, we also have in mind our National Environment policy adopted by the National Executive Board in March 2013 following adoption of resolution 94 at the 2011 National Convention. CUPE has taken numerous steps to improve its environmental performance. The policy specifically calls on CUPE to lead by example and by cutting operational greenhouse gas emissions that cause climate change.

CUPE's bi-annual national conventions have been a staging ground for green initiatives that have rendered these events carbon neutral. At the 2011 and 2013 national conventions, CUPE has employed an external carbon offsetting company to quantify carbon emissions and facilitate the offsetting process. Specifically, all travel, electricity usage, paper use, and waste generation data was collected to summarize how many carbon equivalent tonnes of emissions the event generated. At convention, CUPE reduced on-site paper use, cut display and distribution materials in the CUPE Village, created a Green Stewards program to encourage delegates to recycle, compost, conserve energy, use public transit and when possible to walk while at convention. This is also the case for this national convention.

On the CUPE properties front, we are also achieving great results with environmental measures. We are pleased to report that the new Ontario Regional Office in Markham has been awarded Leadership in Energy and Environmental Design (LEED) Gold Certification from the Canada Green Building Council. We aimed high on the 'green meter' with this project and this achievement is an important validation of CUPE's tremendous efforts and commitment to environmental responsibility and the reduction of our environmental footprint. The project's progressive workspace features a number of sustainability and healthy design features, from automated lighting controls and ventilation systems to innovative interior layout that allows all employees to share in the natural light.

We are also very proud to announce that the National Office expansion building situated on Triole Street in Ottawa was granted LEED Silver certification by the Canada Green Building Council. More good news for our members, staff and our planet. Green construction is important for many reasons. It's not only the smart thing to do, but it is

also the right thing to do. By using less energy, LEED-certified buildings not only save money and reduce greenhouse gas emissions but also contribute to a healthier work environment, healthier communities, and a better quality of life.

These green steps we are taking as a national union will resonate all the way to Paris in December 2015 where CUPE, along with the CLC and other affiliates will take part in COP21, the 21<sup>st</sup> Session of the Conference of the Parties to the United Nation Framework on Climate Change. I will be leading a delegation to this crucial conference, as it aims to achieve a new international agreement on the climate, applicable to all countries, with the goal of keeping global warming below 2 degrees Celsius.

On the international front, CUPE continues to support the work of sister unions and organizations through its Global Justice Fund and through its affiliation to Public Services International (PSI). In fact, I had the honour to lead a CUPE delegation to the PSI Inter-America Conference in April 2015. Through workshops and plenaries, our delegation was able to share the Canadian story while learning from delegates from Central and South Americas. Unfortunately, the story is the same everywhere: austerity measures, privatization of work and natural resources, as well as anti-union laws to weaken our movement.

Even though we still need to travel by plane for such events, CUPE National has also reduced travel and thereby cut carbon emissions caused by travel by expanding videoconference technology in our regional offices across the country.

As you can see, we continue to lead the way to a better labour movement, notwithstanding the continued vicious attacks against the union movement from the Conservative government. Bill C-377 is a prime example. First introduced in 2011, the anti-union bill that amends the Income Tax Act and attempts to compel unions – and no similar organizations – to disclose all of our financial information to employers and the general public, was forced through the Senate on June 30, 2015.

The Conservatives had to defy their own speaker and run roughshod over the Senate's rules of debate to push the bill through before the coming federal election.

CUPE and the entire labour movement are clear that this law is destined to be struck down. The labour movement will speak with one voice on C-377. The Canadian Labour Congress will challenge this bill in court, working with CUPE and all Congress affiliates.

The labour movement is not alone in challenging this flawed piece of legislation. The NDP, and all opposition

parties, have pledged to repeal C-377. Seven provinces oppose Bill C-377, saying it violates the constitution by intruding into provincial jurisdiction. Other experts agree the bill is unconstitutional for these and other reasons, and will not survive a challenge in the courts.

Given the court challenges and the opposition party's plans to repeal the bill if elected, it is unlikely Bill C-377 will ever be implemented. Until the regulations for this bill are published, we do not know when it is intended to take effect. We are monitoring the situation and will keep all locals updated. For the latest developments and background on this bill, please check [cupe.ca/c377](http://cupe.ca/c377).

In the meantime, we want to assure you that locals should continue to operate normally. We also request that all locals submit their Trustees' Reports to CUPE, as required under article B.3.12(c) of the CUPE Constitution. This information will support the legal challenges being prepared, by supporting our arguments that our finances are already transparent and accountable.

With increasing expectations of financial accountability and transparency, it is more important than ever for chartered organizations to send their Trustees' Report annually. By doing so, you are maintaining valuable proof that your financial reports are up-to-date, verified and presented to your members. You are also making sure that if a fraud is committed in your local, the national bonding insurance plan will cover you.

Over the past few years, we have seen a lot of changes in bonding requirements from the insurance industry stemming from various factors such as anti-laundering international laws, new international accounting principles. These changes apply to our national bonding insurance plan as well. As a result, the bonding insurance company has now instituted a deductible of five thousand dollars for each claim.

Additionally, as of 2015, the insurance company requires that CUPE National have a copy of the up-to-date Trustees' Report on file for all locals who submit a claim. This Trustees' Report must be filed within six months after the end of the local's financial year to be accepted by the bonding company. This change will reinforce the understanding that every level of CUPE must be accountable and transparent when it comes to our spending. Our members expect this from us. However, in 2013, Trustees' Reports were filed by only 49% of locals with some regions as low as 19% filing rate. In 2014, it plunged to a 31% overall average for the country. I urge you to pay attention to this issue as we need to demonstrate to our members that we do take care of each and every dollar that comes off our members' paycheque and into our care.

As we face increasing attacks from right wing governments and employers, we know that the way we communicate, and the technology tools that we use, must be up to the challenge. To meet these requirements, we are making big improvements to our technology.

We have greatly expanded our capability to communicate with local and regional leaders by beginning to use telephone town hall technology. In 2013 we convened four calls and in 2014 we held eight calls. We have received very positive feedback from CUPE leaders who can access the call from wherever they are located. There is significant participation from smaller and rural locals. We are becoming more comfortable with finding the format that works for us in CUPE, and expanding the number of leaders who join the calls.

We have made many advancements in the area of our technology for example:

- *Our new CUPE website is up and running;*
- *Our membership databases have been developed and are being integrated;*
- *The new LUIS (Local Union Information System) has been updated and will be launched by the end of this year;*
- *CAIS (Collective Agreement Information System) is undergoing an update in the current year to make it more user friendly;*
- *Extensive development has been ongoing on our EDRMS (Electronic Document and Record Management System) which will be ready to test towards the end of the year. Staff will be able to store, access and share documents away from the office and we will have a secure mechanism for safeguarding CUPE's valuable information into the future;*
- *Our Human Resources Department has improved the AVANTI system so that staff can now update all their own personal details, see their pay stubs, access leave banks, and other information;*
- *On an annual basis, the IT department ensures that all computers older than three years are replaced and the obsolete equipment disposed in an environmentally appropriate manner;*
- *We now have videoconferencing capabilities in our offices in Halifax, Fredericton, St. John's, Quebec, Sudbury, Winnipeg, Regina, Saskatoon, Edmonton, Calgary, CUPE National, and the Ontario and BC Regional Offices.*

In regards to our office space across the country, I am happy to report that over the last two years we completed the purchase and retro fit of the Ontario Regional office in Markham. Also, we are in the process of securing the

purchase of a new regional office for British Columbia located in Burnaby. With the purchase in Burnaby, we will soon own 18 of the 68 offices we operate throughout Canada while continuing to have an ownership strategy in place on 10 others through a capital lease arrangement for our office in Quebec.

The net value of our properties at December 31, 2014 was \$95 million with total mortgages and capital leases payable of \$37 million. Overall, our net investment in properties at December 31, 2014 was \$57 million.

We also have an obligation to ensure that our current investments in our buildings are protected and maintained. We are now focusing on developing a comprehensive maintenance plan for all properties across the country.

### **Growth – Strengths and Challenges**

Despite market volatility, public spending cuts, job losses and slow growth in wages, CUPE's finances have remained stable and secure, thanks to the responsible and strategic approach we continue to apply to our budget planning and decisions.

Right wing governments and corporate interests continue to erode our social safety net, undermine workers' rights and impose austerity policies that reduce public services, squeeze wages and attempt to weaken unions.

As in all households and organizations, our costs of operating continue to increase each year. We are challenged to work within our means, and at the same time, the pressures on our union to stand up and resist the austerity agenda and all its fallout, have never been bigger.

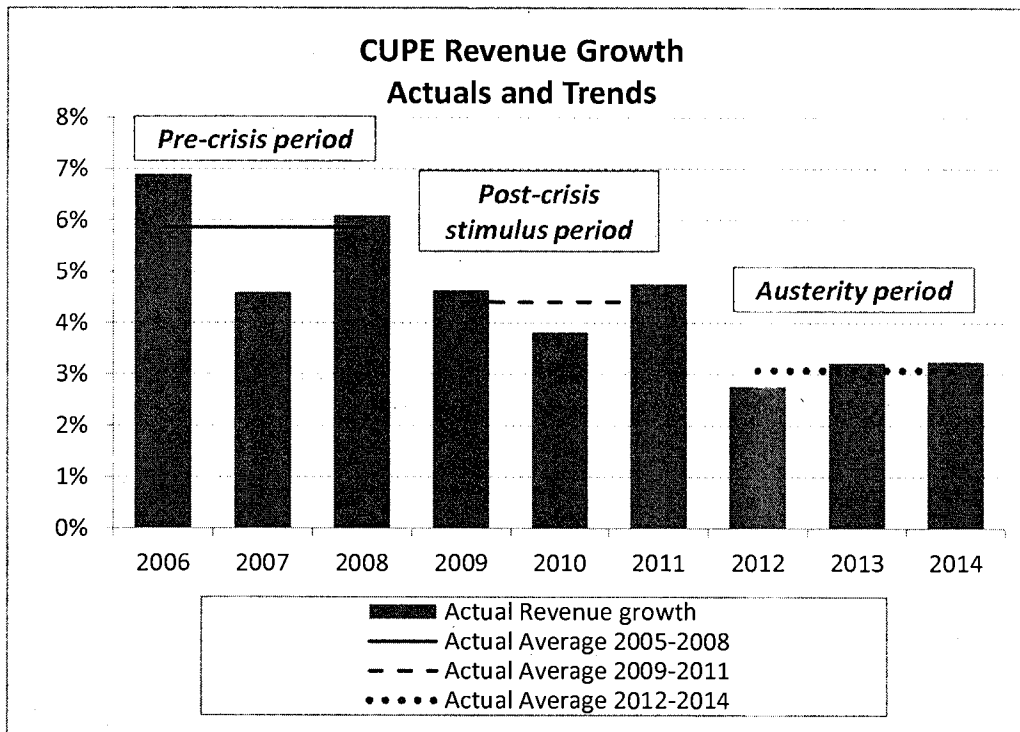
Across the country, many public sector workers are facing government imposed wage freezes. We have repeatedly experienced government legislating wage freezes and cutting benefits with the stroke of a pen.

Increased retirements are also resulting in younger workers replacing older workers at lower wage rates. Revenue growth is also impacted by slower membership growth, as job gapping and contracting out becomes increasingly the reality in our workplaces.

As the chart below shows, CUPE's revenues grew by an annual average of 5.9% in the three years leading up to the financial crisis (2006-2008) and then dropped to an average of 4.4% in the three years during and immediately after the crisis 2009-2011. Since then, as various governments have introduced austerity measures, squeezing both public sector wage and employment growth, CUPE's revenue growth slowed to an average of just 3.1% a year from 2012

to 2014 and is expected to increase at a considerably slower pace in 2015. Our revenue growth in 2014 and late 2013 was significantly affected by membership losses in

both Manitoba and HEU. Without losses in these two divisions, we estimate that CUPE's revenue growth would have been 0.6% higher in 2014.



Throughout 2013 and 2014 more members joined CUPE. We grew from 627,000 in 2013 to 633,000 today. However, most of these new jobs in our workplaces are part-time, casual and auxiliary positions that, where often the employers converted full-time vacancies into precarious positions. The trend towards more part-time and casual employment means that many of our newer members remain underemployed, working less than full-time hours. It is unfortunate that we are now all familiar with the term 'precarious workers'. Even ten years ago this term was not very well known.

We now know that increasing numbers of our members across all sectors now face jobs that are unstable, uncertain, insecure, and more dangerous, all for lower wages, often with no benefits or pension.

We must use our resources wisely and effectively to resist this growing trend and to protect our members, their working conditions and their rights. We also know that when we fight for more full-time and/or permanent work, we are standing up for the living standards for all workers.

With ongoing pressure to privatize and contract-out public services, maintaining membership growth will become more challenging and more dependent on organizing, mergers and political action to reverse pressures to privatize.

#### General Fund

In the 2013 budget we shifted our focus to address the changing terrain by allocating the better part of new revenue for the year to campaigns aimed at protecting our bargaining rights. In 2013, total income into the General Fund was \$178.1 million with \$175.5 million from per capita and \$2.5 million from investments. In 2014, total income into the fund was \$184.8 million with \$181.2 million from per capita and \$3.6 million from investments and miscellaneous gains.

The 2013 budget added a new line of 1 million in the General Fund for a Fightback Fund Campaign, in addition to the segregated Fightback Fund that was created in 2008 from the 2007 surplus.

Under the formula of one dollar per member approved by the National Executive Board for Strengthening Divisions funding, our three largest divisions benefit from growth in

their regions, while the smaller regions benefit from a flat rate amount of \$80,000 notwithstanding their total membership being below this flat rate. In 2013 we also provided an increase in that rate in recognition of increasing demands on divisions and growth in membership.

We also included an increase in the amount allocated for CUPE District Council special projects. It is with pleasure that we report this line was fully expended for the first time in 2012, reflecting increased activity by locals coming together at the district level. This is work that strengthens our union.

Due to the declining growth in revenues we determined that 2013 would be a “make-do” year with regional staffing maintained at the existing level while our focus remained on expanding our crucial campaign work.

Even so, we provided for a small increase in administrative staff at the National Office in order to keep pace with growth in membership, employees and realty assets.

In keeping with our own union principles, the National Executive Board brought the cleaning of the National Office in-house, a move that required creating seven new full-time cleaner positions. When the cost of our cleaning contract was factored in, this is a relatively modest but worthwhile increase in staffing expenditures.

In addition, the 2013 budget contained a total of 3.5 positions, 3 of which were permanent starting January 1, 2013 and one which was temporary for six months. These new positions were critical supporting our growing needs in property management, payroll, cell phone administration and web editing.

The addition to the annual budget for the cost of these new positions totalled \$683,282. This was offset somewhat by cancelling the janitorial contract for the National Office and therefore produced a net cost increase to CUPE of \$483,606.

Other expenditure increases in 2013 included:

- Increasing the base amount for all regions to \$80,000 in the Strengthening Provincial Divisions’ budget line;
- Increasing the election spending budget by \$330,000 to \$980,000;
- Increasing the Strengthening District Councils’ budget line by \$20,000 to \$70,000;
- Providing for an increase of \$900,000 for a new total of \$6.1 million in the Liability for Future Benefits provision, in accordance with the “roadmap” approved by the National Executive Board;

- Reflecting special payments to address employees’ pension plan’s solvency deficit.

The overall total expenditures in the 2013 budget was of \$177.2 million. Comparing all expenditures to the projected available revenue for 2013, the budgeted surplus came to \$11,839.

Further to these expenditure increases, the National Executive Board maintained a permanent line in the budget for anti-privatization campaigns. In 2013 we spent over \$2.3 million on a wide range of campaigns covering every region of the country. In 2014, the expenditures in this area were \$1.8 million.

In 2013 in addition to the regular per capita payments, CUPE National contributed over \$995,000 to the CLC to assist in funding the CLC Fairness project and most specifically, the popular television Fairness ads. In 2014, we contributed \$767,000 to this project. Furthermore, CLC per capita was increased by 5 cents per member as of January 2015.

In 2013 we ended with an overall deficit of \$800,000 or 0.04% of total revenue. This was primarily due to PCT revenue coming in \$1M under budget.

In 2014, as our union continued to grow, so did the demands for servicing and mobilizing. We have experienced high turn over as older staff retire, and a large number of new national representatives came on staff with CUPE. This increases the need for training, mentoring and attention from Regional Directors.

Once again, National Executive Board members and directors from the regions as well as National Office took a realistic approach to the 2014 budget consultations, clearly articulating priorities. The resulting budget addressed the most urgent needs although most of the new positions were temporary.

The 2014 budget contained a total of four new positions, one of which was permanent. An assistant regional director’s position was added as well as three temporary servicing representative positions, two of which were only for a part of the year. In addition, a servicing representative position from Brandon, Manitoba was eliminated due to the loss of members in health care representation vote. The hours of a clerical position were also increased from part time to full time. The budgeted cost of these positions was \$351,949.

Other expenditure increases in 2014 included:

- Creating a budget for the CUPE Fairness project of \$1,000,000;
- Introducing a new budget for the National Sector Council of almost \$700,000;
- Providing for an increase of \$900,000 for a new total of \$7 million in the Liability for Future Benefits provision, in accordance with the “roadmap” approved by the National Executive Board;
- Reflecting special payments to address employees’ pension plan’s solvency deficit.

The overall total expenditures in the 2014 budget was of \$180 million. Comparing all expenditures to the projected available revenue for 2014, the budgeted surplus was \$16,903.

Actual results for 2014 produced an overall surplus of \$2.0M or 0.1% of total revenue. This was primarily due to per capita revenue being larger than budgeted.

While keeping steps to ensure CUPE does not run in a deficit position, we have continued to fight the austerity agenda and concurrent attacks on our rights as workers and unions, despite having to slightly reduce the 2014 Fightback Fund in order to allocate monies towards our Fairness project. To create the Fairness budget, we have not only reallocated some of the Fightback Fund budget, but also that of the Strategic Directions (which has included anti-privatization work and our CPP efforts, to name two key strategic priorities) and injected new revenue. We will continue to resource political action through our elections budget, helping to elect governments that support workers and public services.

The budget also included the funds needed to move forward with the new CUPE National Sector Council, adopted at the 2013 National Convention. The first gathering took place in the Fall of 2014 in Toronto. With more than 1,200 participants, it was a huge success. Participants appreciated sector gatherings. Collective bargaining was front and centre in each sector, along with contracting out and attacks on our defined benefit pension plans. Plenary sessions focused on pensions, bargaining, and new organizing techniques with the participation of great keynote speakers such as Lee Saunders, President of the American Federation of State and County Municipal Employees (AFSCME), among many others.

Early 2015, CUPE held its second ever Human Rights conference in Winnipeg. Participants had the chance to listen to experienced dynamic panelists and socialize in workshops over the two and a half days conference.

## **Future Staff Benefits and Pension**

During 2013 and 2014 we also made significant investments to cover our commitments to our staff for their future benefits and pension payments. We continue to make the contributions required to pay benefit costs in the future, contributions that we were not able to make during the years that CUPE was not on solid financial footing.

In 2005, a roadmap was created to start to fund the benefit costs promised to employees in their retirement years. A base amount was set with a plan to increase the amount annually. In 2010, an increase to the annual provision was approved, in keeping with our goals to eventually fully record the liability on the face of our Balance Sheet. This provision was \$7,080,000 for 2014 and will increase by a further \$900,000 each year moving forward. As of the December 31, 2013 Audited Financial Statements, there was still a gap of \$177.8 million between the actual liability and what we have recorded in these financial statements.

Due to a fundamental change in accounting principles, and a restatement of our liabilities in accordance with these rules, as of the December 31, 2014 Audited Financial Statements, the gap has been reduced to \$87.4 million.

As long as we continue to budget this expenditure based on the roadmap and providing that the actual annual costs come in line as projected by the Actuary, the gap between the actual liability and the recorded liability should start to decrease within the next few years.

## **National Strike Fund**

I am very proud to report that, for the first time in our history, our National Strike Fund has reached over 80 million dollars. This is a significant achievement for CUPE as there have been times in our history when our Funds were depleted and there was no designated money available for strike pay.

Since the separation of the Strike Fund from the Defence Fund in 2001, our constitution has ensured that 6% of per capita funds received by National goes into the Strike Fund to pay for strike pay and benefits, strike averting and strike support campaigns, as well as for legal expenses which are related to the conduct of a strike and interest arbitration costs for those CUPE members who are denied the right to strike. A local union which utilizes first agreement arbitration may also apply for assistance.

CUPE has built a strong strike fund so that it is there when our members need it. With the security of the growing resources in the Strike Fund, at our last national convention

in 2013, we voted to increase strike pay by 50% to raise the weekly pay from \$200 to \$300. In addition, we have carried through with our commitment to produce materials that assist a wider range of locals to navigate the process required to apply for all types of Strike and Defence Fund resources. These resources can be found on the CUPE National website or provided by CUPE National staff.

At this convention, the National Executive Board has submitted a constitutional amendment for delegates to debate the merits of 'changing the split', so that on a go forward basis 5% of per capita revenues would go into the Strike Fund and 5% into the Defence Fund. With the proper controls in place to ensure the Strike Fund doesn't go under \$50 million, this will allow for the continuation of a robust Strike Fund, while also designating much needed additional resources for supporting cost-shared campaigns, organizing, and carrying out our national strategic initiatives.

At the end of December 2013 the Strike Fund Balance was \$73 million after paying out \$2.5 million in strike related expenses, strike averting campaigns, strike related legal costs and interest arbitration costs for the year.

Similarly, at the end of December 2014, the Strike Fund Balance was \$79.3 million after paying \$10.8 million in strike related expenses, strike averting campaigns, strike related legal costs and interest arbitration costs for the year.

I want to acknowledge the deep commitment that our striking sisters and brothers have shown on the picket lines. These members deserve our gratitude and respect for taking a stand against the many permutations of the austerity agenda emerging in our workplaces and communities.

From the strong sixteen CUPE members of Local 4616-02 Township of Bonfield who stood up for ten months on the picket lines and succeeded in resisting all concessions to the 6,000 part-time workers at the University of Toronto who stood together and won a halt on tuition fee increases, to the school board workers in British Columbia who spent months on picket lines not because of their own collective agreement dispute, but because the teachers were fighting for a new collective agreement; we thank you for standing up to fight for yourselves and on behalf of all of us as well as for the future generations to come.

**Strikes, Lockouts and Settlements 2013-2014**

<b>2013</b>	
Local 4964, Quilchena Golf and Country Club, British Columbia	After being locked out for almost 100 days from February 4 to May 11, 2013, 19 members who maintain grounds and courses achieved improved contract language on bargaining unit work.
Local 5051, Club Optimiste de Lafèche Québec Inc.	Six members locked out from April 4 to 22, 2013 after the employer did an about-face on an agreement in principle reached December 2012.
Local 4616-02, Township of Bonfield, Ontario	On strike since August 1, 2013, after 10 months on the picket line, 16 members ratified a collective agreement on June 6, 2014, which saw five terminated workers reinstated and all major concessions pushed off the table.
Local 389, North Shore Winter Club, British Columbia	16 members locked out from May 3, 2013 to December 24, 2013.
Local 1281, Continuing Education Students Association of Ryerson, Ontario	Two members locked out on as of September 30, 2013 until February 6, 2014.
Local 4893, Town of Kensington, Prince Edward Island	Six members locked out on December 3, 2013 reached a settlement on December 13, 2013.



2014	
Local 3890, Chignecto Central Regional School Board, Nova Scotia	420 members on January 27, 2014; one day strike.
Local 402-01, City of White Rock, British Columbia	100 members on strike as of May 3, 2014 until June 2, 2014. Issues include hours of work, fair treatment for casual and part-time workers and the need for a long-term disability plan.
Local 1294, University of Quebec in Montreal (UQAM), Quebec	2,000 on strike for one day on September 3, 2014.
Local 957, Hydro-Québec, Quebec	On strike from September 5, 2014 to December 23, 2014.
Local 1764, Regional Municipality of Durham, Ontario	873 members on strike from June 19, 2014 to July 11, 2014.
British Columbia K-12 - BC CUPE school board locals	(representing 8,512 members) Achieved a provincial settlement and local bargaining was successfully concluded over the fall of 2014. The K-12 Locals also honoured the picket lines of the B.C. Teacher Federation (BCTF) who were on strike from June 2014 until the end of September 2014. (CUPE locals involved: 15, 173, 379, 382, 389, 401, 407, 409, 411, 440, 476, 523, 593, 606, 716, 779, 788, 801, 847, 947, 1091, 1260, 1851, 2020, 2769, 3234, 3523, 3570, 3742, 4165, 4227, 4653, 4990, 4991, 4992, 5101, 5150).
Local 1490, Township of Black River-Matheson, Ontario	19 members locked out from August 11, 2014 to October 6, 2014.
Local 2262, City of Castlegar, British Columbia	30 CUPE members on strike from November 8, 2014 to January 2, 2015.

The funds were spent as follows:

Cost-Shared Campaigns	\$2.4 million
Major Organizing Campaigns	\$2.3 million
National Strategic Initiatives	\$2.1 million
Regional Strategic Initiatives	\$1.6 million

#### Defence Fund

The National Defence Fund receives 4% of per capita revenues.

At December 2013, the Fund Balance was \$1.6 million after ending the year with a deficit of \$642,000.

The funds were spent as follows:

Cost-Shared Campaigns	\$2.8 million
Major Organizing Campaigns	\$2.5 million
National Strategic Initiatives	\$2.2 million
Regional Strategic Initiatives	\$1.7 million

In 2013 we increased the Regional Initiatives funds available to the large divisions for regional campaigns.

At December 2014, the Fund Balance was \$2.1 million after ending the year with a surplus of \$530,000.

In 2012 and 2013 we over spent our budget for cost-shared campaigns. In 2014, the number of campaigns approved also exceeded the budget. However, due to unspent money from previous campaigns, we ended up under budget in this area. In the 2015 budget, the National Executive Board approved an increase of \$95,000 to this budget line. Although this is money well spent, it does not go far enough to secure funding for the many fights that are taking place in locals across the country.

At this convention we need to talk about how we can increase the amount of money that we have for cost-shares, organizing and strategic initiatives. This is our direct way to build our strength, to fight austerity and to support our locals. This is something to keep in mind when the Constitution Committee brings the amendment on the split for debate. We need a strong National Defence Fund to fight the austerity and right wing agenda our members face daily.

## **Fightback Fund**

Five years ago, in 2008, the National Executive Board passed a motion to use \$2.5 million of the 2007 operating surplus to create a special Fightback Fund to support regions whose fundamental union rights and/or bargaining rights were threatened by government legislation or action. With the support of the National Executive Board, we have established the Fightback Fund as a permanent budget line of \$1.0 million of the General Fund. This way, we are ensuring this budget is available year after year without depending on possible surplus to replenish it.

CUPE National has supported these campaigns through the Fightback Fund in the last two years:

- Ontario – attack on the right to free collective bargaining (Bill 115, stripping the right to free collective bargaining on all education workers), 2012-2013;
- OCHU – attack on the independent system of arbitration to favour the employers;
- Nova Scotia – attack on free collective bargaining (Bill 37, imposing essential services);
- Saskatchewan – elimination of the Regina Civic Employees' Pension Plan (municipal, library, school board, health locals) mobilization of members, retirees, community allies; intensive political lobbying;
- Quebec, Bill 3 – attack on municipal workers' pension plan – destroying the defined benefit plan and replacing it with a Defined Contribution plan, building a coalition of over 65,000 unionized members to resist the attacks (municipal and urban transit).

Additionally, through our different national and regional budget lines, we took on the fight to defend the right to strike in Saskatchewan. We stopped pension cuts in Alberta. We stood up for Radio-Canada bargaining rights in Quebec – and we won each of these fights. It takes a significant amount of resources to do this. It is worth every dollar, because we launch these fights and many others, on behalf of all CUPE members across this country. This is our legal power in action.

## **Political Action**

Since our last convention we have continued to be very engaged in broad based labour and community actions on a wide array of issues. In Quebec, we have supported our sisters and brothers as they spent much of 2014 on the streets fighting the austerity agenda of the provincial Liberals. We have provided resources to many progressive initiatives such as: The People's Social Forum, The

Broadbent Institute, Pride Events, Labour Day gatherings, Sisters in Spirit Initiative of the Native Women's Association and other organizations supporting the call for an inquiry into the travesty of missing and murdered aboriginal women.

We have organized countless rallies, marches, community meetings and lobbying efforts. We have supported International Solidarity efforts including attending climate marches and international labour events.

## **Elections**

Over the last two years we spent \$1.5 million to assist divisions, district councils and locals in their work on municipal, provincial or federal elections campaigns. The importance of building our capacity in influencing electoral politics is paramount to the success of our workplaces, services and communities.

In the 2013 budget we spent over \$741,000 on elections and involving our members in local campaigns.

In the 2014 budget, we spent over \$774,000 on election related projects.

CUPE is also committed to electing NDP candidates who support and fight for our values at every level of government. As Broadbent Institute founder and former leader of the federal NDP, Ed Broadbent stated this spring in Ottawa at the annual Progress Summit: *"We need to defeat bad Conservative ideas, but we also need to ensure that it is progressive ideas and policies that take their place."* We have remained committed as trade union activists to ensure that our voices are heard in every decision making council, Board, and legislature in the country.

Our focus over the past two years was to train and strengthen our member organizers and grassroots activists who campaign and help build ongoing progressive election campaigns in their communities.

## **Conclusion**

I would like to thank our trustees who have worked very diligently this year to conduct a thorough audit of our CUPE National finances. Their recommendations will be carefully reviewed by our entire National Executive Board. I take this opportunity to thank Brother Pawson, national trustee from British Columbia, who is stepping down at the end of this convention, for his dedication over the years.

I would also like to recognize the commitment that we see from all trustees who take on the responsibility of auditing locals, divisions, district councils and all chartered organizations within CUPE. Their role is crucial to the work of our union.

In closing, I thank each and every member of our National Executive Board who dedicate themselves to their own home region but also to building the strength and power of our national union. It is always a pleasure to work with all the members of the National Executive Board. Your regions are well represented.

I remain grateful and proud to serve alongside one of the greatest leaders in the history of CUPE and indeed, the entire Canadian labour movement. Our National President brother Paul Moist leads our union with an unending

commitment to and belief in our CUPE members. He inspires me to always remain focused and determined to face each day with renewed energy and enthusiasm regardless of the hurdles that we face.

I remain honoured to represent you, the members of our proud union in the position of Secretary-Treasurer.

In solidarity,



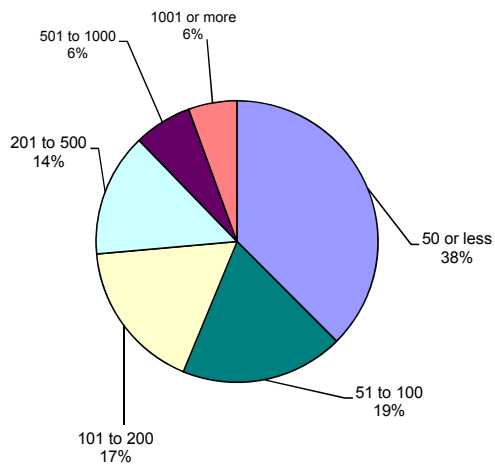
CHARLES FLEURY  
National Secretary-Treasurer

The following table shows a comparison of membership statistics by province/service division between December 2012 and December 2014.

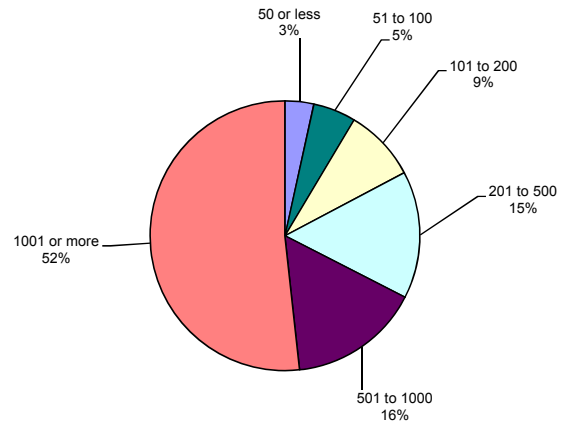
Province/Service Division	December 2012			December 2014			% Growth		
	F/T	P/T	Total	F/T	P/T	Total	F/T	P/T	Total
Airline Division	8,376		8,376	9,180	28	9,208	9.6		9.9
Local 1000	14,368		14,368	13,370		13,370	(7.0)		(7.0)
HEU (B.C.)	15,000	24,000	39,000	15,000	19,000	34,000		(20.83)	(12.82)
Nova Scotia	13,231	4,684	17,915	13,350	5,380	18,730	0.9	14.9	4.6
Newfoundland	5,443	837	6,280	5,333	846	6,179	(2.0)	1.1	(1.6)
New Brunswick	22,833	4,100	26,933	21,788	4,716	26,504	(4.6)	15.0	(1.6)
Prince Edward Island	1,568	1,308	2,876	1,551	1,463	3,014	(1.1)	11.9	4.8
Quebec	86,504	22,946	109,450	89,155	22,334	111,489	3.1	(2.7)	1.9
Ontario	147,123	85,405	232,528	149,765	87,913	237,678	1.8	2.9	2.2
Manitoba	17,696	9,621	27,317	16,888	7,959	24,847	(4.6)	(17.3)	(9.0)
Saskatchewan	19,947	9,150	29,097	20,139	9,604	29,743	1.0	5.0	2.2
Alberta	25,115	7,608	32,723	25,892	8,124	34,016	3.1	6.8	4.0
British Columbia	48,806	32,434	81,240	49,619	31,817	81,436	1.7	(1.9)	0.2
<b>Total</b>	<b>426,010</b>	<b>202,093</b>	<b>628,103</b>	<b>431,030</b>	<b>199,184</b>	<b>630,214</b>	<b>1.2</b>	<b>(1.4)</b>	<b>0.3</b>

The following pie charts demonstrate the breakdown of local unions by membership size and the total members that these locals have as at December 31, 2014.

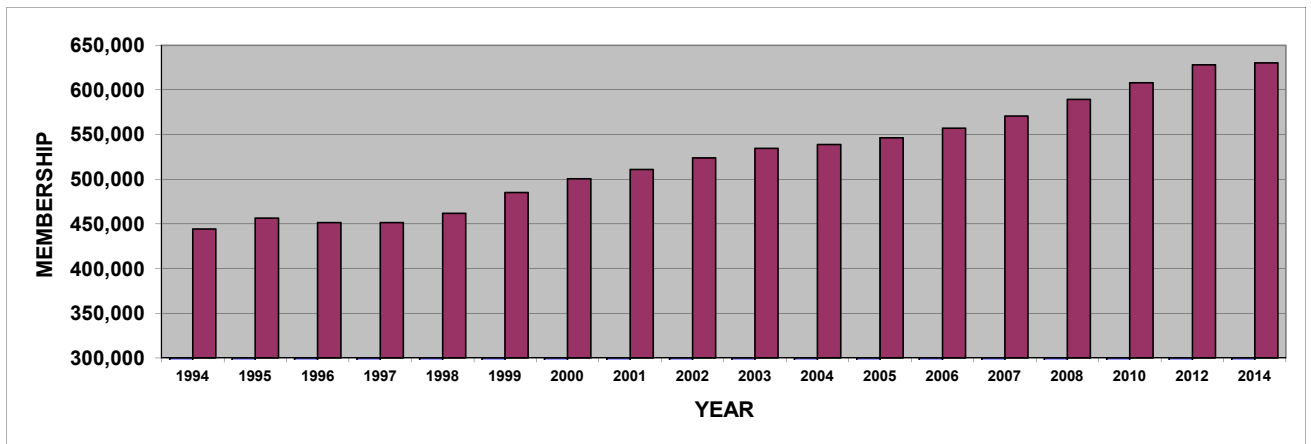
DISTRIBUTION OF LOCAL UNIONS BY MEMBERSHIP SIZE



DISTRIBUTION OF MEMBERSHIP BY LOCAL UNION SIZE



MEMBERSHIP GROWTH OVER THE PAST 20 YEARS  
1994 - 2014



## CUPE PERMANENT STAFF COMPLEMENT

*Budgeted for 2015*

POSITIONS	COUNT	TOTAL
<b>President's Office</b>		
National President	1	
Executive Assistant	3	
Administrative Officer	1	
Clerical	3	8
<b>Secretary-Treasurer's Office</b>		
National Secretary-Treasurer	1	
Executive Assistant	2	
Administrative Officer	2	
Clerical	3	8
<b>Finance and Administration</b>		
Managing Director	1	
Head Accountant	1	
Head of Information Technology	1	
Senior Officer	2	
Administrative Officer	2	
Accountant	1	
Assistant Accountant	3	
Technology Systems Analysts & Support Specialists	6	
Clerical	34.75	51.75
<b>Human Resources</b>		
Managing Director	1	
Labour Relations Director	1	
Senior Officer	1	
Administrative Officer	4	
Clerical	8	15
<b>Union Development</b>		
Managing Director	1	
Senior Officer	5	
Clerical	6	12

## CUPE PERMANENT STAFF COMPLEMENT

*Budgeted for 2015*

POSITIONS	COUNT	TOTAL
<b>National Services</b>		
Managing Director	1	
Senior Economist	1	
Senior Officer	3	
Administrative Officer	1	
Clerical	2	8
<b>Communications Branch</b>		
Director	1	
Senior Officer	6	
Graphic Designer	2	
Clerical	3	12
<b>Equality Branch</b>		
Director	1	
Coordinator	1	
Senior Officer	2	
Clerical	2	6
<b>Legal Branch</b>		
Director	1	
Senior Officer	2	
Articling Student	1	
Clerical	2	6
<b>Research / Job Evaluation / Health &amp; Safety Branch</b>		
Director	1	
Senior Officer	14	
Clerical	14	29
<b>Organizing &amp; Regional Services</b>		
Managing Director	1	
Assistant Director	3	
Clerical	2	6
<b>Airline Division</b>		
Senior Officer	1	
Ontario Representative	1	
Clerical	1	3

## CUPE PERMANENT STAFF COMPLEMENT

*Budgeted for 2015*

POSITIONS	COUNT	TOTAL
<b>Atlantic Region (6 offices)</b>		
Director	1	
Representative	15	
Education Representative	1	
Communications Representative	1	
Health and Safety Representative	1	
Legal Representative	1	
Research Representative	1	
Equality Representative	1	
Clerical	11.5	<b>33.5</b>
<b>Maritimes Region (7 offices)</b>		
Director	1	
Representative	18	
Education Representative	1	
Communications Representative	1	
Legal Representative	1	
Research Representative	1	
Equality Representative	1	
Clerical	13	<b>37</b>
<b>Quebec Region (10 offices)</b>		
Director	1	
Assistant Director	3	
Representative	77	
Education Representative	2	
Communications Representative	3	
Equality Representative	1	
Health and Safety Representative	1	
Legal Representative	1	
Research Representative	1	
Job Evaluation Representative	2	
Clerical	26.5	<b>118.5</b>

## CUPE PERMANENT STAFF COMPLEMENT

*Budgeted for 2015*

POSITIONS	COUNT	TOTAL
<b>Ontario Region (20 offices)</b>		
Director	1	
Assistant Director	4	
Representative	120	
Education Representative	3	
Communications Representative	6	
Equality Representative	1	
Health and Safety Representative	2	
Legal Representative	5	
Research Representative	6	
Job Evaluation Representative	3	
WSIB Representative	2	
Clerical	62	<b>215</b>
<b>Manitoba Region (3 offices)</b>		
Director	1	
Representative	15	
Education Representative	1	
Research Representative	1	
Communications/Research Representative	1	
Equality Representative	1	
Legal Representative	1	
Clerical	9.5	<b>30.5</b>
<b>Saskatchewan Region (3 offices)</b>		
Director	1	
Representative	18	
Education Representative	1	
Communications Representative	1	
Legal Representative	1	
Research Representative	1	
Clerical	9	<b>32</b>



## CUPE PERMANENT STAFF COMPLEMENT

*Budgeted for 2015*

POSITIONS	COUNT	TOTAL
<b>Alberta Region (7 offices)</b>		
Director	1	
Representative	19	
Education Representative	1	
Communications Representative	1	
Research Representative	1	
Legal Representative	1	
Clerical	12	<b>36</b>
<b>British Columbia Region (10 offices)</b>		
Director	1	
Assistant Director	1	
Representative	44	
Education Representative	2	
Communications Representative	3	
Health and Safety Representative	1	
Legal Representative	5	
Research Representative	4	
Equality Representative	1	
Job Evaluation Representative	1	
Clerical	29	<b>92</b>
		 <b><u>759.25</u></b>
<b><u>SUMMARY</u></b>		
National Officers	2	
Human Resources Managing Director	1	
Labour Relations Director	1	
Administrative and Technical Staff	79	
Servicing Staff	423	
Clerical Staff	253.25	
		 <b><u>759.25</u></b>

## UPDATE REPORT ON INTERNAL EMPLOYMENT EQUITY

Adoption of Resolution No. 58 at the 1995 National Convention resolved that CUPE report regularly to its membership on its employment equity goals and on the extent to which it had achieved these goals.

We have been reporting to the National Convention since 1997.

In 2009, a survey was conducted electronically during the period from March 10 to April 14 and the results

established new baseline information to be used in assessing whether and where progress was being achieved respecting a CUPE workforce more representative of its membership and the Canadian national workforce, with respect to equity seeking groups.

The results of the 2009 survey are presented as **Table 1**, below.

**TABLE 1**

	Total Respondents* 402 (724.5 active employees)
Women	276
Members of Racialized Groups	31
Persons with Disabilities	37
Aboriginal Persons	19
LGBTT	34

*\* Total respondents = all permanent + temporary employees who were actively employed for at least 3 months, as of February 27, 2009, and who had completed the self-identification survey.*

**Table 2** below reflects changes in the baseline information (presented in Table 1) resulting from the removal of information related to employees who are no longer on staff, those who retired for example, and the addition of

information related to new hires for the period from March 1, 2009 to June 30, 2015, who have completed the self-identification survey.

**TABLE 2**

	Total Respondents* 467 (835 active employees)
Women	314
Members of Racialized Groups	54
Persons with Disabilities	38
Aboriginal Persons	31
LGBTT	41

*\* Total respondents = all permanent + temporary employees who were actively employed for at least 3 months, as of June 30, 2015, and who had completed the self-identification survey.*

Completing and returning the surveys is done on a voluntary basis and cannot be considered the only source of data when it comes to reporting our progress. However, apart from its statistical usage, the survey provides a unique opportunity to inform new staff of the value we place in employment equity. We actually found that, over the last two years, the number of people who return the survey is increasing.

Reporting on self-identification results is the first step in looking at systemic barriers in recruiting, developing and retaining members of equity seeking groups. We continue developing strong networks with community groups for our equity seeking members.

Employment equity is an ongoing journey and we need to continue to strive towards our goal of having a national union workforce that is reflective of CUPE's membership and of Canadian workers, generally.

While the data shows that we are still making progress, we need to be vigilant and creative in our efforts to fulfill our commitments. We have continued to integrate employment equity education in our training for all new

temporary servicing representatives and have also initiated a mentoring program. The expanded training and mentoring programs help employees to develop and hone their skills, and provide better access and support to members of equity seeking groups in gaining permanent employment with CUPE.

We will also continue to educate our leaders and provide them with tools to seek and involve equity seeking members in all aspects of the important work our national union carries out on behalf of our members.

At the national office, a series of meetings of the Joint Employment Equity Committee helped develop a work plan to implement an employment equity program.

CUPE is committed to work with all employees through their staff unions to ensure that we have a common vision and objectives for the next two years, with measurable goals and specific initiatives. We strongly believe that employment equity can truly be achieved through collaboration and recognition that our differences are our strength.

**REPORT ON THE GENERAL FUND  
AS AT  
DECEMBER 31, 2014**

Sisters and Brothers:

What follows are the Financial Statements for the General Fund for the year ended December 31, 2014. Note that the Balance Sheet, Statement of Income and Expenses, Statement of Changes in Fund Balance, Statement of Cash Flows, General Expense and Program Expense Schedules and Notes to the Financial Statements have been audited by Deloitte LLP. In addition, we have included supplementary financial schedules that provide a more detailed picture of the revenue and expenses.

**BALANCE SHEET**

**ASSETS**

The total assets in the General Fund at December 31, 2014 were \$196.6 million compared to \$183.7 million at

December 31, 2013. The items of significance are discussed below.

**Bank**

The bank balance at December 31, 2014 was \$13.2 million as compared to \$10.2 million at December 31, 2013. This balance included \$11.3 million of cash reserves set aside to fund specific items including the Regional Building Fund, the property maintenance reserve, the 2015 Convention, employee future benefit costs and retirement payouts.

**Per Capita Tax Receivable**

The per capita tax receivable was \$27.8 million at December 31, 2014, virtually unchanged from the December 31, 2013 balance. An analysis of the aging of the per capita tax receivable is set out below:

<b>Per Capita Tax Receivable</b>						
<b>TOTAL CUPE</b>	<b>December 31, 2014</b>		<b>December 31, 2013</b>		<b>December 31, 2012</b>	
<b>(\$\$ in millions)</b>	<b>\$\$</b>	<b>% of total</b>	<b>\$\$</b>	<b>% of total</b>	<b>\$\$</b>	<b>% of total</b>
<b>Current Month</b>	14.0	50.3%	13.8	49.6%	14.9	49.0%
<b>Arrears of 2 months</b>	11.8	42.4%	11.4	40.7%	12.4	40.9%
<b>Arrears in excess of 2 months</b>	2.0	7.3%	2.7	9.7%	3.1	10.1%
<b>Total</b>	<b>27.8</b>	<b>100%</b>	<b>27.9</b>	<b>100%</b>	<b>30.4</b>	<b>100%</b>

**Investments – At Market Value**

Investments are separated into short term and long term investments on the Balance Sheet. Short term investments have increased \$1.3 million over the prior year, totalling \$7.8 million at December 31, 2014. Long term investments totalled \$50.8 million at December 31, 2014 compared to \$42.9 million the year before, for an overall investment value of \$58.6 million at December 31, 2014 compared to \$49.4 million the year before. Of the total investment monies, just over \$54.9 million is set aside to fund our employee future benefit liabilities.

**Capital Assets**

Capital assets total \$92.0 million at December 31, 2014 and have increased \$1.0 million over the year. This increase continued, in part, to be due to our investment in new and

existing buildings. The most notable project during the year, included the project to replace the Building Envelope of the Ontario Regional Office in Markham, Ontario, as well as some leasehold improvements in St. John's and Grande Prairie. In keeping with our Strategic Directions on reducing CUPE's carbon footprint, technology related projects included replacing aging and inefficient computer hardware and software, and investing in videoconferencing capabilities across the country.

**LIABILITIES**

The total liabilities in the General Fund were \$139.3 million at December 31, 2014 compared to \$129.3 million at the end of the prior year.

The Accrued Benefit Liability stands booked at \$83.0 million at the end of 2014 compared to \$72.9 million at the

end of 2013. The actual liability for these employee future benefit expenses as detailed in Note 7 to the audited financial statements is valued at \$170.3 million at December 31, 2014. While the total amount of the liability is not recognized on our Balance Sheet, the amount of the provision put towards it will increase annually by \$900,000. In 2014 a total of \$7,080,000 was put toward the liability under the general provision account, and the 2015 budget calls for the recognition of \$7,980,000.

Total revenue was over budget by \$4.1 million and expenses were over budget by \$3.1 million. The balance of the surplus is attributable to a \$900,000 unrealized gain on our investments.

#### STATEMENT OF INCOME AND EXPENSES

The operating surplus for the year, after recognizing the provision for the Regional Building Fund was \$1.9 million compared to a budgeted surplus of \$16,903.

#### Per Capita Revenue

In aggregate, per capita revenue was over budget by \$3.2 million or 1.8%. The detail by region is illustrated as follows:

<i>Per Capita Revenue</i>				
Region	Actual \$	Budget \$	Over / (Under) Budget \$	% Variance from budget
Airline	1,864,922	1,859,784	5,138	0.3%
Local 1000	1,202,799	1,223,136	(20,337)	(1.7%)
BC HEU	2,503,940	1,974,468	529,472	26.8%
Atlantic	6,673,684	6,447,180	226,504	3.5%
Maritimes	7,615,292	7,791,096	(175,804)	(2.3%)
Quebec	38,213,289	38,235,372	(22,083)	(0.1%)
Ontario	72,722,467	72,300,528	421,939	0.6%
Manitoba	6,596,832	6,839,124	(242,292)	(3.5%)
Saskatchewan	8,385,314	7,993,368	391,946	4.9%
Alberta	12,910,987	10,683,156	2,227,831	20.9%
British Columbia	22,536,396	22,677,360	(140,964)	(0.6)%
<b>Total CUPE</b>	<b>181,225,924</b>	<b>178,024,572</b>	<b>3,201,352</b>	<b>1.8%</b>

#### Investment Income

In 2014 we earned \$233,000 in investment income on our general investments compared to \$206,000 in 2013. In addition there was \$3.1 million earned on funds set aside for Employee Future Benefit costs, which was reinvested in full into the investment account.

#### Expenses

Total Expenses for the year ended December 31, 2014 were \$182.7 million, which was \$3.0 million above budget. The distribution of expenses is set out below:

Category	Actual Expense \$	Budgeted Expense \$	Variance Over / (Under)
General Expenses	28,824,338	27,980,805	843,533
National Headquarters	40,225,191	39,558,584	666,607
Service Divisions	1,433,831	1,365,175	68,656
Regions	112,254,199	110,778,109	1,476,090
<b>Total</b>	<b>182,737,559</b>	<b>179,682,673</b>	<b>3,054,886</b>

#### General Expenses

The most noteworthy items in the General Expenses are as follows:

- Vacation Pay provision and Provision for Employee Future Benefits are \$570,000 under budget and is due to the impact of the change in

accounting practice which makes it difficult to anticipate where these figures will end the year.

- Total spending from the Fightback Fund as at the end of 2014, was \$762,000.
- A total of \$911,000 was spent on the Fairness project in 2014.

#### **National Headquarters**

The primary reasons for the variance at National Headquarters are as follows:

- General professional fees were over budget by \$295,000.
- Human Resources was over budget by \$804,000 due to professional and legal fees.
- Finance and Administration was over by \$264,000 predominately due to a change in software licensing practices.

#### **Regions**

The primary variances in the Regional expenses are as follows:

- Salary expenses and Employee Benefits were \$1.5 million over and \$103,000 under budget respectively.
- Fixed staffing costs were \$493,000 under budget.
- Professional Fees were \$395,000 over budget due predominately to various pension, benefit and austerity fights in New Brunswick, Saskatchewan, and Quebec, as well as the Airlines Flight Attendant legal battle, and continued fights against Bill 115 and 122 in Ontario.

This concludes my report on the General Fund Financial Statements for the year ended December 31, 2014.

Respectfully submitted,



CHARLES FLEURY  
National Secretary-Treasurer

Financial statements of  
États financiers du

**Canadian Union of Public  
Employees - General Fund**

**Syndicat canadien de la  
fonction publique -  
Caisse générale**

December 31, 2014  
31 décembre 2014

# Canadian Union of Public Employees - General Fund

December 31, 2014

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# Syndicat canadien de la fonction publique - Caisse générale

31 décembre 2014

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## Independent Auditor's Report

To the Members of  
Canadian Union of Public Employees

We have audited the accompanying financial statements of Canadian Union of Public Employees (the Union) - General Fund, which comprise the statement of financial position as at December 31, 2014, and the statements of operations, changes in fund balance and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

## Rapport de l'auditeur indépendant

Aux membres du  
Syndicat canadien de la fonction publique

Nous avons effectué l'audit des états financiers ci-joints du Syndicat canadien de la fonction publique (le Syndicat) - Caisse générale, qui comprennent l'état de la situation financière au 31 décembre 2014, et les états des résultats, de l'évolution du solde du Fonds et des flux de trésorerie de l'exercice clos à cette date, ainsi qu'un résumé des principales méthodes comptables et d'autres informations explicatives.

### Responsabilité de la direction pour les états financiers

La direction est responsable de la préparation et de la présentation fidèle de ces états financiers conformément aux Normes comptables canadiennes pour les organismes sans but lucratif, ainsi que du contrôle interne qu'elle considère comme nécessaire pour permettre la préparation d'états financiers exempts d'anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs.

### Responsabilité de l'auditeur

Notre responsabilité consiste à exprimer une opinion sur les états financiers, sur la base de notre audit. Nous avons effectué notre audit selon les normes d'audit généralement reconnues du Canada. Ces normes requièrent que nous nous conformions aux règles de déontologie et que nous planifions et réalisons l'audit de façon à obtenir l'assurance raisonnable que les états financiers ne comportent pas d'anomalies significatives.

Un audit implique la mise en œuvre de procédures en vue de recueillir des éléments probants concernant les montants et les informations fournis dans les états financiers. Le choix des procédures relève du jugement de l'auditeur, et notamment de son évaluation des risques que les états financiers comportent des anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs. Dans l'évaluation de ces risques, l'auditeur prend en considération le contrôle interne de l'entité portant sur la préparation et la présentation fidèle des états financiers afin de concevoir des procédures d'audit appropriées aux circonstances, et non dans le but d'exprimer une opinion sur l'efficacité du contrôle interne de l'entité. Un audit comporte également l'appréciation du caractère approprié des méthodes comptables retenues et du caractère raisonnable des estimations comptables faites par la direction, de même que l'appréciation de la présentation d'ensemble des états financiers.

Nous estimons que les éléments probants que nous avons obtenus sont suffisants et appropriés pour fonder notre opinion d'audit assortie d'une réserve.

### Basis for Qualified Opinion

Note 3 describes the Union's accounting policies with respect to the recognition and measurement of employee future benefits. The Union's policy is not in accordance with Canadian accounting standards for not-for-profit organizations. The effect of this departure from Canadian accounting standards for not-for-profit organizations is described in note 7.

Also, the Union presented an internal Fund restriction directly on the Statement of operations as a reduction of the excess of revenue over expenses which is not in accordance with Canadian accounting standards for not-for-profit organizations; had the Union complied with Canadian accounting standards for not-for-profit organizations, the internal Fund restriction would only have been presented on the statement of changes in fund balance.

### Qualified Opinion

In our opinion, except for the effect of the matters described in the Basis for Qualified Opinion paragraphs, the financial statements present fairly, in all material respects, the financial position of Canadian Union of Public Employees - General Fund as at December 31, 2014, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Chartered Professional Accountants, Chartered Accountants  
Licensed Public Accountants

June 10, 2015

### Fondement de l'opinion avec réserve

La note 3 décrit les méthodes comptables du Syndicat en matière de constatation et de mesure des avantages sociaux futurs des employés. La convention du Syndicat n'est pas conforme aux Normes comptables canadiennes pour les organismes sans but lucratif. L'impact de cette dérogation aux Normes comptables canadiennes pour les organismes sans but lucratif est décrit à la note 7.

De plus, le Syndicat a présenté directement à l'état des résultats en tant que réduction de l'excédent des revenus sur les dépenses une affectation de Fonds d'origine interne, ce qui n'est pas conforme aux Normes comptables canadiennes pour les organismes sans but lucratif. Si le Syndicat s'était conformé aux Normes comptables canadiennes pour les organismes sans but lucratif, l'affectation de Fonds d'origine interne aurait seulement été présentée à l'état de l'évolution du solde du Fonds.

### Opinion avec réserve

À notre avis, à l'exception des incidences des problèmes décrites dans les paragraphes « Fondement de l'opinion avec réserve », ces états financiers donnent, dans tous leurs aspects significatifs, une image fidèle de la situation financière du Syndicat canadien de la fonction publique - Caisse générale au 31 décembre 2014, ainsi que de ses résultats d'exploitation et de ses flux de trésorerie pour l'exercice clos à cette date, conformément aux Normes comptables canadiennes pour les organismes sans but lucratif.

Comptables professionnels agréés, Comptables agréés  
Experts-comptables autorisés

Le 10 juin 2015

*Deloitte* LLP/S.E.N.C.R.L./s.c.l.

# Canadian Union of Public Employees - General Fund

Statement of financial position  
as at December 31, 2014

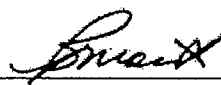
# Syndicat canadien de la fonction publique - Caisse générale

État de la situation financière  
au 31 décembre 2014

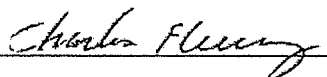
	2014	2013	
	\$	\$	
<b>Assets</b>			<b>Actif</b>
<b>Current assets</b>			<b>Actif à court terme</b>
Cash	13,212,198	10,180,557	Encaisse
Short-term investments (note 4)	7,847,870	6,544,503	Placements à court terme (note 4)
Per capita tax receivable	27,868,546	27,918,829	Capitation à recevoir
Accounts receivable	2,025,859	2,321,893	Débiteurs
Due from National Strike Fund	4,108	9,187	À recevoir de la Caisse nationale de grève
Due from National Defence Fund	161,394	630,721	À recevoir de la Caisse nationale de défense
Prepaid expenses	1,363,125	1,458,097	Frais payés d'avance
	52,483,100	49,063,787	
<b>Trust assets</b>	142,122	213,393	<b>Actifs en fidéicommis</b>
Loans receivable (note 5)	1,155,209	405,209	Prêts à recevoir (note 5)
Investments (note 4)	50,797,970	42,880,134	Placements (note 4)
Capital assets (note 6)	91,997,697	91,093,192	Immobilisations (note 6)
	196,576,098	183,655,715	
<b>Liabilities</b>			<b>Passif</b>
<b>Current liabilities</b>			<b>Passif à court terme</b>
Accounts payable - trade and accrued liabilities	14,753,356	15,397,299	Créditeurs - fournisseurs et frais courus
Provision for convention	1,852,144	20,000	Provision pour congrès
Funds held for others	1,846,378	1,749,521	Fonds conservés pour des tiers
Current portion of obligations under capital leases (note 8)	419,827	396,006	Portion à court terme d'obligations découlant de contrats de location-acquisition (note 8)
Current portion of mortgages payable (note 9)	881,072	839,160	Portion à court terme des hypothèques à payer (note 9)
	19,752,777	18,401,986	
<b>Trust liabilities</b>	142,122	213,393	<b>Passifs en fidéicommis</b>
Accrued benefit liability (note 7)	82,962,840	72,934,719	Passif au titre des prestations constituées (note 7)
Obligations under capital leases (note 8)	7,731,643	8,151,470	Obligations découlant de contrats de location-acquisition (note 8)
Mortgages payable (note 9)	28,683,816	29,564,886	Hypothèques à payer (note 9)
	139,273,198	129,266,454	
Contingencies and commitments (notes 10 and 11)			Éventualités et engagements (notes 10 et 11)
<b>Fund balance</b>			<b>Solde du Fonds</b>
Invested in capital assets	54,127,707	51,871,670	Investi en immobilisations
Internally restricted (note 12)	3,833,647	3,192,516	Affecté d'origine interne (note 12)
Unrestricted	(658,454)	(674,925)	Non affecté
	57,302,900	54,389,261	
	196,576,098	183,655,715	

ON BEHALF OF THE NATIONAL EXECUTIVE BOARD

AU NOM DU CONSEIL EXÉCUTIF NATIONAL



Paul Motet  
National President, Président national



Charles Fleury  
National Secretary-Treasurer, Secrétaire-trésorier national

**Canadian Union of Public  
Employees - General Fund**

Statement of operations  
year ended December 31, 2014

**Syndicat canadien de la  
fonction publique - Caisse  
générale**

État des résultats  
de l'exercice clos le 31 décembre 2014

	Budget 2014	2014	2013	
	\$	\$	\$	
	(unaudited) (non audité)			
<b>Revenue</b>				<b>Revenus</b>
Per capita tax and initiation fees	178,024,572	181,225,924	175,515,151	Capitation et droits d'initiation
Investment income:				Revenus de placement :
- future benefits	2,400,000	3,083,561	2,197,942	- avantages futurs
- operations	95,004	233,021	206,277	- opérations
Interest on per capita tax arrears	80,004	43,254	65,631	Intérêts sur arriérés de capitation
Miscellaneous	99,996	199,002	127,485	Divers
	<b>180,699,576</b>	<b>184,784,762</b>	<b>178,112,486</b>	
<b>Expenses</b>				<b>Dépenses</b>
General (schedule A)	27,980,805	28,824,338	29,880,143	Générales (annexe A)
Per capita tax - C.L.C.	4,201,368	4,217,409	4,206,565	Capitation - C.T.C.
Salaries	71,620,700	73,057,711	72,872,097	Salaires
Employee benefits	25,111,285	24,648,453	24,659,003	Avantages sociaux du personnel
Travel	18,032,088	17,470,599	17,240,187	Déplacements
Rent and property expenses	13,184,808	12,651,126	12,393,115	Loyers et dépenses des immeubles
Office	2,913,636	2,880,434	2,827,009	Bureau
Equipment leases and maintenance	1,804,500	1,983,604	2,000,288	Location et entretien d'équipement
Telecommunications	1,066,285	1,112,285	1,286,481	Télécommunications
Postage	535,596	563,981	603,395	Affranchissement
Professional fees	1,420,920	2,232,378	2,043,339	Honoraires professionnels
Programs (schedule B)	11,810,682	13,095,241	12,466,119	Programmes (annexe B)
	<b>179,682,673</b>	<b>182,737,559</b>	<b>182,477,741</b>	
Excess (deficiency) of revenue over expenses before:	1,016,903	2,047,203	(4,365,255)	Excédent (insuffisance) des revenus sur les dépenses avant :
Increase in unrealized gains on investments	-	866,436	3,565,501	Augmentation des gains non réalisés sur placements
Excess (deficiency) of revenue over expenses before internal Fund restrictions for the Regional Building Fund	1,016,903	2,913,639	(799,754)	Excédent (insuffisance) des revenus sur les dépenses avant affectations du Fonds d'origine interne pour le Fonds d'immobilisations régionales
Internal Fund restrictions for the Regional Building Fund	1,000,000	1,000,000	1,000,000	Affectations du Fonds d'origine interne pour le Fonds d'immobilisations régionales
Excess (deficiency) of revenue over expenses, after internal Fund restrictions for the Regional Building Fund	16,903	1,913,639	(1,799,754)	Excédent (insuffisance) des revenus sur les dépenses, après affectations du Fonds d'origine interne pour le Fonds d'immobilisations régionales

**Syndicat canadien de la  
fonction publique - Caisse  
générale**

État de l'évolution du solde du Fonds  
de l'exercice clos le 31 décembre 2014

**Canadian Union of Public  
Employees - General Fund**

Statement of changes in Fund balance  
year ended December 31, 2014

	Invested in capital assets	Internally restricted	Unrestricted	Total	
				2014	2013
	Investi en immobilisations	Affecté d'origine interne	Non affecté	2014	2013
	\$	\$	\$	\$	\$
Balance, beginning of year	51,871,670	3,192,516	(674,925)	54,389,261	55,189,015
Excess (deficiency) of revenue over expenses, before internal Fund restrictions for the Regional Building Fund	-	-	2,913,639	2,913,639	(799,754)
Internal restrictions for National Convention and National Events Assistance Fund	-	182,933	(182,933)	-	-
Expenses incurred for National Convention and National Events Assistance Fund	-	(113,513)	113,513	-	-
Internal restrictions for Regional Building Fund	-	1,000,000	(1,000,000)	-	-
Expenses incurred for Fightback Fund	-	(428,289)	428,289	-	-
Amortization of capital assets	(4,936,771)	-	4,936,771	-	-
Acquisitions of capital assets	5,957,644	-	(5,957,644)	-	-
Net decrease of obligations under capital leases	396,006	-	(396,006)	-	-
Net decrease in mortgages payable	839,158	-	(839,158)	-	-
Balance, end of year	54,127,707	3,833,647	(658,454)	57,302,900	54,389,261

Solde au début  
Excédent (insuffisance) des revenus sur les dépenses,  
avant affectations du Fonds d'origine interne pour le  
Fonds d'immobilisations régionales  
Affectations d'origine interne pour la Caisse de  
participation au congrès et aux événements nationaux  
Dépenses encourues pour la Caisse de participation  
au congrès et aux événements nationaux  
Affectations d'origine interne pour le Fonds  
d'immobilisations régionales  
Dépenses encourues pour le Fonds de riposte  
Amortissement des immobilisations  
Acquisitions d'immobilisations  
Diminution nette des obligations découlant de contrats  
de location-acquisition  
Diminution nette des hypothèques à payer  
Solde à la fin

**Canadian Union of Public  
Employees - General Fund**

Statement of cash flows  
year ended December 31, 2014

**Syndicat canadien de la  
fonction publique - Caisse  
générale**

État des flux de trésorerie  
de l'exercice clos le 31 décembre 2014

	2014	2013	
	\$	\$	
Net inflow (outflow) of cash related to the following activities:			Augmentation (diminution) de l'encaisse liée aux activités suivantes :
<b>Operating</b>			<b>Exploitation</b>
Excess (deficiency) of revenue over expenses before internal Fund restrictions for the Regional Building Fund	2,913,639	(799,754)	Excédent (insuffisance) des revenus sur les dépenses avant affectations du Fonds d'origine interne pour le Fonds d'immobilisations régionales
Items not affecting cash			Éléments sans incidence sur l'encaisse
Loss on disposal of capital assets	116,368	-	Perte sur disposition des immobilisations
Unrealized gains on investments	(866,436)	(3,565,501)	Gains non réalisés sur les placements
Amortization of capital assets	4,936,771	5,192,449	Amortissement des immobilisations
	7,100,342	827,194	
Changes in non-cash operating working capital items (note 13)	11,657,611	12,747,559	Variation des éléments hors caisse du fonds de roulement d'exploitation (note 13)
	18,757,953	13,574,753	
<b>Investing</b>			<b>Investissement</b>
Acquisitions of capital assets	(5,957,644)	(9,216,345)	Acquisition d'immobilisations
Decrease (increase) in loans receivable	(750,000)	127,708	Diminution (augmentation) des prêts à recevoir
Acquisition of investments	(60,769,487)	(64,147,870)	Acquisition d'investissements
Disposal of investments	52,414,720	57,824,551	Cession d'investissements
	(15,062,411)	(15,411,956)	
<b>Financing</b>			<b>Financement</b>
Net increase (decrease) in mortgages payable	(839,158)	2,505,314	Augmentation (diminution) nette des hypothèques à payer
Increase (decrease) in obligations under capital lease	(396,006)	(373,542)	Diminution des obligations découlant des contrats de location-acquisition
Decrease in due to/from National Defence and Strike Funds	474,406	(123,606)	Augmentation (diminution) du montant à recevoir de la Caisse nationale de défense et la Caisse nationale de grève
Increase in funds held for others	96,857	457,197	Augmentation des fonds conservés pour des tiers
	(663,901)	2,465,363	
Net cash inflow	3,031,641	628,160	Augmentation de l'encaisse
Cash, beginning of year	10,180,557	9,552,397	Encaisse au début
Cash, end of year	13,212,198	10,180,557	Encaisse à la fin

# Canadian Union of Public Employees - General Fund

Notes to the financial statements  
December 31, 2014

# Syndicat canadien de la fonction publique - Caisse générale

Notes complémentaires  
31 décembre 2014

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## 1. Purpose of the organization

The Canadian Union of Public Employees (the Union) is a national labour organization representing workers in a variety of jurisdictions throughout the public sector and areas of the private sector. The Union is an unincorporated association with rights and responsibilities regulated by Provincial and Federal labour laws and is exempt from income tax as a labour organization under the Income Tax Act (Canada).

## 2. Change in accounting policy

For the fiscal year ended December 31, 2014, the Canadian accounting standards required not-for-profit organizations to adopt the Chartered Professional Accountants of Canada Handbook, Part II, Section 3462, *Employee Future Benefits* and Part III, Section 3463, *Employee Future Benefits for Not-for-Profit Organizations*. Section 3462 eliminates the deferral and amortization method of accounting for actuarial gains and losses and past service costs; as such, the immediate recognition approach must be applied for defined benefit plans. Section 3463 requires not-for-profit organizations to recognize remeasurement gains and losses directly in net assets in the statement of financial position rather than in the statement of operations and that the balance is presented as a separately identified line item in the changes in fund balance.

The Union's policy regarding employee future benefits is not in accordance with Canadian accounting standards for not-for-profit organizations. The effect of this departure is described in note 7. The opening balance included in note 7 were impacted as follows:

- The January 1, 2013 opening accrued benefit liability decreased by \$17,637,816.
- The accrued benefit liability decreased by a total of \$34,597,178 as at December 31, 2013, including the impact in the opening balances.

## 1. Nature de l'organisme

Le Syndicat canadien de la fonction publique (le Syndicat) est un syndicat national qui représente les travailleuses et travailleurs d'une variété de champs dans le secteur public et de certains domaines dans le secteur privé. Le Syndicat est une association non constituée en société par actions dont les droits et responsabilités sont réglementés par les lois du travail fédérales et provinciales et est exempt d'impôt selon la loi fédérale de l'impôt sur le revenu (Canada).

## 2. Changement dans les méthodes comptables

Pour l'exercice financier clos le 31 décembre 2014, les Normes comptables canadiennes exigent les organismes sans but lucratif d'adopter le chapitre 3462, *Avantages sociaux futurs* et le chapitre 3463, *Avantages sociaux futurs pour les organismes sans but lucratif*. Le chapitre 3462 élimine la méthode du report et de l'amortissement comme choix de méthode comptable aux fins de la comptabilisation des écarts actuariels et des coûts de services antérieurs; ainsi, la comptabilisation immédiate des écarts est requise pour les régimes à prestations déterminées. Le chapitre 3463 exige l'identification distincte de la réévaluation des gains et des pertes directement dans l'actif net à l'état de la situation financière plutôt qu'à l'état des résultats et que cette balance soit présentée séparément à l'état de l'évolution du solde du Fonds.

La méthode du Syndicat concernant les régimes d'avantages sociaux du personnel n'est pas conforme aux Normes comptables canadiennes pour les organismes sans but lucratif. L'impact de cette dérogation est décrit à la note 7. L'impact sur les balances d'ouverture illustrées en note 7 sont les suivants :

- La balance d'ouverture au 1<sup>er</sup> janvier 2013 du passif au titre des prestations constituées a diminué de 17 637 816 \$.
- Le passif au titre des prestations constituées a diminué de 34 597 178 \$ au 31 décembre 2013 incluant l'impact sur la balance d'ouverture.

# Canadian Union of Public Employees - General Fund

Notes to the financial statements  
December 31, 2014

# Syndicat canadien de la fonction publique - Caisse générale

Notes complémentaires  
31 décembre 2014

### 3. Significant accounting policies

Except where noted, the financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

#### *Basis of accounting and presentation*

The financial statements have been prepared using the deferral method of accounting. Under this method, revenue and expenses are reflected in the accounts in the year in which they have been earned and incurred respectively, whether or not such transactions have been finally settled by the receipt or payment of money.

The Union has adopted fund accounting as a basis of reporting its activities and separate financial statements are prepared for the General Fund, National Defence Fund and National Strike Fund. The Union also prepares combined financial statements which include all three funds. These financial statements present the activities of the General Fund only.

#### *Financial instruments*

The Union initially measures its financial assets and liabilities at fair value. The Union subsequently measures all its financial assets and liabilities at amortized cost except for cash and investments which are measured at fair value. Changes in fair value are recognized in the statement of operations.

#### *Capital assets*

Land and buildings are capitalized in the year of purchase. Land is not amortized due to its infinite life. Buildings are amortized on a straight-line basis over their estimated useful life of forty years.

Computer software and licenses and computer equipment having a unit cost of \$1,000 or more and furniture and equipment having a unit cost of \$2,500 or more are capitalized and amortized on a straight-line basis over their estimated useful lives of three or five years, respectively.

### 3. Principales méthodes comptables

À l'exception des endroits notés, les états financiers ont été dressés conformément aux Normes comptables canadiennes pour les organismes sans but lucratif et tiennent compte des principales méthodes comptables suivantes :

#### *Méthode de comptabilité et présentation*

Les états financiers ont été préparés selon la méthode du report. Selon cette méthode, les revenus et les dépenses sont imputés à l'exercice où ils sont gagnés ou engagés, sans considération du moment où les opérations auxquelles ils se rapportent sont réglées par un encaissement ou un décaissement.

Le Syndicat a adopté la comptabilité par fonds comme norme de présentation de ses activités et des états financiers distincts sont préparés pour la Caisse générale, la Caisse nationale de défense et la Caisse nationale de grève. Le Syndicat prépare aussi des états financiers combinés qui incluent les trois fonds. Ces états financiers ne présentent que les activités de la Caisse générale.

#### *Instruments financiers*

Le Syndicat évalue initialement ses actifs financiers et ses passifs financiers à la juste valeur. Il évalue ultérieurement tous ses actifs et passifs financiers au coût après amortissement à l'exception de son encaisse et de ses placements qui sont évalués à la juste valeur. Les changements à la juste valeur sont enregistrés dans les l'état des résultats.

#### *Immobilisations*

Les édifices et les terrains sont capitalisés durant l'année de l'achat. Les terrains ne sont pas amortis en raison de leur durée de vie infinie. Les édifices sont amortis selon la méthode de l'amortissement linéaire sur leur durée de vie utile estimée à quarante ans.

Les logiciels et licences informatiques et le matériel informatique dont le coût unitaire est de 1 000 \$ ou plus et le mobilier et équipement dont le coût unitaire est de 2 500 \$ ou plus sont capitalisés et amortis en utilisant l'amortissement linéaire sur la période de vie utile estimée à trois ou cinq ans respectivement.



# Canadian Union of Public Employees - General Fund

Notes to the financial statements

December 31, 2014

# Syndicat canadien de la fonction publique - Caisse générale

Notes complémentaires

31 décembre 2014

## 3. Significant accounting policies (continued)

### *Capital assets (continued)*

Leasehold improvements are amortized on a straight-line basis over the term of the lease for rented properties or over twenty-five years for owned properties under capital lease.

Property owned in all provinces (with the exception of Quebec) is registered in the name of Canadian Union of Public Employees Realty Holdings Incorporated for legal purposes, but is held solely for the benefit of all members, and is therefore included in these financial statements.

### *Provision for convention*

Provisions are liabilities accrued over a reasonable period prior to their anticipated dates of payment. The estimated cost of a biennial convention is amortized over the 24-month period ending on December 31 of the year of the convention.

### *Revenue recognition*

The Union's principal sources of revenue consist of per capita tax and initiation fees and investment income.

Revenue from per capita tax and initiation fees is recognized over the period to which the revenue relates. Revenue received in advance is deferred to the period to which the revenue relates.

Investments are measured at fair value without any adjustment for transaction costs it may incur on sale or other disposal. All changes in fair value are recorded in the statement of operations.

### *Impairment of long-lived assets*

Long-lived assets are tested for recoverability whenever events or changes in circumstances indicate that their carrying amount may not be recoverable. An impairment loss is recognized when their carrying value exceeds the total undiscounted cash flows expected from their use and eventual disposition. The amount of the impairment loss is determined as the excess of the carrying value of the asset over its fair value.

## 3. Principales méthodes comptables (suite)

### *Immobilisations (suite)*

Les améliorations locatives sont amorties selon la méthode de l'amortissement linéaire selon le terme du bail dans le cas des locations ou sur une période de vingt-cinq ans dans le cas des propriétés détenues en vertu de contrats de location-acquisition.

Les propriétés sises dans toutes les provinces (à l'exception du Québec) sont légalement enregistrées au nom de Canadian Union of Public Employees Realty Holdings Incorporated, et ne servent exclusivement qu'aux membres; elles sont donc comprises dans les présents états financiers.

### *Provision pour congrès*

Les provisions sont des passifs courus sur une période raisonnable avant leurs dates prévues de paiement. Les frais estimatifs du congrès biennal sont amortis sur la période de 24 mois se terminant le 31 décembre de l'année du congrès.

### *Constatations des produits*

Le Syndicat a comme sources principales de revenus la capitation et droits d'initiation et les revenus de placements.

Les revenus de capitation et droits d'initiation sont constatés à la période à laquelle ils se rapportent. Les revenus reçus en avances sont reportés à la période à laquelle ils se rapportent.

Les placements sont comptabilisés à la juste valeur sans aucun ajustement pour les coûts de transaction éventuels dans le cas de vente ou de cession. Tous les changements de juste valeur sont comptabilisés à l'état des résultats.

### *Dépréciation d'actifs à long terme*

Les actifs à long terme sont soumis à un test de recouvrabilité lorsque des événements ou des changements de situation indiquent que leur valeur comptable pourrait ne pas être recouvrable. Une perte de valeur est constatée lorsque leur valeur comptable excède les flux de trésorerie non actualisés découlant de leur utilisation et de leur sortie éventuelle. La perte de valeur constatée est mesurée comme étant l'excédent de la valeur comptable de l'actif sur sa juste valeur.

# Canadian Union of Public Employees - General Fund

Notes to the financial statements

December 31, 2014

# Syndicat canadien de la fonction publique - Caisse générale

Notes complémentaires

31 décembre 2014

## 3. Significant accounting policies (continued)

### *Employee benefit plans*

The Union has a number of defined benefit plans providing pension, long-term disability, other retirement and post-employment benefits to its employees. The Union recognizes as a pension expense only the amount of contributions made and investment income earned on designated investments during the year. The Union recognizes as non-pension employee future benefits expense the amounts budgeted for the current year. The effect of this departure from Canadian accounting standards for not-for-profit organizations is disclosed in note 7.

### *Use of estimates*

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from these estimates. Assumptions are used in estimating the fair value of investments, the collectability of accounts receivable, the estimated useful life of capital assets, the amount of certain accrued liabilities, the provision for convention and the estimates underlying the accrued benefit liability.

## 3. Principales méthodes comptables (suite)

### *Régimes d'avantages sociaux du personnel*

Le Syndicat a établi un certain nombre de régimes d'avantages sociaux pour son personnel offrant un régime de retraite, des prestations d'invalidité de longue durée et d'autres avantages relatifs à la retraite ou postérieurs à l'emploi. Le Syndicat ne comptabilise comme charge de retraite que les montants de contributions effectuées et des revenus de placement gagnés sur les placements désignés au cours de l'exercice. Le Syndicat comptabilise comme charge d'avantages sociaux futurs non liés à la retraite les montants qui ont été prévus au budget pour l'exercice en cours. L'impact de cette dérogation aux Normes comptables canadiennes pour les organismes sans but lucratif est décrit à la note 7.

### *Utilisation d'estimations*

Dans le cadre de la préparation des états financiers, conformément aux Normes comptables canadiennes pour les entreprises sans but lucratif, la direction doit établir des estimations et des hypothèses qui ont une incidence sur les montants des actifs et des passifs présentés et sur la présentation des actifs et des passifs éventuels à la date des états financiers, ainsi que sur les montants des produits d'exploitation et des charges constatés au cours de la période visée par les états financiers. Les résultats réels pourraient varier par rapport à ces estimations. Les estimations sont utilisées pour établir la juste valeur des placements, le recouvrement des débiteurs, la durée de vie utile estimative des immobilisations, le montant de certains frais courus, de la provision pour congrès et des estimations qui sous-tendent le passif à titre des prestations constituées.

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## 4. Investments

Investments are summarized as follows:

	2014			2013			
	Fair value Juste valeur	Cost Coût	%	Fair value Juste valeur	Cost Coût	%	
	\$	\$		\$	\$		
Short-term investments	6,686,724	6,686,724	11	6,363,391	6,363,391	13	Placements à court terme
Term deposit	1,000,000	1,000,000	2	-	-	-	Dépôt à terme
Accrued interest	161,146	161,146	1	181,112	181,112	1	Intérêts courus
Short-term investments	7,847,870	7,847,870	14	6,544,503	6,544,503	14	Placements à court terme
Bonds							Obligations
Government	15,920,009	15,647,123	27	15,665,972	15,614,216	32	Gouvernement
Corporate and others	2,185,208	2,160,926	4	1,873,726	1,844,083	4	Sociétés et autres
Debenture	1,000	1,000	-	1,000	1,000	-	Débeture
	18,106,217	17,809,049	31	17,540,698	17,459,299	36	
Equities	32,691,753	25,425,989	55	25,339,436	18,724,339	50	Actions
Long-term investments	50,797,970	43,235,038	86	42,880,134	36,183,638	86	Placements à long terme
Total investments	58,645,840	51,082,908	100	49,424,637	42,728,141	100	Total des placements

Investments are comprised of:

	2014		2013		
	Fair value Juste valeur	Cost Coût	Fair value Juste valeur	Cost Coût	
	\$	\$	\$	\$	
Restricted for employee future benefits	53,601,138	46,023,450	45,478,875	38,782,379	Restreint aux avantages sociaux futurs
General Fund	5,044,702	5,059,458	3,945,762	3,945,762	Caisse générale
	58,645,840	51,082,908	49,424,637	42,728,141	

### Determination of fair values

Short-term investments consist of money market pooled funds and term deposits. The fair value of these short-term investments is approximately equal to their cost.

Bonds are debt obligations of governments and corporate entities paying interest at rates appropriate to the market at their date of purchase. Bonds are valued at the year-end quoted market prices.

## 4. Placements

Les placements se répartissent comme suit :

	2014			2013			
	Fair value Juste valeur	Cost Coût	%	Fair value Juste valeur	Cost Coût	%	
	\$	\$		\$	\$		
Short-term investments	6,686,724	6,686,724	11	6,363,391	6,363,391	13	Placements à court terme
Term deposit	1,000,000	1,000,000	2	-	-	-	Dépôt à terme
Accrued interest	161,146	161,146	1	181,112	181,112	1	Intérêts courus
Short-term investments	7,847,870	7,847,870	14	6,544,503	6,544,503	14	Placements à court terme
Bonds							Obligations
Government	15,920,009	15,647,123	27	15,665,972	15,614,216	32	Gouvernement
Corporate and others	2,185,208	2,160,926	4	1,873,726	1,844,083	4	Sociétés et autres
Debenture	1,000	1,000	-	1,000	1,000	-	Débeture
	18,106,217	17,809,049	31	17,540,698	17,459,299	36	
Equities	32,691,753	25,425,989	55	25,339,436	18,724,339	50	Actions
Long-term investments	50,797,970	43,235,038	86	42,880,134	36,183,638	86	Placements à long terme
Total investments	58,645,840	51,082,908	100	49,424,637	42,728,141	100	Total des placements

Les placements sont composés de :

	2014		2013		
	Fair value Juste valeur	Cost Coût	Fair value Juste valeur	Cost Coût	
	\$	\$	\$	\$	
Restricted for employee future benefits	53,601,138	46,023,450	45,478,875	38,782,379	Restreint aux avantages sociaux futurs
General Fund	5,044,702	5,059,458	3,945,762	3,945,762	Caisse générale
	58,645,840	51,082,908	49,424,637	42,728,141	

### Détermination de la juste valeur

Les placements à court terme sont composés de fonds communs de placement dans les marchés monétaires et de dépôts à terme. La juste valeur de ces placements à court terme est comparable à leur coût.

Les obligations représentent des instruments d'emprunt de gouvernements et de sociétés par actions, produisant des rendements en intérêts comparables à ceux du marché au moment de leur achat. Les obligations sont évaluées au cours du marché en date de fin d'exercice.

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## 4. Investments (continued)

### *Determination of fair values (continued)*

The bonds mature at face value on a staggered basis over the next 8 years (2013 - 9 years). Effective interest rates to maturity for these securities range from 1.22% to 11.00% (2013 - from 1.39% to 10.95%).

Investments in equities consist of Canadian common stocks, which are valued at the year-end quoted market prices.

### *Investment risk*

Investment in financial instruments renders the Fund susceptible to the potential risk arising from the failure of a party to a financial instrument to discharge its obligation when due. The maximum investment risk to the Fund is equal to the fair value of the investments.

### *Concentration of risk*

Concentrations of risk exist when a significant proportion of the portfolio is invested in securities with similar characteristics or subject to similar economic, political or other conditions. Management believes that the concentrations described above do not represent excessive risk.

## 5. Loans receivable

	2014	2013	
	\$	\$	
CUPE BC Division, non-interest-bearing, repayable in annual instalments of \$100,000	1,255,209	355,209	SCFP C.-B., sans intérêts, remboursable en versements annuels de 100 000 \$
CUPE Ontario Division, non-interest bearing, repayable in quarterly instalments of \$25,000	-	27,708	SCFP Division Ontario, sans intérêts, remboursable en versements trimestriels de 25 000 \$
Station 20 West, non-interest bearing, repayable no later than June 30, 2016	-	150,000	Station 20 Ouest, sans intérêts, remboursable au plus tard le 30 juin 2016
	<b>1,255,209</b>	<b>532,917</b>	
Current portion	<b>100,000</b>	<b>127,708</b>	Portion à court terme
	<b>1,155,209</b>	<b>405,209</b>	

## 4. Placements (suite)

### *Détermination de la juste valeur (suite)*

L'échéance des obligations s'échelonne sur une période de 8 ans (9 ans en 2013). Les taux d'intérêts effectifs pour ces titres varient de 1,22 % à 11,00 % jusqu'à leur échéance (1,39 % à 10,95 % en 2013).

Les placements en actions consistent en des actions ordinaires de sociétés canadiennes. La juste valeur de ces actions est établie au cours du marché en date de fin d'exercice.

### *Risque lié aux placements*

En investissant dans des instruments financiers, le Fonds s'expose au risque inhérent qu'un émetteur d'instrument financier ne puisse faire face à ses obligations à la date convenue. Le risque maximum auquel s'expose le Fonds est égal à la juste valeur des placements.

### *Concentration du risque*

Il y a concentration du risque lorsqu'une portion importante du portefeuille est constituée de placements dans des valeurs présentant des caractéristiques semblables ou sensibles aux mêmes facteurs économiques, politiques ou autres. La direction est d'opinion que les concentrations décrites ci-dessus ne représentent pas de risque excessif.

## 5. Prêts à recevoir

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## 5. Loans receivable (continued)

The current portion is included in accounts receivable. The fair value of the loan at December 31, 2014 is \$1,165,404 (2013 - \$351,812, \$24,671 and \$128,325).

## 6. Capital assets

## 5. Prêts à recevoir (suite)

La portion à court terme est incluse dans les débiteurs. La juste valeur de ce prêt au 31 décembre 2014 est de 1 165 404 \$ (351 812 \$, 24 671 \$ et 128 325 \$ en 2013).

## 6. Immobilisations

	Cost	Accumulated amortization	2014	2013	
			Net book value	Net book value	
	Coût	Amortissement cumulé	Valeur nette	Valeur nette	
	\$	\$	\$	\$	
Land					Terrains
National office					Bureau national
St-Laurent	2,427,951	-	2,427,951	2,427,951	St-Laurent
Ottawa	260,894	-	260,894	260,894	Ottawa
Halifax	600,000	-	600,000	600,000	Halifax
Charlottetown	108,353	-	108,353	108,353	Charlottetown
Moncton	51,875	-	51,875	51,875	Moncton
Saint John	179,225	-	179,225	179,225	Saint John
Fredericton	353,147	-	353,147	353,147	Fredericton
Edmundston	24,500	-	24,500	24,500	Edmundston
Cornwall	36,698	-	36,698	36,698	Cornwall
Kingston	88,735	-	88,735	88,735	Kingston
Brandon	137,945	-	137,945	137,945	Brandon
Toronto	4,924,000	-	4,924,000	4,924,000	Toronto
Regina	118,642	-	118,642	118,642	Regina
Saskatoon	83,781	-	83,781	83,781	Saskatoon
Cranbrook	88,543	-	88,543	88,543	Cranbrook
Trail	61,881	-	61,881	61,881	Trail
Comox	193,033	-	193,033	193,033	Comox
Buildings					Édifices
National office					Bureau national
St-Laurent	22,152,057	3,851,917	18,300,140	18,692,706	St-Laurent
Ottawa	8,564,607	385,440	8,179,167	8,271,875	Ottawa
Halifax	3,461,948	428,065	3,033,883	3,130,388	Halifax
Charlottetown	762,447	61,453	700,994	723,784	Charlottetown
Moncton	454,046	98,519	355,527	370,280	Moncton
Saint John	1,414,781	209,131	1,205,650	1,236,266	Saint John
Fredericton	2,620,361	382,389	2,237,972	2,299,435	Fredericton
Edmundston	76,702	32,574	44,128	46,826	Edmundston
Cornwall	387,099	79,146	307,953	313,969	Cornwall
Kingston	727,830	135,108	592,722	613,135	Kingston
Brandon	801,800	131,766	670,034	696,491	Brandon
Toronto	27,708,091	1,630,320	26,077,771	25,678,148	Toronto
Regina	1,212,406	348,730	863,676	913,279	Regina
Saskatoon	568,063	94,737	473,326	489,332	Saskatoon
Cranbrook	702,730	140,141	562,589	580,184	Cranbrook
Trail	209,240	68,556	140,684	147,591	Trail
Comox	431,515	86,385	345,130	361,160	Comox
Balance, carry forward	81,994,926	8,164,377	73,830,549	74,304,052	Solde à reporter

# Canadian Union of Public Employees - General Fund

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## 6. Capital assets (continued)

	Cost	Accumulated amortization	2014		2013
			Net book value	Net book value	
	Coût	Amortissement cumulé	Valeur nette	Valeur nette	
	\$	\$	\$	\$	
Balance, carried forward	81,994,926	8,164,377	73,830,549	74,304,052	Solde, reporté
Leasehold improvements	6,784,421	4,357,306	2,427,115	2,314,962	Améliorations locatives
Computer equipment	7,420,421	6,117,831	1,302,590	1,035,696	Équipement informatique
Furniture and equipment	6,238,174	4,956,085	1,282,089	1,859,767	Mobilier et équipement
Computer software and licences	5,770,173	1,957,035	3,813,138	1,818,558	Logiciels et licences
Building held for others	270,000	-	270,000	270,000	Immeuble détenu pour d'autres
	108,478,115	25,552,634	82,925,481	81,603,035	
Assets under capital leases					Actifs sous contrats de location-acquisition
Office space					Espace de bureaux
Sept-Îles	46,239	8,324	37,915	39,763	Sept-Îles
Baie-Comeau	89,946	31,494	58,452	60,703	Baie-Comeau
Rimouski	211,000	60,701	150,299	155,579	Rimouski
Saguenay	272,237	81,342	190,895	197,705	Saguenay
Quebec	1,028,725	276,489	752,236	777,957	Québec
Sherbrooke	544,813	98,066	446,747	468,539	Sherbrooke
Trois Rivières	503,787	100,757	403,030	423,181	Trois-Rivières
Montreal	9,314,791	2,858,025	6,456,766	6,758,537	Montréal
Gatineau	151,192	51,000	100,192	103,968	Gatineau
Rouyn-Noranda	570,821	95,137	475,684	504,225	Rouyn-Noranda
Office equipment					Équipement de bureau
National office	253,419	253,419	-	-	Bureau national
	12,986,970	3,914,754	9,072,216	9,490,157	
	121,465,085	29,467,388	91,997,697	91,093,192	

## 7. Accrued benefit liability

The Union has a number of defined benefit plans providing pension, other retirement and post-employment benefits to its employees.

### Pension plan

A contributory defined benefit pension plan, which covers substantially all of its employees, provides pensions based on length of service and average annual earnings of the best three years.

The most recent actuarial valuation of the Employees' Pension Plan was as at December 31, 2014.

## 7. Passif au titre des prestations constituées

Le Syndicat a établi un certain nombre de régimes de retraite à prestations déterminées offrant à ses employés un régime de retraite, d'autres avantages à la retraite et postérieurs à l'emploi.

### Régime de retraite

Un régime de retraite contributif à prestations déterminées qui couvre presque tous les membres du personnel, fournit une pension de retraite basée sur la durée de service et le revenu moyen des trois meilleures années.

L'évaluation actuarielle la plus récente du régime de retraite des employés a été établie au 31 décembre 2014.

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7. Accrued benefit liability (continued)

The obligations as determined by independent actuaries and the market value of the assets are as follows:

	2014		2013 (restated) (redressé)		Total
	Pension plan Régime de retraite	Other plans Autres régimes	Pension plan Régime de retraite	Other plans Autres régimes	
Accrued benefit obligations, end of year	509,291,900	173,401,122	488,881,900	174,268,961	663,150,861
Plan assets market values, end of year	637,977,700	-	589,121,900	-	589,121,900
					Obligations au titre des prestations constituées à la fin
					Valeur marchande des actifs des régimes à la fin

The following disclosure presents the impact on the Union's financial statements had the Union consistently applied the recommendations of the CPA Canada Handbook Part III, Section 3463, *Employee Future Benefits for Not-for-Profit Organizations*:

	2014		2013 (restated) (redressé)		Total
	Pension plan Régime de retraite	Other plans Autres régimes	Pension plan Régime de retraite	Other plans Autres régimes	
Impact on statement of operations	\$ 9,493,700	\$ 19,565,935	\$ 7,983,500	\$ 18,584,179	\$ 26,567,679
Calculated benefit expense	9,089,800	20,110,107	8,780,100	20,806,874	29,586,974
Expenses recorded in the financial statements	403,900	(544,172)	(796,600)	(2,222,695)	(3,019,295)
Understatement (overstatement) of expenses in the financial statements					Sous-évaluation (sur-évaluation) des dépenses aux états financiers
Impact on the statement of financial position					Impact sur l'état de la situation financière
Calculated accrued benefit liability	-	170,326,478	-	171,351,619	171,351,619
Accrued benefit liability reported on the balance sheet	-	82,962,840	-	72,934,719	72,934,719
Understatement of the accrued benefit liability	-	(87,363,638)	-	(98,416,900)	(98,416,900)

A valuation allowance in the amount of \$128,686,600 (2013 - \$100,240,000) was recorded in the calculation of the accrued benefit liability of the Pension Plan.

Une provision pour moins-valeur a été inscrite pour un montant de 128 686 600 \$ (2013 - 100 240 000 \$) au titre du passif calculé des prestations accumulées du régime de retraite.

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## 7. Accrued benefit liability (continued)

### Other plans

Effective January 1, 1992, the Union established an Administrative Services Only Plan in regards to the long-term disability of its employees and is responsible for all payments.

The collective agreements with the Confidential Employees Union (CEU), the Canadian Office and Professional Employees Union (COPE), the Communications, Energy and Paperworkers Union of Canada (CEP), the Canadian Directors Union (CDU) and the Canadian Staff Union (CSU) provide for the payment of severance pay and vacation leave upon termination of employees with several years of service. These agreements also provide for post-retirement medical and life insurance benefits.

## 7. Passif au titre des prestations constituées (suite)

### Autres régimes

Au 1<sup>er</sup> janvier 1992, le Syndicat a établi un Régime d'invalidité à long terme pour le personnel des services administratifs; le Syndicat est responsable de tous les paiements.

Les conventions collectives avec le Syndicat des Employé(e)s Confidentiel(le)s (SEC), le Syndicat Canadien des Employé(e)s Professionnel(le)s et de Bureau (SCEPB), le Syndicat Canadien des communications, de l'énergie et du Papier (SCEP), le Syndicat Canadien des Directeurs et Directrices (SCD) et le Syndicat Canadien du Personnel (SCP) prévoient une indemnité de départ et une provision pour congés payés quand une personne quitte son emploi après de nombreuses années de service. Ces ententes prévoient aussi des avantages médicaux à la retraite et une assurance-vie.

Assumptions	Pension		Non-pension		Hypothèses
	Régime de retraite		Régimes autres que de retraite		
	2014	2013	2014	2013	
	\$	\$	\$	\$	
Rate of salary increase	3.25%	3.25%	3.25%	3.25%	Taux d'augmentation sur les salaires
Inflation	2.25%	2.25%	2.25%	2.25%	Inflation
Discount rate	5.90%	5.90%	5.90%	5.90%	Taux d'escompte

The mortality table used was the 2014 Private Sector Canadian Pensioners' Mortality Table, without size adjustment factor, and Improvement Scale B1-2014.

The actuary measures the defined benefit obligation using the projected unit credit actuarial cost method for the pension plan, and using the actuarial present value of projected costs expected during retirement for all current active employees and current retirees, as well as their eligible family members, if applicable.

The reported accrued benefit liability represents the Provision for severance pay, Provision for long-term disability and health plan and Provision for vacation pay for \$82,962,840 (2013 - \$72,934,719).

La table de mortalité utilisée était celle du secteur privé de 2014 sans ajustement avec amélioration de l'échelle B1-2014.

L'actuaire évalue le passif des prestations accumulées en utilisant la méthode actuarielle des unités de crédit projetées pour le régime de retraite, et en utilisant la valeur actuarielle des coûts prévus attendus au cours de la retraite pour tous les employés actifs actuels et retraités actuels, ainsi que leurs membres de la famille admissibles, si applicable.

Le passif des prestations accumulées déclaré comprend la Provision pour indemnités de départ, la Provision pour invalidité à long terme et régime de soins médicaux et la Provision pour indemnités de congés payés de 82 962 840 \$ (72 934 719 \$ en 2013).



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## 8. Obligations under capital leases

## 8. Obligations découlant de contrats de location-acquisition

	2014	2013	
	\$	\$	
Capital lease obligation for office space in :			Obligation de location-acquisition pour un espace de bureau à :
- Saguenay, repayable in monthly instalments of \$1,779, including interest at 6%, maturing in June 2022.	130,840	142,843	- Saguenay, remboursable par versements mensuels de 1 779 \$, intérêts compris à 6 %, échéant en juin 2022.
- Baie-Comeau, repayable in monthly instalments of \$613 including interest at 6.58%, maturing in March 2023.	46,658	50,458	- Baie-Comeau, remboursable par versements mensuels de 613 \$, intérêts compris à 6,58 % échéant en mars 2023.
- Gatineau, repayable in monthly instalments of \$1,030, including interest at 6.58%, maturing in February 2026.	97,484	102,759	- Gatineau, remboursable par versements mensuels de 1 030 \$, intérêts compris à 6,58 % échéant en février 2026.
- Montreal, repayable in monthly instalments of \$52,456, including interest at 5.99%, maturing in November 2027.	5,481,155	5,778,551	- Montréal, remboursable par versements mensuels de 52 456 \$, intérêts compris à 5,99 % échéant en novembre 2027.
- Rimouski, repayable in monthly instalments of \$1,361, including interest at 6%, maturing in June 2028.	151,071	157,533	- Rimouski, remboursable par versements mensuels de 1 361 \$, intérêts compris à 6 %, échéant en juin 2028.
- Quebec City, repayable in monthly instalments of \$6,195, including interest at 5.3%, maturing in March 2029.	745,351	776,454	- Québec, remboursable par versements mensuels de 6 195 \$, intérêts compris à 5,3 % échéant en mars 2029.
- Trois-Rivières, repayable in monthly instalments of \$3,223, including interest at 6%, maturing in November 2034.	451,598	463,140	- Trois-Rivières, remboursable par versements mensuels de 3 223 \$, intérêts compris à 6 %, échéant en novembre 2034.
- Sept-Îles, repayable in monthly instalments of \$268, including interest at 5%, maturing in July 2035.	41,444	42,576	- Sept-Îles, remboursable par versements mensuels de 268 \$, intérêts compris à 5 %, échéant en juillet 2035.
- Rouyn-Noranda, repayable in monthly instalments of \$3,242, including interest at 4.80%, maturing in January 2036.	518,698	532,594	- Rouyn-Noranda, remboursable par versements mensuels de 3 242 \$, intérêts compris à 4,80 % échéant en janvier 2036.
- Sherbrooke, repayable in monthly instalments of \$3,156, including interest at 5%, maturing in June 2035.	487,171	500,568	- Sherbrooke, remboursable par versements mensuels de 3 156 \$, intérêts compris à 5 %, échéant en juin 2035.
	<b>8,151,470</b>	<b>8,547,476</b>	
Less current portion	<b>419,827</b>	<b>396,006</b>	Moins la tranche échéant à moins d'un an
	<b>7,731,643</b>	<b>8,151,470</b>	

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8. Obligations under capital leases (continued)			8. Obligations découlant de contrats de location-acquisition (suite)
Principal payments required over the next five years			Versements en capital requis au cours des prochains cinq exercices :
		\$	
2015	419,827		2015
2016	443,679		2016
2017	470,640		2017
2018	498,687		2018
2019 and thereafter	6,318,637		2019 et par la suite
	<u>8,151,470</u>		
9. Mortgages payable	2014	2013	9. Hypothèques à payer
	\$	\$	
Mortgage payable for the National office building repayable in monthly instalments of \$45,127 including interest at 5.35%, maturing in January 2033.	6,293,830	6,496,483	Hypothèque à payer pour le bureau national remboursable en versements mensuels de 45 127 \$ incluant les intérêts à 5,35 %, échéant en janvier 2033.
Mortgage payable for the Toronto office building repayable in monthly instalments of \$89,895 including interest at 4.65%, maturing in October 2036.	15,065,012	15,440,515	Hypothèque à payer pour le bureau de Toronto remboursable en versements mensuels de 89 895 \$ incluant les intérêts à 4,65 % échéant en octobre 2036.
Mortgage payable for the Halifax office building repayable in monthly instalments of \$12,208 including interest at 5.37%, maturing in October 2020. The balance of the mortgage in October 2020 will be payable at that time.	1,843,858	1,891,060	Hypothèque à payer pour le bureau d'Halifax remboursable en versements mensuels de 12 208 \$ incluant les intérêts à 5,37 % échéant en octobre 2020. Le solde de l'hypothèque impayé en octobre 2020 devra être remboursé à cette date.
Mortgage payable for the Ottawa office building repayable in monthly instalments of \$44,217 including interest at 4.94%, maturing in January 2033.	6,362,188	6,575,988	Hypothèque à payer pour le bureau d'Ottawa remboursable en versements mensuels de 44 217 \$ incluant les intérêts à 4,94 %, échéant en janvier 2033.
	<u>29,564,888</u>	<u>30,404,046</u>	
Current portion	881,072	839,160	Tranche échéant à moins d'un an
	<u>28,683,816</u>	<u>29,564,886</u>	

# Canadian Union of Public Employees - General Fund

Financial statements  
December 31, 2014

# Syndicat canadien de la fonction publique - Caisse générale

Notes complémentaires  
31 décembre 2014

## 9. Mortgages payable (continued)

Principal payments required over the next five years:

	\$
2015	881,072
2016	924,880
2017	971,454
2018	1,019,839
2019 and thereafter	25,767,643
	29,564,888

The fair value of the mortgages payable as at December 31 approximates its carrying value.

## 10. Contingencies

The Union is the guarantor of a \$1,000,000 loan made by a Financial Institution to CUPE Ontario Division during fiscal year 2010. If CUPE Ontario Division does not meet their obligations with the Financial Institution, the liability to CUPE shall be limited to the payment of an amount which shall not exceed \$1,000,000 in principal and interest, together with all fees and interest applicable, from the date upon which the Financial Institution provides CUPE Ontario Division with a demand for payment. As of December 31, 2014, the balance of the loan is \$96,825 (2013 - \$313,381).

The Union is a guarantor of a \$750,000 loan made by a Financial Institution to the British Columbia NDP during fiscal year 2014.

The Union is a guarantor of a \$125,000 loan made by a Financial Institution to the Nova Scotia NDP during fiscal year 2014.

The Union is a guarantor of a \$1,000,000 loan made by a Financial Institution to the Ontario NDP during fiscal year 2014.

### Legal actions

In the ordinary course of business, the Union becomes involved in various legal actions. While the ultimate effect of such actions cannot be ascertained at this time, management believes that their resolution will not have a material adverse effect on the financial statements.

## 9. Hypothèques à payer (suite)

Versements en capital requis au cours des cinq prochains exercices :

	\$
2015	881,072
2016	924,880
2017	971,454
2018	1,019,839
2019 et par la suite	25,767,643
	29,564,888

Au 31 décembre, la juste valeur des hypothèques à payer se rapproche de sa valeur comptable.

## 10. Éventualités

Au cours de l'exercice 2010, le Syndicat a donné son aval pour un prêt de 1 000 000 \$ accordé par une institution financière à la section de l'Ontario. Si la section de l'Ontario ne pouvait faire face à ses obligations envers l'institution financière, l'élément de passif du Syndicat serait limité au paiement d'un montant ne devant pas dépasser 1 000 000 \$, principal et intérêts compris, et incluant aussi tout frais et intérêt applicable depuis la date à laquelle l'institution financière exige de la section de l'Ontario du Syndicat le remboursement demandé. Au 31 décembre 2014, le solde du prêt est de 96 825 \$ (313 381 \$ en 2013).

Le Syndicat a donné son aval pour un prêt de 750 000 \$ accordé par une institution financière au NDP de la Colombie-Britannique pour l'année financière 2014.

Le Syndicat a donné son aval pour un prêt de 125 000 \$ accordé par une institution financière au NDP de la Nouvelle-Écosse pour l'année financière 2014.

Le Syndicat a donné son aval pour un prêt de 1 000 000 \$ accordé par une institution financière au NDP de l'Ontario pour l'année financière 2014.

### Poursuites en justice

Dans le cours normal de ses activités, le Syndicat fait l'objet de diverses poursuites en justice. Bien que l'issue de ces poursuites ne puisse être connue à l'heure actuelle, la direction est d'avis que celles-ci n'auront pas d'effet défavorable significatif sur les états financiers.

# Canadian Union of Public Employees - General Fund

Financial statements

December 31, 2014

# Syndicat canadien de la fonction publique - Caisse générale

Notes complémentaires

31 décembre 2014

## 11. Commitments

The Union is committed under operating leases for office space, office equipment and vehicle over the next five years as follows:

	Office space	Office equipment	Vehicle	Total	
	Espace de bureau	Équipement de bureau	Automobile	Total	
	\$	\$	\$	\$	
2015	3,698,486	831,048	3,843,787	8,373,321	2015
2016	3,447,431	685,576	2,709,081	6,842,088	2016
2017	2,774,465	455,440	1,229,498	4,459,403	2017
2018	2,548,704	116,945	404,762	3,070,411	2018
2019	1,391,691	16,179	145,953	1,553,823	2019
	13,860,777	2,105,188	8,333,081	24,299,046	

## 11. Engagements

Le Syndicat s'est engagé en vertu de contrats de location-exploitation pour de l'espace de bureau, de l'équipement de bureau et des automobiles pour les cinq prochains exercices de la façon suivante :

## 12. Fund balance - internally restricted

The internally restricted balance represents internal restrictions for:

	2014	2013	
	\$	\$	
National Convention and National Events Assistance Fund	1,083,647	1,014,227	Caisse de participation au congrès et aux événements nationaux
Fight-Back Fund	-	428,289	Fonds de riposte
Regional Building Fund	2,750,000	1,750,000	Fonds d'immobilisations régionales
	3,833,647	3,192,516	

## 12. Solde du fonds - affecté d'origine interne

Le soldé affecté d'origine interne représente les affectations d'origine interne de :

## 13. Changes in non-cash operating working capital items

	2014	2013	
	\$	\$	
Per capita tax receivable	50,283	2,457,973	Capitation à recevoir
Accounts receivable	296,034	315,188	Débiteurs
Prepaid expenses	94,972	(436,052)	Dépenses payées d'avance
Accounts payable - trade and accrued liabilities	(643,943)	1,565,927	Créditeurs - fournisseurs et frais courus
Provision for convention	1,832,144	(1,777,806)	Provision pour congrès
Accrued benefit liability	10,028,121	10,622,329	Passif au titre des prestations constitués
	11,657,611	12,747,559	

## 13. Variation des éléments hors caisse du fonds de roulement d'exploitation

# Canadian Union of Public Employees - General Fund

Financial statements

December 31, 2014

# Syndicat canadien de la fonction publique - Caisse générale

Notes complémentaires

31 décembre 2014

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## 14. Financial instruments

### *Fair value*

The carrying values of per capita receivable and accounts receivable, trust assets, accounts payable - trade and accrued liabilities, funds held for others and trust liabilities approximate their fair value due to the relatively short periods to maturity of those instruments.

Refer to notes 4, 5 and 9 for a fair value related to CUPE's other financial instruments.

### *Interest rate risk*

Interest rate risk is the exposure of the Union's earnings that arises from fluctuations in interest rates. The Union is exposed to interest rate risk on its investments and mortgages payable.

### *Credit risk*

Credit risk arises from the potential that locals and other parties will fail to honour their obligations. The Union is exposed to credit risk through per capita receivable, accounts receivable and loans receivable. The Union limits the amount of credit extended when considered necessary.

## 15. Capital management

The Union's objectives when managing capital are to safeguard its ability to continue as a labour organization in an effort to carry out its mission. Capital consists of the Fund balance. The Union is not subject to any externally imposed capital requirements or restrictions.

## 14. Instruments financiers

### *Juste valeur*

La valeur comptable de la capitation à recevoir, des débiteurs, des actifs en fidéicommis, des crédateurs - fournisseurs et frais courus, des fonds conservés pour des tiers et des passifs en fidéicommis se rapproche de la juste valeur étant donné leur courte échéance.

Voir les notes 4, 5 et 9 pour les justes valeurs afférentes aux autres instruments financiers du SCFP.

### *Risques de taux d'intérêt*

Les risques de taux d'intérêt auxquels les bénéficiaires du Syndicat sont exposés, surviennent à cause des fluctuations des taux d'intérêt. Le Syndicat est exposé à des risques dus au taux d'intérêt de ses placements et des hypothèques à payer.

### *Risques de crédit*

Des risques de crédit se présentent lorsque certaines sections locales et autres groupes ne font pas face à leurs obligations. Le Syndicat est exposé au risque de crédit provenant de la capitation à recevoir, des débiteurs et des prêts à recevoir. Le Syndicat limite le montant de crédit avancé si nécessaire.

## 15. Gestion du capital

Les objectifs du Syndicat quant à la gestion de son capital, sont de continuer ses opérations comme organisme syndical afin de pouvoir réaliser sa mission. Le capital du Syndicat se compose du solde du Fonds. Le Syndicat n'est pas soumis à des exigences externes en matière de gestion du capital.

# Canadian Union of Public Employees - General Fund

General expenses - Schedule A  
year ended December 31, 2014

# Syndicat canadien de la fonction publique - Caisse générale

Dépenses générales - Annexe A  
de l'exercice clos le 31 décembre 2014

	Budget 2014	2014	2013	
	\$	\$	\$	
	(unaudited)			
	(non audité)			
National Executive Board and Committee				Conseil et comité exécutif national
- Meetings	598,860	513,774	435,007	- Rencontres
- Other expenses	246,648	384,502	374,287	- Autres dépenses
National Committee expenses	914,292	1,381,668	810,613	Dépenses des comités nationaux
National conferences	-	-	529,478	Conférences nationales
National Sector Council	699,996	509,149	-	Conseil du secteur national
National Trustees	31,944	19,942	16,214	Syndics nationaux
Insurance: office contents	73,200	81,184	59,125	Assurances: contenu de bureau
Insurance: staff bonding	23,664	20,727	20,727	Assurances: cautionnement/personnel
International Affiliations	129,996	146,528	129,978	Affiliations internationales
Scholarship fund and labour college	80,004	-	90,000	Fonds/bourses - Collèges des travailleurs
Convention	1,852,140	1,851,370	2,048,847	Congrès
C.L.C. convention and committees	94,452	220,660	88,420	Congrès du C.T.C. et comités
Constitution printing	18,924	29,811	11,682	Impression des statuts
Employee assistance program	940,212	1,203,748	876,884	Programme d'aide aux employés(es)
Moving expenses	155,412	220,977	176,567	Frais de déménagement
Pensioners and survivors benefits	-	46,156	42,660	Avantages sociaux - retraités-survivants
COPE Local 491: Education Fund	11,616	13,972	14,120	Fonds d'éducation - section locale 491 SEPB
Translation	627,756	737,395	769,559	Traduction
Donations	140,004	103,603	163,786	Dons
Miscellaneous	53,004	53,580	11,581	Divers
Global Justice Fund	75,456	60,249	60,094	Fonds de justice mondiale
Retiree Health Benefits	4,142,076	4,216,372	4,114,572	Avantages sociaux des retraités
Sabbatical leave	153,456	78,476	103,251	Congés sabbatiques
Strengthening Provincial Divisions	1,049,321	1,049,324	1,042,556	Renforcer les divisions provinciales
Strengthening District Councils	69,996	48,785	25,095	Renforcer les conseils régionaux
Vacation pay provision	1,319,928	749,322	2,728,319	Provision pour congés payés
Overtime	198,444	178,780	223,318	Temps supplémentaire
General provision for future benefits	7,080,000	7,080,000	6,180,000	Provision générale pour avantages futurs
Provision for future benefits				Provision pour les avantages futurs
- investment income	2,400,000	3,249,945	2,334,006	- revenus de placement
Special donations	-	175,740	60,951	Dons spéciaux
Election spending	800,004	774,218	741,374	Élections
Strategic directions	2,250,000	1,837,349	2,340,188	Directions stratégiques
C.L.C. Fairness Campaign	1,000,000	911,086	1,204,307	Campagne pour la Justice - C.T.C.
Fightback expenses	750,000	762,433	1,806,025	Dépenses de riposte
Total general expenses, before internally restricted expenses	27,980,805	28,710,825	29,633,591	Total des dépenses générales, avant les dépenses affectées d'origine interne
National Convention Assistance Fund	-	113,513	246,552	Caisse de participation au congrès national
Total general expenses	27,980,805	28,824,338	29,880,143	Total des dépenses générales

**Canadian Union of Public  
Employees - General Fund**

Program expenses - Schedule B  
year ended December 31, 2014

**Syndicat canadien de la  
fonction publique - Caisse  
générale**

Dépenses de programmes - Annexe B  
de l'exercice clos le 31 décembre 2014

	Budget 2014	2014	2013	
	\$	\$	\$	
	(unaudited)			
	(non audité)			
Finance and administration	1,646,244	1,909,765	1,428,323	Finances et administration
Union development	4,204,380	4,252,564	4,603,341	Développement syndical
National services	4,753,730	4,875,198	4,733,199	Services nationaux
HR and labour relations expenses	497,448	1,303,191	1,102,376	RH et dépenses de relations patronales
Regional services and regions	708,880	754,523	598,880	Services régionaux et régions
	<b>11,810,682</b>	<b>13,095,241</b>	<b>12,466,119</b>	









**Canadian Union of Public Employees  
National Headquarters  
12/31/14**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/13</u>
Salaries					
National Officers	\$329,985	\$327,487	\$2,498	0.8%	\$329,957
Administrative and Technical	8,605,933	8,755,194	(149,261)	-1.7%	8,520,460
Clerical	5,070,110	5,001,028	69,082	1.4%	5,147,711
Vacation Relief	228,803	99,324	129,479	130.4%	147,366
Employee Benefits					
Pension Plans	2,412,586	2,299,205	113,381	4.93%	2,226,310
Group Insurance	2,005,466	2,295,162	(289,696)	-12.6%	1,905,795
Employment Insurance	209,459	189,106	20,353	10.8%	215,521
Workers' Compensation	133,727	104,806	28,921	27.6%	118,530
Severance Pay Provision	350,812	541,740	(190,928)	-35.2%	537,986
Fixed Staffing Costs	1,142,743	1,241,676	(98,933)	(7.97%)	1,131,876
Operational Travel	1,944,188	2,122,980	(178,792)	-8.4%	1,944,896
CUPE Property					
Mortgage Interest	657,074	720,456	(63,382)	(8.80%)	541,203
Utilities and Maintenance	838,675	955,272	(116,597)	-12.2%	722,808
Depreciation	766,935	771,648	(4,714)	-0.6%	753,666
Realty Taxes	609,833	675,900	(66,067)	-9.8%	529,436
Rental Income	(303,423)	(247,740)	(55,683)	22.5%	(223,491)
Office Expenses	566,497	646,908	(80,411)	(12.43%)	486,214
Equipment Leases and Maintenance	415,308	406,536	8,772	2.2%	612,505
Telecommunications	158,096	155,317	2,779	1.8%	254,119
Postage	286,958	275,004	11,954	4.3%	330,649
Professional Fees	807,378	512,400	294,978	57.6%	653,050
Programs					
Human Resources	1,302,343	497,941	804,402	161.55%	1,102,376
Finance and Administration	1,909,767	1,646,244	263,523	16.0%	1,428,323
Union Development	4,252,566	4,204,380	48,186	1.1%	4,603,342
National Services	4,875,198	4,753,730	121,468	2.6%	4,733,196
Organizing and Regional Services	648,176	606,880	41,296	6.8%	497,261
Total - Programs	<u>12,988,050</u>	<u>11,709,175</u>	<u>1,278,875</u>	<u>10.9%</u>	<u>12,364,498</u>
<b>Total Expenses</b>	<b><u>40,225,191</u></b>	<b><u>39,558,584</u></b>	<b><u>666,607</u></b>	<b><u>1.7%</u></b>	<b><u>39,251,065</u></b>

**Canadian Union of Public Employees  
National President's Office  
12/31/14**

	Actual	Budget	Variance	%	12/31/13
<b>Salaries</b>					
National Officer	\$162,538	\$161,430	\$1,108	0.7%	\$162,525
Administrative and Technical	525,041	516,650	8,391	1.6%	510,170
Clerical	205,928	216,837	(10,909)	-5.0%	213,163
<b>Employee Benefits</b>					
Pension Plans	106,542	123,480	(16,938)	(13.72%)	102,339
Group Insurance	117,307	116,527	780	0.7%	113,370
Employment Insurance	9,689	9,602	87	0.9%	9,112
Workers' Compensation	7,612	5,371	2,241	41.7%	6,200
Severance Pay Provision	22,254	34,428	(12,174)	-35.4%	34,229
Fixed Staffing Costs	91,602	104,508	(12,906)	(12.35%)	90,821
Operational Travel	383,966	415,068	(31,102)	-7.5%	358,361
Office Expenses	21,467	9,996	11,471	114.8%	7,353
<b>Total Expenses</b>	<u>1,653,947</u>	<u>1,713,897</u>	<u>(59,950)</u>	<u>-3.5%</u>	<u>1,607,643</u>

**Canadian Union of Public Employees  
National Secretary-Treasurer's Office  
12/31/14**

	Actual	Budget	Variance	%	12/31/13
<b>Salaries</b>					
National Officer	\$167,446	\$166,057	\$1,389	0.8%	\$167,432
Administrative and Technical	487,978	480,011	7,967	1.7%	479,266
Clerical	131,764	145,892	(14,128)	-9.7%	140,147
Vacation Relief	12,386	0	12,386	0.0%	7,681
<b>Employee Benefits</b>					
Pension Plans	119,814	120,682	(868)	-0.7%	111,702
Group Insurance	105,030	128,866	(23,836)	-18.5%	102,319
Employment Insurance	8,739	8,213	526	6.4%	9,125
Workers' Compensation	6,757	4,677	2,080	44.5%	5,812
Severance Pay Provision	19,695	30,468	(10,773)	-35.4%	30,293
Fixed Staffing Costs	73,696	92,268	(18,572)	-20.1%	70,677
Operational Travel	257,098	300,972	(43,875)	-14.6%	249,323
Office Expenses	20,175	14,208	5,967	42.0%	17,761
<b>Total Expenses</b>	<u>1,410,578</u>	<u>1,492,314</u>	<u>(81,736)</u>	<u>-5.5%</u>	<u>1,391,538</u>

**Canadian Union of Public Employees  
Finance and Administration  
12/31/14**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/13</u>
<b>Salaries</b>					
Administrative and Technical	\$1,707,008	\$1,718,424	(\$11,416)	-0.7%	\$1,669,039
Clerical	2,047,061	2,047,860	(799)	0.0%	2,193,516
Vacation Relief	62,872	49,416	13,456	27.2%	28,259
<b>Employee Benefits</b>					
Pension Plans	632,659	579,070	53,589	9.3%	557,705
Group Insurance	608,283	673,046	(64,763)	-9.6%	551,316
Employment Insurance	64,980	58,218	6,762	11.6%	68,372
Workers' Compensation	38,581	31,481	7,100	22.6%	32,623
Severance Pay Provision	93,550	144,864	(51,314)	-35.4%	144,053
Fixed Staffing Costs	251,923	264,600	(12,677)	-4.8%	245,198
Operational Travel	59,514	75,072	(15,558)	-20.7%	53,104
Office Expenses	89,523	75,000	14,523	19.4%	63,671
<b>Programs</b>					
<b>Amortized Costs</b>					
HR Information System	329,169	381,120	(51,951)	-13.6%	352,234
EDRMS	51,921	19,800	32,121	162.2%	18,562
SAN	48,669	42,492	6,177	14.5%	46,501
LUIS Update	59,763	45,756	14,007	30.6%	50,438
WAN Expansion & BackUp	10,183	0	10,183	0.0%	30,416
CUPE.ca	192,537	178,488	14,049	7.9%	48,732
CUPE Intranet	44,391	0	44,391	0.0%	0
Solomon	11,134	7,932	3,202	40.4%	2,829
Just Education	5,300	6,036	(736)	-12.2%	0
National Mobile Strategy	14,940	9,996	4,944	49.5%	0
Video Conferencing	4,293	33,672	(29,379)	-87.3%	0
Fairness Project	6,774	1,500	5,274	351.6%	4,864
Enterprise Wireless Network Installation	0	14,064	(14,064)	-100.0%	0
Network Hardware >\$1,000	198,861	103,224	95,637	92.6%	125,106
IT Consulting Fees	9,029	0	9,029	0.0%	56,500
Arbitration System	2,595	0	2,595	0.0%	0
<b>Amortized costs- Subtotal</b>	<b>989,559</b>	<b>844,080</b>	<b>145,479</b>	<b>17.2%</b>	<b>736,182</b>
<b>Non Amortized Costs</b>					
Help Desk - Nat'l Office & Regions	220,561	303,000	(82,439)	-27.2%	243,583
Solomon Support & Maintenance	35,370	6,996	28,374	405.6%	16,585
HR Support & Maintenance	25,425	37,464	(12,039)	-32.1%	7,661
IT Steering Committee	37,402	15,000	22,402	149.3%	62,998
Hardware Support & Maintenance Fees	8,179	20,952	(12,773)	-61.0%	4,829
Software Support & Maintenance Fees	284,687	85,632	199,055	232.5%	264,774
HQ Network Maintenance < \$1,000	131,154	33,120	98,034	296.0%	15,323
<b>Non Amortized Costs - Subtotal</b>	<b>742,778</b>	<b>502,164</b>	<b>240,614</b>	<b>47.9%</b>	<b>615,753</b>
<b>Total- Programs</b>	<b>1,732,337</b>	<b>1,346,244</b>	<b>386,093</b>	<b>28.7%</b>	<b>1,351,935</b>
<b>Total Expenses</b>	<b>7,388,291</b>	<b>7,063,295</b>	<b>324,996</b>	<b>4.6%</b>	<b>6,958,791</b>

**Canadian Union of Public Employees  
Human Resources  
12/31/14**

	Actual	Budget	Variance	%	12/31/13
<b>Salaries</b>					
Administrative and Technical	\$751,146	\$786,359	(\$35,213)	-4.5%	\$638,931
Clerical	575,022	567,558	7,464	1.3%	564,482
Vacation Relief	5,159	13,908	(8,749)	-62.9%	4,490
<b>Employee Benefits</b>					
Pension Plans	212,879	223,507	(10,628)	-4.8%	178,765
Group Insurance	197,411	251,050	(53,639)	-21.4%	177,786
Employment Insurance	18,615	18,167	448	2.5%	19,571
Workers' Compensation	12,775	10,010	2,765	27.6%	12,192
Severance Pay Provision	33,662	52,080	(18,418)	-35.4%	51,784
<b>Fixed Staffing Costs</b>					
Operational Travel	123,531	115,104	8,427	7.3%	93,725
Office Expenses	15,343	12,000	3,343	27.9%	10,466
<b>Programs</b>					
HR - Professional Fees	569,805	373,080	196,725	52.7%	1,006,745
Recruiting Costs	1,996	99,492	(97,496)	-98.0%	36,136
Labour Relations	671,037	25,369	645,668	2545.1%	59,495
IT Training Program	177,428	300,000	(122,572)	-40.9%	76,388
Staff Bargaining	59,504	0	59,504	0.0%	0
<b>Total - Programs</b>	<b>1,479,770</b>	<b>797,941</b>	<b>681,829</b>	<b>85.4%</b>	<b>1,178,764</b>
<b>Total Expenses</b>	<b>3,519,825</b>	<b>2,959,212</b>	<b>560,613</b>	<b>18.9%</b>	<b>3,021,688</b>

**Canadian Union of Public Employees  
Union Development  
12/31/14**

	Actual	Budget	Variance	%	12/31/13
<b>Salaries</b>					
Administrative and Technical	\$698,655	\$651,911	\$46,744	7.2%	\$685,218
Clerical	328,686	322,621	6,065	1.9%	321,746
Vacation Relief	786	0	786	0.0%	0
<b>Employee Benefits</b>					
Pension Plans	159,215	139,893	19,322	13.8%	135,429
Group Insurance	136,568	159,919	(23,351)	-14.6%	120,878
Employment Insurance	15,798	13,212	2,586	19.6%	13,898
Workers' Compensation	9,722	7,356	2,366	32.2%	7,170
Severance Pay Provision	24,231	37,488	(13,257)	-35.4%	37,270
<b>Fixed Staffing Costs</b>					
Operational Travel	125,733	145,212	(19,479)	-13.4%	162,000
Office Expenses	10,550	12,864	(2,314)	-18.0%	8,435
<b>Programs</b>					
Member Facilitator	546,076	327,828	218,248	66.6%	632,896
Schools and Workshops	(33,313)	185,796	(219,109)	-117.9%	29,479
Member Facilitator Training	118,253	135,132	(16,879)	-12.5%	118,230
Staff Development	980,489	798,156	182,333	22.8%	1,063,410
Materials	68,006	101,340	(33,334)	-32.9%	128,679
Long Distance Education	43,165	84,456	(41,291)	-48.9%	49,307
Literacy Project	92,435	90,084	2,351	2.6%	100,149
Year of the Steward	(425)	0	(425)	0.0%	39,776
Ombudsperson Program	7,959	50,004	(42,045)	-84.1%	46,405
Quebec - Education Services	443,801	444,108	(307)	-0.1%	437,385
Quebec - Education Fund	1,252,310	1,253,160	(850)	-0.1%	1,234,204
Quebec - Member Facilitator	733,810	734,316	(506)	-0.1%	723,200
<b>Total - Programs</b>	<b>4,252,566</b>	<b>4,204,380</b>	<b>48,186</b>	<b>1.1%</b>	<b>4,603,121</b>
<b>Total Expenses</b>	<b>5,850,085</b>	<b>5,769,928</b>	<b>80,157</b>	<b>1.4%</b>	<b>6,171,094</b>

**Canadian Union of Public Employees  
National Services  
12/31/14**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/13</u>
<b>Salaries</b>					
Administrative and Technical	\$3,953,989	\$4,104,539	(\$150,550)	-3.7%	\$4,062,551
Clerical	1,613,689	1,558,362	55,327	3.6%	1,567,362
Vacation Relief	144,453	36,000	108,453	301.3%	103,763
<b>Employee Benefits</b>					
Pension Plans	885,129	847,499	37,630	4.4%	855,961
Group Insurance	742,836	870,967	(128,131)	-14.7%	755,783
Employment Insurance	84,107	74,287	9,820	13.2%	88,021
Workers' Compensation	52,182	41,764	10,418	24.9%	45,849
Severance Pay Provision	141,515	217,824	(76,309)	-35.0%	216,607
<b>Fixed Staffing Costs</b>					
Operational Travel	794,419	855,624	(61,205)	-7.2%	807,192
Office Expenses	82,204	67,836	14,368	21.2%	69,754
<b>Programs</b>					
National Services	77,331	112,608	(35,277)	-31.3%	96,410
Communications	1,010,853	900,816	110,037	12.2%	942,478
Equality	53,985	105,470	(51,485)	-48.8%	49,574
Legal	1,650,815	1,439,664	211,151	14.7%	1,527,410
Research / Health and Safety	2,082,214	2,195,172	(112,958)	-5.1%	2,117,324
<b>Total - Programs</b>	<b>4,875,198</b>	<b>4,753,730</b>	<b>121,468</b>	<b>2.6%</b>	<b>4,733,196</b>
<b>Total Expenses</b>	<b>13,835,586</b>	<b>13,927,464</b>	<b>(91,878)</b>	<b>-0.7%</b>	<b>13,781,905</b>

**Canadian Union of Public Employees  
National Services - Director's Office  
12/31/14**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/13</u>
<b>Salaries</b>					
Administrative and Technical	\$551,574	\$548,431	\$3,143	0.6%	\$541,228
Clerical	133,549	136,736	(3,187)	-2.3%	109,687
Vacation Relief	113,476	36,000	77,476	215.2%	95,227
<b>Employee Benefits</b>					
Pension Plans	107,382	96,507	10,875	11.3%	97,940
Group Insurance	85,975	105,508	(19,533)	-18.5%	81,310
Employment Insurance	9,092	8,177	915	11.2%	9,709
Workers' Compensation	6,124	4,667	1,457	31.2%	6,276
Severance Pay Provision	17,032	26,352	(9,320)	-35.4%	26,208
<b>Fixed Staffing Costs</b>					
Operational Travel	58,869	62,004	(3,135)	-5.1%	53,607
Office Expenses	92,690	99,096	(6,406)	-6.5%	91,058
	15,019	5,004	10,015	200.1%	11,784
<b>Programs</b>					
National Services Programs	77,331	112,608	(35,277)	-31.3%	96,410
<b>Total - Programs</b>	<b>77,331</b>	<b>112,608</b>	<b>(35,277)</b>	<b>-31.3%</b>	<b>96,410</b>
<b>Total Expenses</b>	<b>1,268,112</b>	<b>1,241,090</b>	<b>27,022</b>	<b>2.2%</b>	<b>1,220,444</b>

**Canadian Union of Public Employees  
Communications  
12/31/14**

	Actual	Budget	Variance	%	12/31/13
<b>Salaries</b>					
Administrative and Technical	\$942,134	\$996,781	(\$54,647)	-5.5%	\$1,071,413
Clerical	220,842	202,522	18,320	9.0%	203,844
Vacation Relief	12,846	0	12,846	0.0%	8,536
<b>Employee Benefits</b>					
Pension Plans	180,205	170,628	9,577	5.6%	183,434
Group Insurance	145,811	191,750	(45,939)	-24.0%	160,983
Employment Insurance	16,182	14,989	1,193	8.0%	17,936
Workers' Compensation	10,288	8,430	1,858	22.0%	9,400
Severance Pay Provision	30,538	46,128	(15,590)	-33.8%	45,874
<b>Fixed Staffing Costs</b>					
Operational Travel	99,442	95,004	4,438	4.7%	96,414
Office Expenses	126,392	159,240	(32,848)	-20.6%	128,890
<b>Programs</b>					
General Operating	15,714	12,996	2,718	20.9%	14,739
News Releases	310,805	279,120	31,685	11.4%	260,945
Print Advertising	253,521	144,276	109,245	75.7%	222,300
National Publication	68,103	115,416	(47,313)	-41.0%	96,436
Electronic Communications	235,714	241,380	(5,666)	-2.3%	252,090
Quebec Publications	28,336	27,696	640	2.3%	9,147
	<u>114,358</u>	<u>92,928</u>	<u>21,430</u>	<u>23.1%</u>	<u>101,561</u>
<b>Total - Programs</b>	<u>1,010,837</u>	<u>900,816</u>	<u>110,021</u>	<u>12.2%</u>	<u>942,478</u>
<b>Total Expenses</b>	<u>2,811,230</u>	<u>2,799,284</u>	<u>11,946</u>	<u>0.4%</u>	<u>2,883,941</u>

**Canadian Union of Public Employees  
Equality  
12/31/14**

	Actual	Budget	Variance	%	12/31/13
<b>Salaries</b>					
Administrative and Technical	\$427,827	\$428,028	(\$201)	0.0%	\$436,717
Clerical	129,165	132,512	(3,347)	-2.5%	132,125
Vacation Relief	3,978	0	3,978	0.0%	0
<b>Employee Benefits</b>					
Pension Plans	82,369	86,510	(4,141)	-4.8%	88,954
Group Insurance	67,621	85,644	(18,023)	-21.0%	80,132
Employment Insurance	7,488	7,034	454	6.5%	8,666
Workers' Compensation	5,168	3,999	1,169	29.2%	6,013
Severance Pay Provision	13,939	21,564	(7,625)	-35.4%	21,441
<b>Fixed Staffing Costs</b>					
Operational Travel	81,759	80,532	1,227	1.5%	84,525
Office Expenses	67,501	96,240	(28,739)	-29.9%	81,467
<b>Programs</b>					
Library	3,808	3,000	808	26.9%	4,792
Consulting	293	4,166	(3,873)	-93.0%	4,010
Publications	17,950	45,000	(27,050)	-60.1%	0
	<u>35,741</u>	<u>56,304</u>	<u>(20,563)</u>	<u>-36.5%</u>	<u>45,564</u>
<b>Total - Programs</b>	<u>53,985</u>	<u>105,470</u>	<u>(51,485)</u>	<u>-48.8%</u>	<u>49,574</u>
<b>Total Expenses</b>	<u>944,608</u>	<u>1,050,533</u>	<u>(105,925)</u>	<u>-10.1%</u>	<u>994,405</u>



**Canadian Union of Public Employees**  
**Legal**  
**12/31/14**

	Actual	Budget	Variance	%	12/31/13
<b>Salaries</b>					
Administrative and Technical	\$325,243	\$394,869	(\$69,626)	-17.6%	\$317,362
Clerical	182,017	138,029	43,988	31.9%	182,162
Vacation Relief	1,617	0	1,617	0.0%	0
<b>Employee Benefits</b>					
Pension Plans	76,743	83,866	(7,123)	-8.5%	73,342
Group Insurance	71,176	83,544	(12,368)	-14.8%	76,056
Employment Insurance	7,927	7,037	890	12.6%	9,071
Workers' Compensation	4,648	3,999	649	16.2%	4,928
Severance Pay Provision	13,247	20,496	(7,249)	-35.4%	20,386
<b>Fixed Staffing Costs</b>	41,480	46,488	(5,008)	-10.8%	41,760
Operational Travel	57,134	69,504	(12,370)	-17.8%	52,740
Office Expenses	6,621	9,900	(3,279)	-33.1%	11,003
<b>Programs</b>					
Library	48,633	32,256	16,377	50.8%	55,588
Professional Memberships	0	7,404	(7,404)	-100.0%	0
Legal and Arbitration	1,602,181	1,400,004	202,177	14.4%	1,471,823
<b>Total - Programs</b>	<u>1,650,815</u>	<u>1,439,664</u>	<u>211,151</u>	<u>14.7%</u>	<u>1,527,410</u>
<b>Total Expenses</b>	<u>2,438,667</u>	<u>2,297,396</u>	<u>141,271</u>	<u>6.1%</u>	<u>2,316,220</u>

**Canadian Union of Public Employees**  
**Research**  
**12/31/14**

	Actual	Budget	Variance	%	12/31/13
<b>Salaries</b>					
Administrative and Technical	\$1,707,211	\$1,736,430	(\$29,219)	-1.7%	\$1,697,832
Clerical	948,116	948,563	(447)	0.0%	939,545
Vacation Relief	12,536	0	12,536	0.0%	0
<b>Employee Benefits</b>					
Pension Plans	438,429	409,988	28,441	6.9%	412,291
Group Insurance	372,255	404,521	(32,267)	-8.0%	357,302
Employment Insurance	43,418	37,050	6,368	17.2%	42,639
Workers' Compensation	25,954	20,669	5,285	25.6%	19,232
Severance Pay Provision	66,760	103,284	(36,524)	-35.4%	102,698
<b>Fixed Staffing Costs</b>	184,316	215,004	(30,688)	-14.3%	199,559
Operational Travel	450,702	431,544	19,158	4.4%	453,037
Office Expenses	41,042	36,936	4,106	11.1%	27,437
<b>Programs</b>					
Consulting Fees - H&S	0	8,121	(8,121)	-100.0%	107
Library - H&S	3,950	11,017	(7,067)	-64.1%	5,191
Technical Materials - H&S	11,977	40,015	(28,038)	-70.1%	33,192
Posters & Badges - H&S	21	8,121	(8,100)	-99.7%	9,424
Quebec Membership Training - H&S	632,747	633,178	(431)	-0.1%	623,598
Resource Materials - Job Evaluation	0	9,864	(9,864)	-100.0%	0
Quebec Job Evaluation Services	887,603	888,204	(601)	-0.1%	874,769
Consulting Fees - Research	83,459	128,184	(44,725)	-34.9%	114,380
Library - Research	18,657	24,360	(5,703)	-23.4%	19,278
Quebec Research Services	443,801	444,108	(307)	-0.1%	437,385
<b>Total - Programs</b>	<u>2,082,214</u>	<u>2,195,172</u>	<u>(112,958)</u>	<u>-5.1%</u>	<u>2,117,324</u>
<b>Total Expenses</b>	<u>6,372,953</u>	<u>6,539,161</u>	<u>(166,208)</u>	<u>-2.5%</u>	<u>6,368,895</u>

**Canadian Union of Public Employees  
Organizing and Regional Services  
12/31/14**

	Actual	Budget	Variance	%	12/31/13
<b>Salaries</b>					
Administrative and Technical	\$482,117	\$497,300	(\$15,183)	-3.1%	\$472,085
Clerical	167,960	141,898	26,062	18.4%	147,295
Vacation Relief	3,147	0	3,147	0.0%	3,172
<b>Employee Benefits</b>					
Pension Plans	98,171	103,074	(4,903)	-4.8%	86,232
Group Insurance	98,032	94,787	3,245	3.4%	84,326
Employment Insurance	7,530	7,407	123	1.7%	7,423
Workers' Compensation	6,099	4,147	1,952	47.1%	8,685
Severance Pay Provision	15,904	24,588	(8,684)	-35.3%	23,750
<b>Fixed Staffing Costs</b>					
Operational Travel	77,570	94,668	(17,098)	-18.1%	82,655
Office Expenses	194,157	215,928	(21,771)	-10.1%	221,191
	6,963	5,004	1,959	39.1%	1,758
<b>Programs</b>					
Regional Directors Meetings	43,239	70,984	(27,745)	-39.1%	14,550
Library	0	5,640	(5,640)	-100.0%	0
Mentoring Program	243,170	224,076	19,094	8.5%	215,641
Trainee Rep Program	288,024	266,184	21,840	8.2%	197,889
Staff Leadership Think Tank	73,743	39,996	33,747	84.4%	69,180
<b>Total - Programs</b>	<u>648,176</u>	<u>606,880</u>	<u>.41,296</u>	<u>6.8%</u>	<u>497,261</u>
<b>Total Expenses</b>	<u><u>1,805,824</u></u>	<u><u>1,795,681</u></u>	<u><u>10,143</u></u>	<u><u>0.6%</u></u>	<u><u>1,635,833</u></u>

**Canadian Union of Public Employees  
Airline Division  
12/31/14**

	Actual	Budget	Variance	%	12/31/13
<b>Income</b>					
Per Capita Tax and Initiation Fees	\$1,864,527	\$1,859,784	\$4,743	0.3%	\$1,788,513
Affiliation Fees	10	0	10	0.0%	10
Interest on Per Capita Tax Arrears	528	0	528	0.0%	5
	<u>1,865,065</u>	<u>1,859,784</u>	<u>5,281</u>	<u>0.3%</u>	<u>1,788,528</u>
<b>Expenses</b>					
Per Capita Tax - C.L.C.	77,630	74,016	3,614	4.9%	74,971
<b>Salaries</b>					
Directors and Representatives	95,708	109,144	(13,436)	-12.3%	92,604
Administrative and Technical	34,112	101,480	(67,368)	-66.4%	101,675
Clerical	62,913	63,735	(822)	-1.3%	67,175
Vacation Relief	0	3,933	(3,933)	-100.0%	13
<b>Employee Benefits</b>					
Pension Plans	33,023	50,733	(17,710)	-34.9%	38,524
Group Insurance	26,720	44,893	(18,173)	-40.5%	33,714
Employment Insurance	3,833	3,721	112	3.0%	3,934
Workers' Compensation	2,441	2,009	432	21.5%	2,129
Severance Pay Provision	8,196	10,548	(2,352)	-22.3%	10,491
<b>Fixed Staffing Costs</b>					
Operational Travel	166,119	132,768	33,351	25.1%	148,165
Rent	16,425	16,836	(411)	-2.4%	16,425
Office Expenses	31,059	18,000	13,059	72.6%	16,407
Telecommunications	900	1,896	(996)	-52.5%	900
Postage	(504)	1,188	(1,692)	-142.4%	0
Professional Fees	205,816	36,552	169,264	463.1%	37,693
<b>Programs</b>					
Membership Fees - ITWF	21,558	18,000	3,558	19.77%	17,620
Health and Safety	24,789	24,000	789	3.3%	24,000
<b>Total - Programs</b>	<u>46,347</u>	<u>42,000</u>	<u>4,347</u>	<u>10.4%</u>	<u>41,620</u>
<b>Total Expenses</b>	<u>829,364</u>	<u>739,336</u>	<u>90,028</u>	<u>12.2%</u>	<u>707,294</u>
<b>Surplus (Deficit) for the period</b>	<u>1,035,701</u>	<u>1,120,448</u>	<u>(84,747)</u>	<u>-7.6%</u>	<u>1,081,234</u>

**Canadian Union of Public Employees  
Local 1000  
12/31/14**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/13</u>
<b>Income</b>					
Per Capita Tax and Initiation Fees	<u>\$1,202,799</u>	<u>\$1,223,136</u>	<u>(\$20,337)</u>	<u>-1.7%</u>	<u>\$1,234,839</u>
	<u>1,202,799</u>	<u>1,223,136</u>	<u>(20,337)</u>	<u>-1.7%</u>	<u>1,234,839</u>
<b>Expenses</b>					
Per Capita Tax - C.L.C.	111,276	113,508	(2,233)	-2.0%	115,662
<b>Total Expenses</b>	<u>111,276</u>	<u>113,508</u>	<u>(2,233)</u>	<u>-2.0%</u>	<u>115,662</u>
<b>Surplus (Deficit) for the period</b>	<u>1,091,524</u>	<u>1,109,628</u>	<u>(18,104)</u>	<u>-1.6%</u>	<u>1,119,177</u>

**Canadian Union of Public Employees  
Hospital Employees Union  
12/31/14**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/13</u>
<b>Income</b>					
Per Capita Tax and Initiation Fees	<u>\$2,503,940</u>	<u>\$1,974,468</u>	<u>\$529,472</u>	<u>26.8%</u>	<u>\$2,418,713</u>
	<u>2,503,940</u>	<u>1,974,468</u>	<u>529,472</u>	<u>26.8%</u>	<u>2,418,713</u>
<b>Expenses</b>					
Per Capita Tax - C.L.C.	202,301	212,796	(10,495)	-4.9%	209,299
<b>Salaries</b>					
Directors and Representatives	201,642	204,165	(2,523)	-1.2%	203,207
<b>Employee Benefits</b>					
Pension Plans	31,146	28,613	2,533	8.9%	29,373
Group Insurance	22,316	25,968	(3,652)	-14.1%	22,064
Employment Insurance	2,578	2,619	(41)	-1.5%	2,516
Workers' Compensation	518	479	39	8.1%	472
Severance Pay Provision	5,071	7,848	(2,777)	-35.4%	7,809
Fixed Staffing Costs	16,049	12,000	4,049	33.7%	7,486
Operational Travel	10,688	18,336	(7,648)	-41.7%	11,961
Office Expenses	0	0	0	0.0%	19
Equipment Leases and Maintenance	45	0	45	.00%	0
<b>Total Expenses</b>	<u>492,354</u>	<u>512,824</u>	<u>(20,470)</u>	<u>-4.0%</u>	<u>494,206</u>
<b>Surplus (Deficit) for the period</b>	<u>2,011,586</u>	<u>1,461,644</u>	<u>549,942</u>	<u>37.6%</u>	<u>1,924,507</u>

**Canadian Union of Public Employees  
Region Summary  
12/31/14**

	Actual	Budget	Variance	%	12/31/13
<b>Income</b>					
Per Capita Tax and Initiation Fees	\$175,594,450	\$172,967,184	\$2,627,266	1.5%	\$170,106,359
Affiliation Fees	385	0	385	0.0%	380
Interest on Per Capita Tax Arrears	42,727	0	42,727	0.0%	65,627
Miscellaneous Revenues	972	0	972	0.0%	0
	<b>175,638,534</b>	<b>172,967,184</b>	<b>2,671,350</b>	<b>1.5%</b>	<b>170,172,366</b>
<b>Expenses</b>					
Per Capita Tax - C.L.C.	3,826,203	3,801,048	25,155	0.7%	3,806,632
<b>Salaries</b>					
Directors and Representatives	44,526,990	44,110,283	416,707	0.9%	44,462,131
Administrative and Technical	0	0	0	0.0%	1,000
Clerical	11,795,109	11,520,031	275,078	2.4%	11,758,276
Vacation Relief	2,106,409	1,324,896	781,513	59.0%	2,040,715
<b>Employee Benefits</b>					
Pension Plans	8,820,331	8,094,200	726,131	9.0%	8,249,065
Group Insurance	7,965,696	8,172,673	(206,977)	-2.5%	7,917,185
Employment Insurance	922,564	825,288	97,276	11.8%	912,390
Workers' Compensation	312,285	271,870	40,415	14.9%	306,779
Severance Pay Provision	1,379,685	2,139,804	(760,119)	-35.5%	2,118,413
Fixed Staffing Costs	8,579,415	9,072,276	(492,861)	-5.4%	8,595,612
Operational Travel	5,592,774	5,406,168	186,606	3.5%	5,379,343
Rent	10,065,608	10,292,436	(226,828)	-2.2%	10,053,070
Office Expenses	2,282,874	2,248,728	34,146	1.5%	2,324,370
Equipment Leases and Maintenance	1,568,254	1,397,964	170,290	12.2%	1,387,782
Telecommunications	953,289	909,072	44,217	4.9%	1,031,465
Postage	277,529	259,404	18,125	7.0%	272,745
Professional Fees	1,087,391	691,536	395,855	57.2%	1,216,206
Technical Support	111,710	101,496	10,214	10.1%	117,573
WCB Advocates	0	68,268	(68,268)	-100.0%	0
ASL Support	20,083	10,668	9,415	88.3%	18,818
Communications Sector	60,000	60,000	0	0.0%	60,000
<b>Total Expenses</b>	<b>112,254,199</b>	<b>110,778,109</b>	<b>1,476,090</b>	<b>1.3%</b>	<b>112,029,570</b>
<b>Surplus (Deficit) for the period</b>	<b>63,384,335</b>	<b>62,189,075</b>	<b>1,195,260</b>	<b>1.9%</b>	<b>58,142,796</b>

**Canadian Union of Public Employees  
Atlantic Region  
12/31/14**

	Actual	Budget	Variance	%	12/31/13
<b>Income</b>					
Per Capita Tax and Initiation Fees	\$6,666,233	\$6,447,180	\$219,053	3.4%	\$6,356,714
Affiliation Fees	50	0	50	0.0%	50
Interest on Per Capita Tax Arrears	1,823	0	1,823	0.0%	1,028
Miscellaneous Revenues	150	0	150	0.0%	0
	<b>6,668,256</b>	<b>6,447,180</b>	<b>221,076</b>	<b>3.4%</b>	<b>6,357,792</b>
<b>Expenses</b>					
Per Capita Tax - C.L.C.	173,516	172,716	800	0.5%	173,580
<b>Salaries</b>					
Directors and Representatives	2,220,277	2,259,777	(39,500)	-1.7%	2,251,959
Clerical	777,432	737,936	39,496	5.4%	800,829
Vacation Relief	128,086	109,116	18,970	17.4%	186,833
<b>Employee Benefits</b>					
Pension Plans	511,959	430,142	81,817	19.0%	463,437
Group Insurance	337,452	413,472	(76,020)	-18.4%	363,014
Employment Insurance	48,296	43,583	4,713	10.8%	50,811
Workers' Compensation	10,116	10,029	87	0.9%	14,337
Severance Pay Provision	74,530	115,308	(40,778)	-35.4%	114,654
Fixed Staffing Costs	472,670	500,004	(27,334)	-5.5%	506,425
Operational Travel	444,208	450,240	(6,032)	-1.3%	413,355
Rent	650,632	659,352	(8,720)	-1.3%	597,996
Office Expenses	158,013	136,296	21,717	15.9%	160,801
Equipment Leases and Maintenance	70,886	82,584	(11,698)	-14.2%	64,246
Telecommunications	75,870	75,228	642	0.9%	86,193
Postage	30,259	21,996	8,263	37.6%	24,234
Professional Fees	82,108	25,032	57,076	228.0%	21,589
	<b>6,266,310</b>	<b>6,242,811</b>	<b>23,499</b>	<b>0.4%</b>	<b>6,294,293</b>
<b>Total Expenses</b>	<b>6,266,310</b>	<b>6,242,811</b>	<b>23,499</b>	<b>0.4%</b>	<b>6,294,293</b>
<b>Surplus (Deficit) for the period</b>	<b>401,946</b>	<b>204,369</b>	<b>197,577</b>	<b>96.7%</b>	<b>63,499</b>

**Canadian Union of Public Employees  
Maritimes Region  
12/31/14**

	Actual	Budget	Variance	%	12/31/13
<b>Income</b>					
Per Capita Tax and Initiation Fees	\$7,615,076	\$7,791,096	(\$176,020)	-2.3%	\$7,594,540
Affiliation Fees	50	0	50	0.0%	50
Interest on Per Capita Tax Arrears	2,014	0	2,014	0.0%	2,478
	<b>7,617,140</b>	<b>7,791,096</b>	<b>(173,956)</b>	<b>-2.2%</b>	<b>7,597,068</b>
<b>Expenses</b>					
Per Capita Tax - C.L.C.	209,853	218,640	(8,787)	-4.0%	223,083
<b>Salaries</b>					
Directors and Representatives	2,589,495	2,569,865	19,630	0.8%	2,609,304
Clerical	903,530	885,449	18,081	2.0%	888,992
Vacation Relief	153,927	107,772	46,155	42.8%	100,776
<b>Employee Benefits</b>					
Pension Plans	539,664	516,639	23,025	4.5%	508,038
Group Insurance	430,148	409,725	20,423	5.0%	385,123
Employment Insurance	52,089	48,198	3,891	8.1%	53,115
Workers' Compensation	8,589	7,970	619	7.8%	12,150
Severance Pay Provision	85,909	132,912	(47,003)	-35.4%	132,160
Fixed Staffing Costs	522,134	549,996	(27,862)	-5.1%	526,773
Operational Travel	325,049	250,704	74,345	29.7%	218,567
Rent	482,371	514,716	(32,345)	-6.3%	472,693
Office Expenses	190,850	210,912	(20,062)	-9.5%	214,765
Equipment Leases and Maintenance	69,143	76,080	(6,937)	-9.1%	57,875
Telecommunications	86,617	87,336	(719)	-0.8%	115,865
Postage	18,274	15,984	2,290	14.3%	15,737
Professional Fees	174,735	72,348	102,387	141.5%	311,883
<b>Total Expenses</b>	<b>6,842,377</b>	<b>6,675,246</b>	<b>167,131</b>	<b>2.5%</b>	<b>6,846,899</b>
<b>Surplus (Deficit) for the period</b>	<b>774,763</b>	<b>1,115,850</b>	<b>(341,087)</b>	<b>-30.6%</b>	<b>750,169</b>

**Canadian Union of Public Employees  
Quebec  
12/31/14**

	Actual	Budget	Variance	%	12/31/13
<b>Income</b>					
Per Capita Tax and Initiation Fees	\$38,200,078	\$38,235,372	(\$35,294)	-0.1%	\$37,642,287
Affiliation Fees	25	0	25	0.0%	25
Interest on Per Capita Tax Arrears	14,355	0	14,355	0.0%	9,471
	<b>38,214,458</b>	<b>38,235,372</b>	<b>(20,914)</b>	<b>-0.1%</b>	<b>37,651,783</b>
<b>Expenses</b>					
Per Capita Tax - C.L.C.	819,024	809,076	9,948	1.2%	815,198
<b>Salaries</b>					
Directors and Representatives	10,235,877	10,159,505	76,372	0.8%	10,193,446
Clerical	2,063,021	2,110,111	(47,090)	-2.2%	2,088,949
Vacation Relief	164,205	97,140	67,065	69.0%	141,846
<b>Employee Benefits</b>					
Pension Plans	1,913,720	1,765,623	148,097	8.4%	1,855,125
Group Insurance	2,285,816	2,354,636	(68,820)	-2.9%	2,321,565
Employment Insurance	248,728	208,779	39,949	19.1%	244,731
Workers' Compensation	75,552	71,691	3,861	5.4%	77,945
Severance Pay Provision	306,415	471,948	(165,533)	-35.1%	466,674
Fixed Staffing Costs	1,916,791	2,037,960	(121,169)	-5.9%	1,864,584
Operational Travel	1,103,767	920,484	183,283	19.9%	1,076,127
Rent	1,915,747	1,936,248	(20,501)	-1.1%	1,964,454
Office Expenses	367,605	332,136	35,469	10.7%	288,322
Equipment Leases and Maintenance	438,271	369,888	68,383	18.5%	422,284
Telecommunications	215,022	146,112	68,910	47.2%	225,520
Postage	39,275	53,232	(13,957)	-26.2%	31,610
Professional Fees	483,530	413,520	70,010	16.9%	530,415
Technical Support	111,710	101,496	10,214	10.1%	117,573
Communications Sector	60,000	60,000	0	0.0%	60,000
<b>Total Expenses</b>	<b>24,764,076</b>	<b>24,419,585</b>	<b>344,491</b>	<b>1.4%</b>	<b>24,786,368</b>
<b>Surplus (Deficit) for the period</b>	<b>13,450,382</b>	<b>13,815,787</b>	<b>(365,405)</b>	<b>-2.6%</b>	<b>12,865,415</b>



**Canadian Union of Public Employees  
Ontario  
12/31/14**

	Actual	Budget	Variance	%	12/31/13
<b>Income</b>					
Per Capita Tax and Initiation Fees	\$72,686,972	\$72,300,528	\$386,444	0.5%	\$70,919,112
Affiliation Fees	115	0	115	0.0%	110
Interest on Per Capita Tax Arrears	14,810	0	14,810	0.0%	38,957
Miscellaneous Revenues	5	0	5	0.0%	0
	<b>72,701,902</b>	<b>72,300,528</b>	<b>401,374</b>	<b>0.6%</b>	<b>70,958,179</b>
<b>Expenses</b>					
Per Capita Tax - C.L.C.	1,511,452	1,486,584	24,868	1.7%	1,477,568
<b>Salaries</b>					
Directors and Representatives	16,082,726	15,829,580	253,146	1.6%	16,039,638
Clerical	4,189,810	4,038,544	151,266	3.7%	4,194,360
Vacation Relief	582,786	512,436	70,350	13.7%	711,486
<b>Employee Benefits</b>					
Pension Plans	3,129,206	2,931,002	198,204	6.8%	2,888,149
Group Insurance	2,793,806	2,793,179	627	0.0%	2,766,567
Employment Insurance	306,137	279,759	26,378	9.4%	297,526
Workers' Compensation	182,244	144,227	38,017	26.4%	165,414
Severance Pay Provision	490,580	764,220	(273,640)	-35.8%	752,446
Fixed Staffing Costs	3,168,331	3,386,388	(218,057)	(6.44%)	3,205,944
Operational Travel	1,475,765	1,822,128	(346,363)	-19.0%	1,533,030
Rent	4,280,772	4,269,492	11,280	0.3%	4,278,656
Office Expenses	771,057	730,872	40,185	5.5%	797,698
Equipment Leases and Maintenance	584,140	443,772	140,368	31.6%	494,897
Telecommunications	214,766	253,476	(38,710)	-15.3%	213,151
Postage	89,573	74,892	14,681	19.6%	94,077
Professional Fees	99,869	57,012	42,857	75.2%	170,854
WCB Advocates	0	68,268	(68,268)	-100.0%	0
ASL Support	20,083	10,668	9,415	88.3%	18,818
<b>Total Expenses</b>	<b>39,973,103</b>	<b>39,896,499</b>	<b>76,604</b>	<b>0</b>	<b>40,100,279</b>
<b>Surplus (Deficit) for the period</b>	<b>32,728,799</b>	<b>32,404,029</b>	<b>324,770</b>	<b>1.00%</b>	<b>30,857,900</b>

**Canadian Union of Public Employees  
Manitoba  
12/31/14**

	Actual	Budget	Variance	%	12/31/13
<b>Income</b>					
Per Capita Tax and Initiation Fees	\$6,596,832	\$6,839,124	(\$242,292)	-3.5%	\$6,605,689
Affiliation Fees	25	0	25	0.0%	25
Interest on Per Capita Tax Arrears	373	0	373	0.0%	956
Miscellaneous Revenues	112	0	112	0.0%	0
	<u>6,597,342</u>	<u>6,839,124</u>	<u>(241,782)</u>	<u>-3.5%</u>	<u>6,606,670</u>
<b>Expenses</b>					
Per Capita Tax - C.L.C.	166,508	172,416	(5,908)	-3.4%	180,999
<b>Salaries</b>					
Directors and Representatives	2,082,491	2,174,517	(92,026)	-4.2%	2,286,076
Clerical	604,541	615,567	(11,026)	-1.8%	603,832
Vacation Relief	166,597	107,772	58,825	54.6%	111,871
<b>Employee Benefits</b>					
Pension Plans	430,168	399,507	30,661	7.7%	443,176
Group Insurance	348,604	386,990	(38,386)	-9.9%	394,663
Employment Insurance	44,391	39,966	4,425	11.1%	45,098
Workers' Compensation	4,205	4,834	(629)	-13.0%	4,392
Severance Pay Provision	69,372	107,316	(37,944)	-35.4%	109,974
Fixed Staffing Costs	395,761	423,804	(28,043)	-6.6%	383,626
Operational Travel	185,616	185,940	(324)	-0.2%	172,902
Rent	343,659	339,420	4,239	1.2%	338,611
Office Expenses	80,042	107,328	(27,286)	-25.4%	84,459
Equipment Leases and Maintenance	63,608	66,804	(3,196)	-4.8%	49,448
Telecommunications	54,756	58,356	(3,600)	-6.2%	71,339
Postage	16,401	15,108	1,293	8.6%	15,934
Professional Fees	37,420	11,688	25,732	220.2%	3,703
	<u>5,094,140</u>	<u>5,217,333</u>	<u>(123,193)</u>	<u>-2.4%</u>	<u>5,300,103</u>
<b>Total Expenses</b>					
	<u>1,503,202</u>	<u>1,621,791</u>	<u>(118,589)</u>	<u>-7.3%</u>	<u>1,306,567</u>
<b>Surplus (Deficit) for the period</b>					

**Canadian Union of Public Employees  
Saskatchewan  
12/31/14**

	Actual	Budget	Variance	%	12/31/13
<b>Income</b>					
Per Capita Tax and Initiation Fees	\$8,381,876	\$7,993,368	\$388,508	4.9%	\$7,770,955
Affiliation Fees	25	0	25	0.0%	25
Interest on Per Capita Tax Arrears	1,124	0	1,124	0.0%	6,129
	<b>8,383,025</b>	<b>7,993,368</b>	<b>389,657</b>	<b>4.9%</b>	<b>7,777,109</b>
<b>Expenses</b>					
Per Capita Tax - C.L.C.	196,576	194,916	1,660	0.9%	191,624
<b>Salaries</b>					
Directors and Representatives	2,394,044	2,361,859	32,185	1.4%	2,340,970
Administrative and Technical	0	0	0	0.0%	1,000
Clerical	573,873	578,824	(4,951)	-0.9%	597,075
Vacation Relief	223,631	107,772	115,859	107.5%	260,482
<b>Employee Benefits</b>					
Pension Plans	467,839	419,859	47,980	11.4%	426,814
Group Insurance	335,108	342,962	(7,854)	-2.3%	301,985
Employment Insurance	45,629	41,648	3,981	9.6%	41,655
Workers' Compensation	4,986	4,651	335	7.2%	4,652
Severance Pay Provision	73,110	113,112	(40,002)	-35.4%	112,481
Fixed Staffing Costs	419,266	478,584	(59,318)	-12.4%	465,495
Operational Travel	329,858	388,824	(58,966)	-15.2%	289,726
Rent	303,553	317,904	(14,351)	-4.5%	292,457
Office Expenses	163,303	159,420	3,883	2.4%	183,585
Equipment Leases and Maintenance	52,879	66,216	(13,337)	-20.1%	40,858
Telecommunications	90,870	86,640	4,230	4.9%	96,992
Postage	17,983	18,192	(209)	-1.1%	23,213
Professional Fees	55,580	11,412	44,168	387.0%	149,570
<b>Total Expenses</b>	<b>5,748,088</b>	<b>5,692,795</b>	<b>55,293</b>	<b>1.0%</b>	<b>5,820,634</b>
<b>Surplus (Deficit) for the period</b>	<b>2,634,937</b>	<b>2,300,573</b>	<b>334,364</b>	<b>14.5%</b>	<b>1,956,475</b>

**Canadian Union of Public Employees  
Alberta  
12/31/14**

	Actual	Budget	Variance	%	12/31/13
<b>Income</b>					
Per Capita Tax and Initiation Fees	\$12,910,987	\$10,683,156	\$2,227,831	20.9%	\$11,108,806
Affiliation Fees	40	0	40	0.0%	40
Interest on Per Capita Tax Arrears	2,100	0	2,100	0.0%	2,904
	<b>12,913,127</b>	<b>10,683,156</b>	<b>2,229,971</b>	<b>20.9%</b>	<b>11,111,750</b>
<b>Expenses</b>					
Per Capita Tax - C.L.C.	241,042	237,720	3,322	1.4%	234,941
<b>Salaries</b>					
Directors and Representatives	2,431,889	2,463,942	(32,053)	-1.3%	2,401,939
Clerical	738,289	735,762	2,527	0.3%	725,402
Vacation Relief	132,169	121,236	10,933	9.0%	155,227
<b>Employee Benefits</b>					
Pension Plans	508,084	458,491	49,593	10.8%	466,539
Group Insurance	386,135	376,776	9,359	2.5%	366,734
Employment Insurance	50,599	46,203	4,396	9.5%	51,962
Workers' Compensation	3,350	7,114	(3,764)	-52.9%	6,248
Severance Pay Provision	79,546	123,072	(43,526)	-35.4%	121,147
Fixed Staffing Costs	463,466	498,804	(35,338)	-7.1%	479,445
Operational Travel	510,219	390,840	119,379	30.5%	575,446
Rent	741,385	903,600	(162,215)	-18.0%	761,184
Office Expenses	169,613	176,028	(6,415)	-3.6%	210,003
Equipment Leases and Maintenance	101,189	101,592	(403)	-0.4%	92,998
Telecommunications	73,411	74,736	(1,325)	-1.8%	73,405
Postage	17,273	15,000	2,273	15.2%	21,950
Professional Fees	(5,436)	19,728	(25,164)	-127.6%	1,568
<b>Total Expenses</b>	<b>6,642,223</b>	<b>6,750,644</b>	<b>(108,421)</b>	<b>-1.6%</b>	<b>6,746,138</b>
<b>Surplus (Deficit) for the period</b>	<b>6,270,904</b>	<b>3,932,512</b>	<b>2,338,392</b>	<b>59.5%</b>	<b>4,365,612</b>

Canadian Union of Public Employees  
British Columbia  
12/31/14

	Actual	Budget	Variance	%	12/31/13
<b>Income</b>					
Per Capita Tax and Initiation Fees	\$22,536,396	\$22,677,360	(\$140,964)	-0.6%	\$22,108,256
Affiliation Fees	55	0	55	0.0%	55
Interest on Per Capita Tax Arrears	6,128	0	6,128	0.0%	3,704
Miscellaneous Revenues	705	0	705	0.0%	0
	<b>22,543,284</b>	<b>22,677,360</b>	<b>(134,076)</b>	<b>-0.6%</b>	<b>22,112,015</b>
<b>Expenses</b>					
Per Capita Tax - C.L.C.	508,232	508,980	(748)	-0.1%	509,639
<b>Salaries</b>					
Directors and Representatives	6,490,191	6,291,238	198,953	3.2%	6,338,799
Clerical	1,944,613	1,817,838	126,775	7.0%	1,858,837
Vacation Relief	555,008	161,652	393,356	243.3%	372,194
<b>Employee Benefits</b>					
Pension Plans	1,319,691	1,172,937	146,754	12.5%	1,197,787
Group Insurance	1,048,627	1,094,933	(46,306)	-4.2%	1,017,534
Employment Insurance	126,695	117,152	9,543	8.1%	127,492
Workers' Compensation	23,243	21,354	1,889	8.8%	21,641
Severance Pay Provision	200,223	311,916	(111,693)	-35.8%	308,877
Fixed Staffing Costs	1,220,996	1,196,736	24,260	2.0%	1,163,320
Operational Travel	1,218,292	997,008	221,284	22.2%	1,100,190
Rent	1,347,489	1,351,704	(4,215)	-0.3%	1,347,019
Office Expenses	382,391	395,736	(13,345)	-3.4%	384,737
Equipment Leases and Maintenance	188,138	191,028	(2,890)	-1.5%	165,176
Telecommunications	141,977	127,188	14,789	11.6%	149,000
Postage	48,491	45,000	3,491	7.8%	45,990
Professional Fees	159,585	80,796	78,789	97.5%	26,624
	<b>16,923,882</b>	<b>15,883,196</b>	<b>1,040,686</b>	<b>6.6%</b>	<b>16,134,856</b>
<b>Total Expenses</b>	<b>16,923,882</b>	<b>15,883,196</b>	<b>1,040,686</b>	<b>6.6%</b>	<b>16,134,856</b>
<b>Surplus (Deficit) for the period</b>	<b>5,619,402</b>	<b>6,794,164</b>	<b>(1,174,762)</b>	<b>-17.3%</b>	<b>5,977,159</b>

**REPORT ON THE NATIONAL DEFENCE FUND  
AS AT  
DECEMBER 31, 2014**

Sisters and Brothers:

You have before you the National Defence Fund Financial Statements for the year ended December 31, 2014. Note that the Balance Sheet, Statement of Income and Expenses, Changes in Fund Balance, Statement of Cash Flows and Notes to the Financial Statements have been audited by Deloitte LLP. In addition, we have included supplementary financial schedules that provide a more detailed picture of the revenue and expenses.

**BALANCE SHEET**

At December 31, 2014 the National Defence Fund had \$8.3 million in total assets virtually unchanged from December 31, 2013. These assets consisted of \$2.8 million in cash and short term investments, \$1.4 million in per capita and other receivables, and \$4.1 million in long term investments.

Liabilities at December 31, 2014 were \$6.2 million compared to \$6.6 million at December 31, 2013. The main liabilities in the Defence Fund consisted of accounts payable and accrued liabilities, amounts due to locals for cost-shared campaigns as well as an amount payable to the General Fund.

At December 31, 2014 the Fund Balance was \$2.1 million compared to \$1.6 million at December 31, 2013.

**STATEMENT OF REVENUE AND EXPENSES**

The Statement of Revenue and Expenses shows a surplus for the year of \$453,000 before unrealized investment gain. The expenditures are documented in detail on the supporting schedules which follow.

**Cost-Sharing Programs (Schedule 1)**

The schedule shows both new cost-shared programs authorized by the National Executive Board in 2014 as well as the final adjustments relating to prior years' cost-shared programs that ended in 2014. In total there was \$448,000 of recoveries from prior year campaigns and \$2.8 million in new cost-shares approved in 2014. The annual budget of \$2.6 million was underspent for the year by \$217,000.

**National Strategic Priorities (Schedule 2)**

Expenditures on national strategic priorities totalled \$2.1 million in 2014 and are listed by type of activity on this schedule.

**Regional Strategic Priorities (Schedule 3)**

Expenditures on regional strategic priorities totalled \$1.6 million in 2014 and are listed by type of activity on this schedule.

**Major Organizing Campaigns (Schedule 4)**

The schedule shows in detail the various organizing and restructuring campaigns by region. The spending in this envelope of the Defence Fund in 2014 totalled \$2.3 million.

This concludes my report on the National Defence Fund Financial Statements for the year ended December 31, 2014.

Respectfully submitted,



CHARLES FLEURY  
National Secretary-Treasurer

Financial statements of  
États financiers de

**Canadian Union of  
Public Employees -  
National Defence Fund**

**Syndicat canadien de  
la fonction publique -  
Caisse nationale de défense**

December 31, 2014  
31 décembre 2014

**Canadian Union of Public  
Employees - National  
Defence Fund**

December 31, 2014

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31 décembre 2014

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## Independent Auditor's Report

To the Members of  
Canadian Union of Public Employees

We have audited the accompanying financial statements of Canadian Union of Public Employees (the Union) - National Defence Fund, which comprise the statement of financial position as at December 31, 2014, and the statements of operations and changes in fund balance and of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## Rapport de l'auditeur indépendant

Aux membres du  
Syndicat canadien de la fonction publique

Nous avons effectué l'audit des états financiers ci-joints du Syndicat canadien de la fonction publique (le Syndicat) - Caisse nationale de défense, qui comprennent l'état de la situation financière au 31 décembre 2014, et les états des résultats et de l'évolution du solde du Fonds et des flux de trésorerie de l'exercice clos à cette date, ainsi qu'un résumé des principales méthodes comptables et d'autres informations explicatives.

### Responsabilité de la direction pour les états financiers

La direction est responsable de la préparation et de la présentation fidèle de ces états financiers conformément aux Normes comptables canadiennes pour les organismes sans but lucratif, ainsi que du contrôle interne qu'elle considère comme nécessaire pour permettre la préparation d'états financiers exempts d'anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs.

### Responsabilité de l'auditeur

Notre responsabilité consiste à exprimer une opinion sur les états financiers, sur la base de notre audit. Nous avons effectué notre audit selon les normes d'audit généralement reconnues du Canada. Ces normes requièrent que nous nous conformions aux règles de déontologie et que nous planifions et réalisons l'audit de façon à obtenir l'assurance raisonnable que les états financiers ne comportent pas d'anomalies significatives.

Un audit implique la mise en œuvre de procédures en vue de recueillir des éléments probants concernant les montants et les informations fournis dans les états financiers. Le choix des procédures relève du jugement de l'auditeur, et notamment de son évaluation des risques que les états financiers comportent des anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs. Dans l'évaluation de ces risques, l'auditeur prend en considération le contrôle interne de l'entité portant sur la préparation et la présentation fidèle des états financiers afin de concevoir des procédures d'audit appropriées aux circonstances, et non dans le but d'exprimer une opinion sur l'efficacité du contrôle interne de l'entité. Un audit comporte également l'appréciation du caractère approprié des méthodes comptables retenues et du caractère raisonnable des estimations comptables faites par la direction, de même que l'appréciation de la présentation d'ensemble des états financiers.

Nous estimons que les éléments probants que nous avons obtenus sont suffisants et appropriés pour fonder notre opinion d'audit.

**Opinion**

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Canadian Union of Public Employees - National Defence Fund as at December 31, 2014, and the results of its operations and its cash flows for the year the ended in accordance with Canadian accounting standards for not-for-profit organizations.

**Opinion**

À notre avis, ces états financiers donnent, dans tous leurs aspects significatifs, une image fidèle de la situation financière du Syndicat canadien de la fonction publique - Caisse nationale de défense au 31 décembre 2014, ainsi que de ses résultats d'exploitation et de ses flux de trésorerie pour l'exercice clos à cette date, conformément aux Normes comptables canadiennes pour les organismes sans but lucratif.

*Deloitte* LLP/S.E.N.C.R.L./s.c.l.

Chartered Professional Accountants, Chartered Accountants  
Licensed Public Accountants

Comptables professionnels agréés, Comptables agréés  
Experts-comptables autorisés

June 10, 2015

Le 10 juin 2015

**Canadian Union of Public  
Employees - National  
Defence Fund**

Statement of financial position  
as at December 31, 2014

**Syndicat canadien de la  
fonction publique - Caisse  
nationale de défense**

État de la situation financière  
au 31 décembre 2014

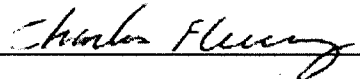
	2014	2013	
	\$	\$	
<b>Assets</b>			<b>Actif</b>
Current assets			Actif à court terme
Cash	1,474,481	1,656,154	Encaisse
Short-term investments (note 3)	1,277,431	1,250,183	Placements à court terme (note 3)
Per capita tax receivable	1,400,863	1,372,612	Capitation à recevoir
Accounts receivable	4,571	4,662	Débiteurs
Prepaid expenses	5,004	26,000	Dépenses payées d'avance
	<b>4,162,350</b>	<b>4,309,611</b>	
Investments (note 3)	<b>4,125,249</b>	<b>3,914,557</b>	Placements (note 3)
	<b>8,287,599</b>	<b>8,224,168</b>	
<b>Liabilities</b>			<b>Passif</b>
Current liabilities			Passif à court terme
Accounts payable and accrued liabilities	1,859,077	1,889,299	Créditeurs et frais courus
Due to General Fund	161,394	630,721	Dû à la Caisse générale
Due to locals for cost-sharing programs	4,136,547	4,103,223	Dû aux sections locales pour les programmes à frais partagés
	<b>6,157,018</b>	<b>6,623,243</b>	
<b>Fund balance</b>			<b>Solde du Fonds</b>
Unrestricted	2,130,581	1,600,925	Non affecté
	<b>8,287,599</b>	<b>8,224,168</b>	

ON BEHALF OF THE NATIONAL EXECUTIVE BOARD

AU NOM DU CONSEIL EXECUTIF NATIONAL



Paul Moist  
National President, Président national



Charles Fleury  
National Secretary-Treasurer, Secrétaire-trésorier national

**Canadian Union of Public  
Employees - National  
Defence Fund**

Statement of operations and  
changes in fund balance  
year ended December 31, 2014

**Syndicat canadien de la  
fonction publique - Caisse  
nationale de défense**

État des résultats et  
de l'évolution du solde du Fonds  
de l'exercice clos le 31 décembre 2014

	Budget 2014	2014	2013	
	\$	\$	\$	
	(unaudited) (non audité)			
<b>Revenue</b>				<b>Revenus</b>
Per capita tax	8,566,400	8,679,975	8,399,408	Capitation
Investment income	-	151,454	215,164	Revenus de placements
Miscellaneous	-	-	1,496	Divers
	<b>8,566,400</b>	<b>8,831,429</b>	<b>8,616,068</b>	
<b>Expenses</b>				<b>Dépenses</b>
Cost-sharing programs	2,600,000	2,382,829	2,756,190	Programmes à frais partagés
National strategic priorities	2,050,000	2,087,965	2,160,948	Priorités nationales en matière de stratégie
Regional strategic priorities	1,610,000	1,619,734	1,674,668	Priorités régionales en matière de stratégie
Major organizing campaigns	2,300,000	2,287,619	2,488,533	Grandes campagnes d'organisation
	<b>8,560,000</b>	<b>8,378,147</b>	<b>9,080,339</b>	
Excess (deficiency) of revenue over expenses before the undernoted item:	6,400	453,282	(464,271)	Excédent (insuffisance) des revenus sur les dépenses avant l'incidence du poste ci-dessous :
Unrealized gains (losses) on investments	-	76,374	(177,306)	Gains (pertes) non réalisés sur placements
Excess (deficiency) of revenue over expenses	6,400	529,656	(641,577)	Excédent (insuffisance) des revenus sur les dépenses
Balance, beginning of year	1,600,925	1,600,925	2,242,502	Solde au début
<b>Balance, end of year</b>	<b>1,607,325</b>	<b>2,130,581</b>	<b>1,600,925</b>	<b>Solde à la fin</b>

**Canadian Union of Public  
Employees - National  
Defence Fund**

Statement of cash flows  
year ended December 31, 2014

**Syndicat canadien de la  
fonction publique - Caisse  
nationale de défense**

État des flux de trésorerie  
de l'exercice clos le 31 décembre 2014

	2014	2013	
	\$	\$	
Net inflow (outflow) of cash related to the following activities:			Augmentation (diminution) de l'encaisse liée aux activités suivantes :
<b>Operating</b>			<b>Exploitation</b>
Excess (deficiency) of revenue over expenses	529,656	(641,577)	Excédent (insuffisance) des revenus sur les dépenses
Unrealized loss (gain) on investments	(76,374)	177,306	Perte (gain) non réalisée sur les placements
Changes in non-cash operating working capital items listed below:			Variation des éléments hors caisse du fonds de roulement d'exploitation suivant:
Per capita tax receivable	(28,251)	49,383	Capitation à recevoir
Accounts receivable	91	-	Débiteurs
Prepaid expenses	20,996	(18,505)	Dépenses payées d'avance
Accounts payable and accrued liabilities	(30,222)	157,772	Créditeurs et frais courus
Due to locals for cost-sharing programs	33,324	393,765	Dû aux sections locales pour les programmes à frais partagés
	449,220	118,144	
<b>Investing</b>			<b>Investissement</b>
Acquisition of investments	(11,334,980)	(6,324,102)	Acquisition d'investissements
Disposal of investments	11,173,414	6,150,237	Cession d'investissements
	(161,566)	(173,865)	
<b>Financing</b>			<b>Financement</b>
Increase (decrease) in due to General Fund	(469,327)	105,467	Augmentation (diminution) du montant dû à la Caisse générale
Increase (decrease) in due from National Strike Fund	-	56,117	Augmentation (diminution) du montant à recevoir de la Caisse nationale de grève
	(469,327)	161,584	
Net cash inflow (outflow)	(181,673)	105,863	Augmentation (diminution) de l'encaisse
Cash, beginning of year	1,656,154	1,550,291	Encaisse au début
<b>Cash, end of year</b>	<b>1,474,481</b>	<b>1,656,154</b>	<b>Encaisse à la fin</b>

# Canadian Union of Public Employees - National Defence Fund

Notes to the financial statements  
December 31, 2014

# Syndicat canadien de la fonction publique - Caisse nationale de défense

Notes complémentaires  
31 décembre 2014

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## 1. Purpose of the organization

The Canadian Union of Public Employees (the Union) is a national labour organization representing workers in a variety of jurisdictions throughout the public sector and areas of the private sector. The Union is an unincorporated association with rights and responsibilities regulated by Provincial and Federal labour laws and is exempt from income tax as a labour organization under the Income Tax Act (Canada).

The National Defence Fund was established to provide financial assistance to members on strike or facing strike action and, on a cost-sharing basis, for coordinated informational and lobbying campaigns conducted in conjunction with collective bargaining or efforts to change restrictive legislation. On January 1, 2002, a separate National Strike Fund was established. The National Defence Fund transferred cash and the responsibility to provide financial assistance to members on strike or facing action to the National Strike Fund.

## 2. Significant accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

### *Basis of accounting and presentation*

The financial statements have been prepared using the deferral method of accounting. Under this method, revenue and expenses are reflected in the accounts in the period in which they have been earned and incurred respectively, whether or not such transactions have been finally settled by the receipt or payment of money.

The Union has adopted fund accounting as a basis of reporting its activities and separate financial statements are prepared for the General Fund, National Strike Fund and National Defence Fund. The Union also prepares combined financial statements which include the three funds. These financial statements present the activities of the National Defence Fund only.

## 1. Nature de l'organisme

Le Syndicat canadien de la fonction publique (le Syndicat) est un syndicat national qui représente les travailleuses et travailleurs d'une variété de champs dans le secteur public et de certains domaines dans le secteur privé. Le Syndicat est une association non constituée en société dont les droits et responsabilités sont réglementés par les lois du travail fédérales et provinciales et est exempt d'impôt selon la loi fédérale de l'impôt sur le revenu (Canada).

La Caisse nationale de défense a été établie afin de fournir de l'aide financière aux membres en grève ou faisant face à une éventualité de grève et, sous une base de frais partagés, afin de coordonner les campagnes d'information et de lobbying conduites en conjonction avec la négociation de conventions collectives ou des efforts pour le changement de lois restrictives. Une Caisse nationale de grève a été établie séparément le 1<sup>er</sup> janvier 2002. La Caisse nationale de défense a transféré à la Caisse nationale de grève des liquidités et la responsabilité de l'aide financière aux membres en grève ou confrontés à des procès.

## 2. Principales méthodes comptables

Les états financiers ont été dressés conformément aux Normes comptables canadiennes pour les organismes sans but lucratif et tiennent compte des principales méthodes comptables suivantes :

### *Méthode de comptabilité et présentation*

Les états financiers ont été préparés selon la méthode du report. Selon cette méthode, les revenus et les dépenses sont imputés à l'exercice où ils sont gagnés ou engagés, sans considération du moment où les opérations auxquelles ils se rapportent sont réglées par un encaissement ou un décaissement.

Le Syndicat a adopté la comptabilité par fonds comme norme de présentation de ses activités et des états financiers distincts sont préparés pour la Caisse générale, la Caisse nationale de grève et la Caisse nationale de défense. Le Syndicat prépare aussi des états financiers combinés qui incluent les trois fonds. Ces états financiers ne présentent que les activités de la Caisse nationale de défense.

# Canadian Union of Public Employees - National Defence Fund

Notes to the financial statements  
December 31, 2014

# Syndicat canadien de la fonction publique - Caisse nationale de défense

Notes complémentaires  
31 décembre 2014

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## 2. Significant accounting policies (continued)

### *Financial instruments*

The Union initially measures its financial assets and liabilities at fair value. The Union subsequently measures all its financial assets and liabilities at amortized cost except for cash and investments which are measured at fair value. Changes in fair value are recognized in the statement of operations.

### *Revenue recognition*

The Union's principal sources of revenue consist of per capita tax and initiation fees and investment income.

Revenue from per capita tax and initiation fees is recognized over the period to which the revenue relates. Revenue received in advance is deferred to the period to which the revenue relates.

### *Use of estimates*

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from these estimates. Assumptions are used in estimating the fair value of investments, the collectability of accounts receivable and the amount of certain accrued liabilities.

## 2. Principales méthodes comptables (suite)

### *Instruments financiers*

Le Syndicat évalue initialement ses actifs financiers et ses passifs financiers à la juste valeur. Il évalue ultérieurement tous ses actifs et passifs financiers au coût après amortissement à l'exception de son encaisse et de ses placements qui sont évalués à la juste valeur. Les changements à la juste valeur sont enregistrés dans l'état des résultats.

### *Constatations des produits*

Le Syndicat a comme sources principales de revenus la capitation et droits d'initiation et les revenus de placements.

Les revenus de capitation et droits d'initiation sont constatés à la période à laquelle ils se rapportent. Les revenus reçus en avances sont reportés à la période à laquelle ils se rapportent.

### *Utilisation d'estimations*

Dans le cadre de la préparation des états financiers, conformément aux Normes comptables canadiennes pour les organismes sans but lucratif, la direction doit établir des estimations et des hypothèses qui ont une incidence sur les montants des actifs et des passifs présentés et sur la présentation des actifs et des passifs éventuels à la date des états financiers, ainsi que sur les montants des produits d'exploitation et des charges constatés au cours de la période visée par les états financiers. Les résultats réels pourraient varier par rapport à ces estimations. Les estimations sont utilisées pour établir la juste valeur des placements, le recouvrement des débiteurs et le montant de certains frais courus.

# Canadian Union of Public Employees - National Defence Fund

Notes to the financial statements  
December 31, 2014

# Syndicat canadien de la fonction publique - Caisse nationale de défense

Notes complémentaires  
31 décembre 2014

### 3. Investments

Investments are summarized as follows :

	2014			2013			
	Fair value Juste valeur	Cost Coût	%	Fair value Juste valeur	Cost Coût	%	
	\$	\$	%	\$	\$	%	
Short-term investments	1,260,408	1,260,408	23	1,221,362	1,221,362	23	Placements à court terme
Accrued interest	17,023	17,023	1	28,821	28,802	1	Intérêts courus
Short-term investments	1,277,431	1,277,431	24	1,250,183	1,250,164	24	Placements à court terme
<b>Bonds</b>							<b>Obligations</b>
Government	2,868,608	2,846,618	53	1,756,354	1,799,853	34	Gouvernement
Corporate and others	1,256,641	1,234,607	23	2,158,203	2,147,073	42	Sociétés et autres
Long-term investments	4,125,249	4,081,225	76	3,914,557	3,946,926	76	Placements à long terme
<b>Total investments</b>	<b>5,402,680</b>	<b>5,358,656</b>	<b>100</b>	<b>5,164,740</b>	<b>5,197,090</b>	<b>100</b>	<b>Total des placements</b>

#### Determination of fair values

Short-term investments consist of Canada Treasury bills. The market value of these short-term investments is approximately equal to their cost.

Bonds are debt obligations of governments and corporate entities paying interest at rates appropriate to the market at their date of purchase. Bonds are valued at the year-end quoted market prices.

The bonds mature at face value on a staggered basis over the next 54 years (2013 - 95 years). Effective interest rates to maturity for these securities range from 1.29% to 7.13% (2013 - 1.5% to 9.9%).

#### Investment risk

Investment in financial instruments renders the Fund susceptible to the potential risk arising from the failure of a party to a financial instrument to discharge its obligation when due. The maximum investment risk to the Fund is equal to the fair value of the investments.

#### Concentration of risk

Concentrations of risk exist when a significant proportion of the portfolio is invested in securities with similar characteristics or subject to similar economic, political or other conditions. Management believes that the concentrations described above do not represent excessive risk.

### 3. Placements

Les placements se répartissent comme suit :

	2014			2013			
	Fair value Juste valeur	Cost Coût	%	Fair value Juste valeur	Cost Coût	%	
	\$	\$	%	\$	\$	%	
Short-term investments	1,260,408	1,260,408	23	1,221,362	1,221,362	23	Placements à court terme
Accrued interest	17,023	17,023	1	28,821	28,802	1	Intérêts courus
Short-term investments	1,277,431	1,277,431	24	1,250,183	1,250,164	24	Placements à court terme
<b>Bonds</b>							<b>Obligations</b>
Government	2,868,608	2,846,618	53	1,756,354	1,799,853	34	Gouvernement
Corporate and others	1,256,641	1,234,607	23	2,158,203	2,147,073	42	Sociétés et autres
Long-term investments	4,125,249	4,081,225	76	3,914,557	3,946,926	76	Placements à long terme
<b>Total investments</b>	<b>5,402,680</b>	<b>5,358,656</b>	<b>100</b>	<b>5,164,740</b>	<b>5,197,090</b>	<b>100</b>	<b>Total des placements</b>

#### Détermination de la juste valeur

Les placements à court terme sont composés de bons du Trésor du Canada. La valeur du marché des placements à court terme est comparable à leur coût.

Les obligations représentent des instruments d'emprunt de gouvernements et de sociétés par actions, produisant des rendements en intérêts comparables à ceux du marché au moment de leur achat. Les obligations sont évaluées au cours du marché en date de fin d'exercice.

L'échéance des obligations s'échelonne sur une période de 54 ans (2013 - 95 ans). Les taux d'intérêts effectifs pour ces titres varient de 1,29 % à 7,13 % (1,5 % à 9,9 % en 2013) jusqu'à leur échéance.

#### Risque lié aux placements

En investissant dans des instruments financiers, le Fonds s'expose au risque inhérent qu'un émetteur d'instrument financier ne puisse faire face à ses obligations à la date convenue. Le risque maximum auquel s'expose le Fonds est égal à la juste valeur des placements.

#### Concentration du risque

Il y a concentration du risque lorsqu'une portion importante du portefeuille est constituée de placements dans des valeurs présentant des caractéristiques semblables ou sensibles aux mêmes facteurs économiques, politiques ou autres. La direction est d'avis que les concentrations décrites ci-dessus ne représentent pas de risque excessif.



# Canadian Union of Public Employees - National Defence Fund

Notes to the financial statements  
December 31, 2014

# Syndicat canadien de la fonction publique - Caisse nationale de défense

Notes complémentaires  
31 décembre 2014

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## 4. Financial instruments

### *Fair value*

The National Defence Fund's financial instruments consist of cash, investments, per capita tax receivable, accounts receivable, accounts payable and accrued liabilities, receivable from or due to other Funds and due to locals for cost-sharing programs. The fair value of these financial instruments is approximately equal to their carrying amount given their short-term maturity. The fair value of investments is disclosed in note 3.

### *Interest rate risk*

Interest rate risk is the exposure of the National Defence Fund's earnings that arises from fluctuations in interest rates. The Union is exposed to interest rate risk on its investments.

### *Credit risk*

Credit risk arises from the potential that locals and other parties will fail to honour their obligations. The National Defence Fund is exposed to credit risk through per capita tax and accounts receivable. The National Defence Fund limits the amount of credit extended when considered necessary.

## 5. Capital management

The Union's objectives when managing capital are to safeguard its ability to continue as a labour organization in an effort to carry out its mission. Capital consists of the Fund balance. The Union is not subject to any externally imposed capital requirements or restrictions.

## 4. Instruments financiers

### *Juste valeur*

Les instruments financiers de la Caisse nationale de défense comprennent l'encaisse, les placements, la capitation à recevoir, les débiteurs, les créditeurs et frais courus, les dus des (aux) autres Caisses et les dus aux sections locales pour les programmes à frais partagés. La juste valeur de ces instruments financiers est approximativement égale à leur valeur comptable compte tenu de leur brève échéance. La juste valeur des placements est divulguée à la note 3.

### *Risques de taux d'intérêt*

Les risques de taux d'intérêt, auxquels les bénéfices de la Caisse nationale de défense sont exposés, surviennent à cause des fluctuations des taux d'intérêt. Le Syndicat est exposé à des risques de taux d'intérêt sur ses placements.

### *Risques de crédit*

Des risques de crédit se présentent lorsque certaines sections locales et autres groupes ne font pas face à leurs obligations. La Caisse nationale de défense est exposée au risque de crédit provenant de la capitation à recevoir et des débiteurs. La Caisse nationale de défense limite le montant de crédit avancé si nécessaire.

## 5. Gestion du capital

Les objectifs du Syndicat quant à la gestion de son capital, sont de continuer à opérer comme organisme syndical afin de pouvoir réaliser sa mission. Le capital du Syndicat se compose du solde du Fonds. Le Syndicat n'est pas soumis à des exigences externes en matière de gestion du capital.





Schedule 1

**Canadian Union of Public Employees / Syndicat canadien de la fonction publique**  
**Cost-Sharing Campaigns & Miscellaneous / Campagnes à frais partagés et frais divers**  
**For the period ending December 31, 2014 / Pour l'exercice se terminant le 31 décembre 2014**

**Atlantic**

Acute Care Locals, N.S. - Fightback Against Superboard Merger	\$ 101,326	
CUPE Newfoundland & Labrador - Increase Profile - Phase I (2012)	(76,100)	
CUPE Newfoundland & Labrador - Increase Profile - Phase II (2013)	(97,598)	
Locals 759, 761 and 933 - N.S. - Public Image Campaign	16,989	
Local 2230 - Keep Centre Open Campaign	11,485	
Local 4814 - Reinstate Crossing Guards	2,875	
Local 4745 - N.S. - Worthy Wage Campaign	9,600	
Miscellaneous	331	(31,092)

**Maritimes**

Local 1190 - Reverse cuts / Winter maintenance	\$ 62,037	
Local 1251 - N.B. - Image Campaign	33,000	
Miscellaneous	10	95,047

**Quebec**

Locals 675-5757 - Against Cut Backs	\$ 13,140	
Local 1983 - Phase II - Awareness campaign	66,050	
Local 2929 - Bargaining Support (2011)	(6,050)	
CPSC - Calling centre (2011)	(2,013)	
Provincial Council Social Services / AP	50,000	
Miscellaneous	587	121,714

**Ontario**

Local 67 - Stop Closures of Child Care Centres	\$ 833	
Local 255 - Importance of problems (2011)	(3,140)	
Local 416 - Community Outreach	158,530	
Local 416 - Against contracting out of solid waste	50,854	
Local 503 - Member Mobilization & Public Awareness Campaign	97,463	
Local 503 - 2014 Municipal Election Campaign	89,043	
Local 504 - Against contracting out	4,602	
Local 543 - Member Mobilization Campaign	37,053	
Local 960 - Awareness campaign	1,413	
Local 966 - Bargaining Support	61,585	
Local 1600 - Against Privatization (2011)	(64,699)	
Local 2221 - Bargaining Support	7,592	
Locals 3902-5 - Mobilization & Bargaining Support	16,792	
Local 4000 - Medical Transcriptionists Awareness	1,799	
Local 4400 - Defending Jobs	400,000	
Local 4948 - Community Engagement & Member Mobilization	43,069	

Schedule 1 (cont'd)

**Canadian Union of Public Employees / Syndicat canadien de la fonction publique**  
**Cost-Sharing Campaigns & Miscellaneous / Campagnes à frais partagés et frais divers**  
**For the period ending December 31, 2014 / Pour l'exercice se terminant le 31 décembre 2014**

**Ontario (cont'd)**

Local 5100 - Grand Erie District SB / Awareness of impact of Bill 115 (2013)	(773)	
Local 5678 - Member Mobilization	31,940	
OCHU - Election Campaign	49,406	
OSBCC - Bargaining Support	43,239	
Miscellaneous	1,578	1,028,178

**Manitoba**

Local 500 - Phase IV - Positively Public Campaign	\$ 50,000	
Local 1550 - Outreach Campaign	<u>3,594</u>	53,594

**Saskatchewan**

CUPE Saskatchewan - "Community Union"	\$ 80,000	
Local 21 - Fight Privatization of Water	52,880	
Local 21 - 2012 municipal (further) (2012)	(5,577)	
Local 21 - Promote public services (2011)	(45,200)	
Local 287 - Bargaining support (2011)	(8,573)	
Local 1594 - Bargaining support (2011)	8,840	
Local 1594 - Bargaining support, Phase II (2011)	(11,250)	
Local 1881 - Bargaining support (2011)	(5,000)	
Local 1871 - Against concessions (2011)	(5,000)	
Local 3287 - Raise Awareness	20,000	
Local 3287 - Bargaining Support, phase II (2011)	(10,350)	
Local 4777 - "Keep Health Public"	23,500	
Local 4980 - Fightback against Contracting out Hospital Services	5,000	
Local 3967 - Promoting "Community Based" Health Services	25,000	
Local 5111 - Fightback against a P3 Forensic Hospital	22,000	
Local 5111 - Political Action (2011)	(15,632)	
Local 5512 - Prairie South School Division / Lack of Funding and cuts (2013)	(10,000)	
Local 5999 - Against the Privatization of Health Services	10,000	
HCC - Health Care Providers' Week	6,500	
HCC - Anti-Privatization Mobilizing	152,500	
LWSC - Increasing membership participation (2011)	(3,382)	
Saskatchewan Health Care Council / Phase II LPN	45,250	
Miscellaneous	153	331,658

**Alberta**

Local 30 - Leadership Campaign	\$ 25,500	
Local 37 - Anti-privatization (2011)	(4,113)	

Schedule 1 (cont'd)

**Canadian Union of Public Employees / Syndicat canadien de la fonction publique**  
**Cost-Sharing Campaigns & Miscellaneous / Campagnes à frais partagés et frais divers**  
**For the period ending December 31, 2014 / Pour l'exercice se terminant le 31 décembre 2014**

**Alberta (cont'd)**

Local 38 - Promote members' work	150,019	
Locals 37, 39 and 709 - Phase III - Promotion of Public Services	164,993	
Local 474 - We work for you (2011)	(26,440)	
Local 520 - Annual "Run & Walk" Event	1,250	
Local 520 - Calgary Separate School Board / Annual run and walk event (2013)	1,250	
Local 2545 - Bargaining support (2011)	(42,028)	
Local 3911 - Against Call Centre Model for Online Tutors	2,000	
CUPE Alberta - "Attack On Our Pensions"	45,556	317,986

**British Columbia**

Local 50 - 2014 Municipal Elections	\$ 6,000	
Local 116 - Bargaining support (2010)	(35,959)	
Local 402 - Against P3 (2011)	(18,000)	
Local 532 - Member Mobilization	10,000	
Local 608 - Against contracting out	10,000	
Local 798 - Awareness Campaign	10,000	
Local 798 - Private corporations not paying taxes (2010)	(18,476)	
Local 873 - Promote Provincially-based Ambulance Services	30,000	
Local 1004 - Promote & Protect Public Services	20,000	
Local 1048 - 2014 Municipal Election Campaign	20,000	
Local 1091 - Against Underfunded Education	50,000	
Local 1978 - Keep Sewage Public	20,000	
Local 2081 - Increase Education Funds (Colleges)	20,000	
Local 2081 - Member Mobilization	30,000	
Local 2081 - Bargaining support (2010)	(29,550)	
Local 2269 - 2014 Municipal Election Campaign	5,000	
Local 2950 - Promote Adequate Funding of Post-Secondary Education	37,750	
Local 4163 - Promote Adequate Funding of Post-Secondary Education	6,250	
Local 4163 - Eng/educ members	2,000	
Local 4500 - Increase Public Profile	11,500	
Local 4542 - Increase member engagement	(6,000)	
CUPE BC - 2014 Municipal Election	195,000	
Universities Coordinating Bargaining	\$ (14,196)	361,319

**H.E.U.**

HEU 2012		104,425
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**Total - Cost-Sharing Campaigns**

**\$ 2,382,829**

Schedule 2

**Canadian Union of Public Employees / Syndicat canadien de la fonction publique**  
**National Strategic Priorities / Priorités nationales en matière de stratégie**  
**For the period ending December 31, 2014 / Pour l'exercice se terminant le 31 décembre 2014**

			<b>Budget</b>
<b><u>Meetings (Sector Issues &amp; Meetings)</u></b>			
Young Workers Retreat	\$ 7,367		
EMS Meeting	17,491		
LPN Conference	1,855		
Global Justice	64,542		
CCHR Sector Council	4,420	\$ 95,675	\$ 100,000
 <b><u>External Events</u></b>			
FCM	\$ 76,667		
CLA	19,881		
Early Childhood Educators of B.C.	1,500		
Quebec Municipal Infrastructure	5,206		
ACCC	3,936		
Union of Nova Scotia Municipalities	6,000		
Council of the Federation	17,326		
Progress Summit / Broadbent Institute	15,000	145,516	160,000
 <b><u>Communication and Research</u></b>			
LabourStart	\$ 5,000		
Our Times Labour Magazine	7,613		
RadioLabour	5,000		
Polaris-Research PPP Canada Inc.	80,000		
Flagship Sol Research Services	44,000		
Rabble.ca	25,000		
The Council for Canadians - Fracking Project	5,000		
Post-Sec Education Booklet	6,577		
Privatization Focus Groups & Research	61,890		
CUPE Celebrates	22,199	262,279	210,000

Schedule 2 (cont'd)

**Canadian Union of Public Employees / Syndicat canadien de la fonction publique**  
**National Strategic Priorities / Priorités nationales en matière de stratégie**  
**For the period ending December 31, 2014 / Pour l'exercice se terminant le 31 décembre 2014**

**Budget**

**Initiatives and Sponsorships**

March 8 Int'l Women's Day	\$ 12,588
Mayworks Festival	1,200
Workers Art and Heritage Centre	10,000
Mexico Tour - United Steel workers	4,470
LEAF Person's Day Breakfast	600
Canada Without Poverty	9,500
Gil's May Day Hootenanny	5,000
Assembly of First Nations Gala	3,186
County Kings & Anti-Discrim. Comitee	1,000
Canadian Housing & Renewal Association	5,000
Common Front South Asian Awards	1,000
Honouring Indigenous Women	600
United Nations Commission on Status Women	1,152
National First Nations Infrastrucure Conference	5,000
PowerShift Conference	5,000
Canadian Women's Foundation	1,000
Trans History Symposium	4,081
Council of Canadian - Elsipogtog Tour	500
Regina Water Watch	8,373
Halifax Mayworks Festival	1,500
International Conference on Abortion	2,000
Indigenous Leadership Conference	8,267
AFN 35th Annual Gen Assembly	5,606
Council of Canadian - Forging Solidarity	10,000
FEM North Net - Workshop	1,144
Summer Festivals Labour Day N.B.	17,147
Summer Festival Labour Day P.E.I.	6,840



Schedule 2 (cont'd)

**Canadian Union of Public Employees / Syndicat canadien de la fonction publique**  
**National Strategic Priorities / Priorités nationales en matière de stratégie**  
**For the period ending December 31, 2014 / Pour l'exercice se terminant le 31 décembre 2014**

<u>Initiatives and Sponsorships (cont'd)</u>	<u>Budget</u>
Summer Festiv & LabourDay N.S.	21,451
CCPA N.S. - Fall Gala	800
Indigenous Survivors of Child Welfare	2,500
Lunch Tribute - Tony Martin	500
Broadbent Institute - Progress Gala	9,500
Windsor Council Santa Parade	4,000
The Opressed Majority	1,000
AFN Special Assembly	3,100
Egale Canada	6,450
Coalition of Black Trade Union	850
World Outgames	1,549
CCIC	500
ILGA Membership	2,305
Colombia Solidarity	1,262
International Civil Liberties Monitoring Group (ICLMG)	5,000
International Centre for trade Union Rights (ICTUR)	1,453
Tri-National Energy Meeting	1,003
Honduras solidarity	11,240
Philippines Elec Mon. Mission	11,284
Haiti Solidarity	1,000
Womens Human Right Inst (WHRI)	7,500
Frontline Tour Colombia - CoDev	1,780
Bangladesh Project	14,335
U. Nations Comm Status Women	3,481
Iran in review Conference	1,000
World Pride 2014	32,709
Human Rights Conference - Belgium	3,353
Justice for Deepan Campaign	7,000
Stephen Lewis Foundation	10,000
CJPME Foundation	5,000
Migrant Workers Tour	251

Schedule 2 (cont'd)

**Canadian Union of Public Employees / Syndicat canadien de la fonction publique**  
**National Strategic Priorities / Priorités nationales en matière de stratégie**  
**For the period ending December 31, 2014 / Pour l'exercice se terminant le 31 décembre 2014**

			<b>Budget</b>
<b><u>Initiatives and Sponsorships (cont'd)</u></b>			
Ontario School Boards Bargaining	7,167		
CRAT Hydro-Quebec	100,000		
Ontario Developmental Social Services	5,539		
CCAC Bargaining	2,880	420,495	500,000
 <b><u>Political Action</u></b>			
National Census	\$ 109,610		
Dr. Day - B.C. Health Coalition	30,000		
Quebec Pension Fightback - Bill 3	49,551		
Shale Gas- N.B.	9,391		
People's Social Forum	1,546		
LeadNow-Economy Campaigning	15,000	215,098	305,000
 <b><u>Coalition Funding</u></b>			
CCPA - Alternative Federal Budget	\$ 15,000		
Régie de l'énergie	35,000		
ATTAC - Quebec	500		
Cornell Global Labor Institute	6,432		
CCPA - Nova Scotia	5,000		
Feminist Alliance for Int'l Action	5,000		
Parkland Inst. Conference	15,000		
Canada Without Poverty	10,000		
Maquila Solidarity Network	10,000		
Coalition Québécoise contre les ateliers de misère	1,500		
CCPA	30,000		
N.S. Citizens Health Care Network	10,000		
N.B. Health Coalition	5,000		
N.B. Common Front Social Justice	5,000		
Can. Research Inst. for the Advancement of Women	2,500		
N.B. - Pay Equity Coalition	5,000		

Schedule 3 (cont'd)

**Canadian Union of Public Employees / Syndicat canadien de la fonction publique**  
**National Strategic Priorities / Priorités nationales en matière de stratégie**  
**For the period ending December 31, 2014 / Pour l'exercice se terminant le 31 décembre 2014**

		<b>Budget</b>
<b><u>Coalition Funding (cont'd)</u></b>		
International Aid for Children	1,500	
Aspen Foundation for Labour Education	5,000	
Public Interest Alberta	5,000	
Friends of Medicare	5,000	
CCIC	3,000	
Canadians for Tax Fairness	15,000	
IREC	50,000	
Right to Energy	276	
Working Group Liveable income	1,500	
ACORN	10,000	
Mining Watch	10,500	
P.E.I. Coalition Support	1,500	
Nat'l Pension Senior Citizens Federation	5,000	
Canadian Mobilization Educ Hub Society	10,000	
Next Up!	10,000	
Comité d'entraide	5,000	
Council of Canadians - P.E.I.	1,500	
RESDAC	1,000	
The Centre for Literacy	1,000	
COPIAN	5,000	
Common Frontiers	13,500	
Child Care Advocacy Association	10,000	
Canadian Health Coalition	35,000	
Fondation Léo Cormier	500	
Coalition Eau Secours	11,500	
Solidarity Health	5,183	
Fondation Benoit Deshaies	1,000	
ICEA	500	
Ontario Health Coalition	10,000	
CCPA Manitoba	5,000	399,891
		300,000

Schedule 2 (cont'd)

**Canadian Union of Public Employees / Syndicat canadien de la fonction publique**  
**National Strategic Priorities / Priorités nationales en matière de stratégie**  
**For the period ending December 31, 2014 / Pour l'exercice se terminant le 31 décembre 2014**

		<b>Budget</b>	
<b><u>Campaign Funding</u></b>			
Aboriginal Issues	\$ 20,439		
CUPE NFLD Public Images	8,873		
Disability Rights	556		
P.E.I. - E.I. Reform Campaign	17,480		
Kids Not Cuts	10,000		
N.B. - E.I. Reform Campaign	11,554		
Day of Mourning Radio Ads	8,800		
Secretary-Treasurer's Breakfast	14,761		
Better Way Alberta	30,000		
QC Municipal Restructuring	46,128		
N.B. Pensions	14,329		
Economic Literacy	91,841		
Quebec Pension Plans	50,000		
Ontario Election Focus Testing	5,000		
Staging Future Capital	5,000		
Health Accord Campaign Coord	117,556		
C.P.P. and Infrastructure	1,198		
N.B. Red Cross	10,000		
Literacy Programs	5,000		
Couillard Austerity Fightback	35,000		
National Labour Day	24,691		
NDLF Pension Plan	1,967		
VAW Campaign	18,828	549,001	475,000
<b>Total - National Strategic Priorities</b>		<b>\$ 2,087,955</b>	<b>\$ 2,050,000</b>

Schedule 3

Canadian Union of Public Employees / Syndicat canadien de la fonction publique  
 Regional Strategic Priorities / Priorités régionales en matière de stratégie  
 For the period ending December 31, 2014 / Pour l'exercice se terminant le 31 décembre 2014

	Actual	Budget
<b><u>Quebec</u></b>		
Fight against austerity measures	\$ 303,986	\$ 300,000
<b><u>Ontario</u></b>		
Building a Better Ontario	810,000	810,000
<b><u>British Columbia</u></b>		
Strong Communities Campaign	380,748	375,000
<b><u>H.E.U.</u></b>		
Contracting-Out Campaign / Legal Services	125,000	125,000
<b>Total - Regional Strategic Priorities</b>	<b>\$ 1,619,734</b>	<b>\$ 1,610,000</b>

Schedule 4

**Canadian Union of Public Employees / Syndicat canadien de la fonction publique**  
**Major Organizing Campaigns / Grandes campagnes d'organisation**  
**For the period ending December 31, 2014 / Pour l'exercice se terminant le 31 décembre 2014**

**National Initiatives**

Material	\$	181,810	
National HEU and LPN Campaign		8,866	
Supernumerary Organizer		4,610	
		4,610	\$ 195,286

**Atlantic**

**Organizing**

Grandview Manor Nursing Home	\$	1,586	
Nurses Week		8,382	
Amherst & District Residential Services Society		740	
Progress Center - Early Intervention		1,084	
Student Technology Assistant - University of Moncton		108	
<i>Total Organizing - Atlantic</i>		11,899	

**Restructuring**

Acute Care / Representation Vote - N.S.	\$	40,028	
Acute Care Organizing		120,464	
Acute Care Pride Items Cost Share		27,758	
LPN Campaign		1,624	
<i>Total Restructuring - Atlantic</i>		189,874	

***Total Major Organizing - Atlantic***

201,773

**Maritimes**

**Organizing**

Canadian Red Cross	\$	253	
New Brunswick Community College		241	
Local 5230 - Red Cross Support Woodstock		495	
Greater Moncton Sewerage Commission		226	
		226	

***Total Major Organizing - Maritimes***

1,215

Schedule 4 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique  
 Major Organizing Campaigns / Grandes campagnes d'organisation  
 For the period ending December 31, 2014 / Pour l'exercice se terminant le 31 décembre 2014

Quebec

**Organizing**

Quebec General	\$	36,115
Groupe TVA Inc.		16,135
Ressources int'l - CRDI Québec		6,355
Municipality of Saint-Côme		438
TVA Acces		6,222
City of Gatineau		394
Radio-Canada		15,132
Local 2252 - Division CFCM-TV/CKMI-TV		23,553
Temporary Rep. - STARF (Radio-Canada)		164,194
Local 307 - City of Longueuil		8,884
Logistec Arrimage Inc.		2,492
City of Saint-Georges		579
Château Bellevue Baie-Comeau		53
Joint procurement group N-West Quebec		339
Picasso centre - Rivières des Parities Hospital		811
Local 5144 - Telus		11,388
Local 3812 - La Garda		224,152
Deux-Montagnes Buses		101
Quebec University		36
City of Drummondville		5,875
Local 5225 - Pinel Institute		10,713
City of Trois-Rivières		274
Keolis (Urban Transport / Bus Drivers)		1,376
City of Québec		2,267
Local 5232 - Transdev		1,663
Local 5757		11,585
Centre de réadaptation déficience intellectuelle		2,361
	\$	<u>553,487</u>

Schedule 4 (cont'd)

**Canadian Union of Public Employees / Syndicat canadien de la fonction publique**  
**Major Organizing Campaigns / Grandes campagnes d'organisation**  
**For the period ending December 31, 2014 / Pour l'exercice se terminant le 31 décembre 2014**

Quebec (cont'd)

**Restructuring**

Montreal Casino	\$ 15,326
United Front Against Raid in Public Sector	9,221
Laval Transit Corporation	101,981
<i>Total Restructuring - Quebec</i>	<u>\$ 126,528</u>

**Total Major Organizing - Quebec**

680,015

Ontario

**Organizing**

General Organizing	\$ 50,790
Temporary Organizer	102,846
Christian Horizons employees	703
Municipality of Whitestone	534
Revera Home Health	1,521
Emterra Group - Waste Management	1,811
McMaster University - post-docs	666
Windsor Manor	19,029
Portobello Manor	10,633
Local 1999 - Compass Group Lakeridge	559
Adelaine Place	210
Oakville Public Libraries	1,487
Amica at Thornhill Retirement Home	75
City Kawartha Lakes Community Care	2,971
Innovative Community Support Services	19,467
Amica in Quinte Gardens Retirement Residence	1,905
YMCA/YWCA - NCR	8,395
King's University College	25,099
Victoria order of Nurses, Brantford	397
JIAS, Security Guards & Bloorview	14,500
Carleton University - Residence Fellows	15,000



Schedule 4 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique  
 Major Organizing Campaigns / Grandes campagnes d'organisation  
 For the period ending December 31, 2014 / Pour l'exercice se terminant le 31 décembre 2014

Ontario (cont'd)

*Organizing (cont'd)*

Long Term Care Campaign	818
Bough Beeches Place	102
St-Stephens Residence of Ottawa Inc	11,415
Mindemoya Hospital	290
Riverpark Place Retirement Residence	8,872
Richview Manor Retirement Residence	46
Trent University - RA	1,506
Town East Gwillimbury (Outside)	43
Markham Stouffville Part-Time	461
East York - East Toronto Community Services	243
Warden Woods Community Centre	550
Barrie Public Library (Pages)	792
Amica at Bayview Gardens	2,408
Local 3205 - Food Services - Trent University	13,719
Handi-Transit Sudbury	170
Royal Gardens (AON)	225
Township of Clearview - Inside	150
Kortright Centre	31
Steripro Employees Sub Unit 5	1,800
Greenway Retirement Village	3,534
Upper Grand District School Board	65
Prince of Wales Manor	526
Canadian College of Naturopathic Medicine	1,229
Local 3651 - Markham-Stouffville Hosp	90
Georgian Bay Retirement Home	771
Mississauga Long Term Care Facility	8,437
PSLRTA - Hamilton H&Sci & WLinco	47,000
Canterbury Gardens - AON	197
PSLRTA - Windsor Essex Trans Cons	169
<i>Total Organizing - Ontario</i>	<u>\$ 384,258</u>

Schedule 4 (cont'd)

**Canadian Union of Public Employees / Syndicat canadien de la fonction publique**  
**Major Organizing Campaigns / Grandes campagnes d'organisation**  
**For the period ending December 31, 2014 / Pour l'exercice se terminant le 31 décembre 2014**

**Ontario (cont'd)**

**Restructuring**

Sunnybrook Hospital & St-Johns Rehab	\$ 7,799
Hamilton Health Sciences	21,676
Blind River Hospital /Thess/Mattews Meme	648
PLSRTA merge	3,495
Ehatare LTC (Decertification)	332
Locals 1813 and 17 - LkIndPwr/Parry Hydro	1,772
St. Peters at Shadoke Residence	4,713
<i>Total Restructuring - Ontario</i>	<u>\$ 40,434</u>

**Total Major Organizing - Ontario**

424,692

**Manitoba**

**Organizing**

General Organizing	\$ 302
Émterra Group	3,235
Epic Opportunities	357
Western School Division	119
City of Steinbach	286
DASCH - Dir Act Supp Comm Homes	39
Local 1629 - ArlintonHaus	289
Winnipeg Association of Non-Teaching Employees	84,702
	<u>84,702</u>

**Total Major Organizing - Manitoba**

89,329

**Saskatchewan**

**Organizing**

Sunshine Haven Incorporated	\$ 5,529
City of Moose Jaw	14,950
Back to Batoche	1,666
<i>Total Organizing - Saskatchewan</i>	<u>\$ 22,145</u>

**Restructuring**

Health Care Restructuring	\$ 6,074
LPN Campaign in Saskatchewan	9,399
<i>Total Restructuring - Saskatchewan</i>	<u>\$ 15,473</u>

**Total Major Organizing - Saskatchewan**

37,618

Schedule 4 (cont'd)

**Canadian Union of Public Employees / Syndicat canadien de la fonction publique**  
**Major Organizing Campaigns / Grandes campagnes d'organisation**  
**For the period ending December 31, 2014 / Pour l'exercice se terminant le 31 décembre 2014**

**Alberta**

**Organizing**

General Organizing	\$	1,610
City of Leduc		34
Age Care Beverly Mindapore		17
Ambulance Services - Lac La Biche		184
Ambulance Services - Thornhill		223
Canadian Blood Services - Edmonton		918
TOK Trans-Mechanics Fort McMurray		344
Wainwright Catholic School Division		1,141
Vilna Ambulance		136
Edmonton Soccer Association Facilities		375
Supernumerary Organizer		37,651
Red Deer Catholic Schools		2,851
		<hr/>

**Total Major Organizing - Alberta**

45,484

**British Columbia**

**Organizing**

General Organizing	\$	1,470
CMAW		565
Local 1123 - Okanagan Libraries		100
Local 3338 - Best Cleaners		3,875
University of Victoria EBU Community Leaders		100
SN Transport Ltd		11,939
Langara College		455
School District 49 - Bella Coola Valley		1,092
Axis Family Resources Ltd		517
Awareness of CUPE Org in B.C.		16,170
Van Island Conference Centre (Atlfic)		568
Lake Trail Community Education Society		100
Local 2087 - Warfield Centennial Pool		100
Portland Hotel Society		200
Temporary Organizer		131,059
Supernumerary Organizer		838
Powell River Child and Youth Family Services		316
		<hr/>

**Total Major Organizing - British Columbia**

169,464

Schedule 4 (cont'd)

**Canadian Union of Public Employees / Syndicat canadien de la fonction publique**  
**Major Organizing Campaigns / Grandes campagnes d'organisation**  
**For the period ending December 31, 2014 / Pour l'exercice se terminant le 31 décembre 2014**

<u>Airline</u>		
<b>Organizing</b>		
Westjet	\$	77,440
Sunwing		6,561
Temporary Representative		158,742
		242,743
<b>Total Major Organizing - Airline</b>		
242,743		
<u>H.E.U.</u>		
<b>Organizing</b>		
H.E.U. Organizing		200,000
		200,000
<b>Total Major Organizing - H.E.U.</b>		
200,000		
<b>Total - Major Organizing Campaigns</b>		<b>\$ 2,287,619</b>
<b>Total - Organizing</b>		\$ 1,915,309
<b>Total - Restructuring</b>		372,310
<b>Total - Major Organizing Campaigns</b>		<b>\$ 2,287,619</b>

**REPORT ON THE NATIONAL STRIKE FUND  
AS AT  
DECEMBER 31, 2014**

Sisters and Brothers:

You have before you the National Strike Fund Financial Statements for the year ended December 31, 2014. Note that the Balance Sheet, Statement of Income and Expenses, Changes in Fund Balance, Statement of Cash Flows and Notes to the Financial Statements have been audited by Deloitte LLP. In addition, we have included supplementary financial schedules that provide a more detailed picture of the revenue and expenses.

**BALANCE SHEET**

Total Assets in the Strike Fund as of December 31, 2014 were \$79.8 million, compared to \$73.2 million at December 31, 2013. These assets consisted of \$12.7 million in cash and short term investments, \$2.1 million in per capita and other receivables, and \$64.8 million in long term investments.

Total Liabilities in the Strike Fund as of December 31, 2014 were \$463,000 compared to \$188,000 at December 31, 2013 and consisted primarily of accounts payable and accrued liabilities.

At December 31, 2014, the Fund Balance was \$79.3 million, compared to \$73.0 million at December 31, 2013.

**STATEMENT OF INCOME AND EXPENSES**

The Statement of Income and Expenses shows revenue of \$15.0 million and expenses of \$10.8 million, resulting in a surplus for the year of \$4.2 million before taking into account unrealized gains on our investments. For the year ended December 31, 2014, investments earned \$2.0 million compared to \$2.6 million for the same period in 2013.

This concludes my report on the National Strike Fund Financial Statements for the year ended December 31, 2014.

Respectfully submitted,



CHARLES FLEURY  
National Secretary-Treasurer

Financial statements of  
États financiers de

**Canadian Union of Public  
Employees - National Strike  
Fund**

**Syndicat canadien de la  
fonction publique - Caisse  
nationale de grève**

December 31, 2014  
31 décembre 2014

**Canadian Union of Public  
Employees - National Strike  
Fund**

December 31, 2014

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31 décembre 2014

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## Independent Auditor's Report

To the Members of  
Canadian Union of Public Employees

We have audited the accompanying financial statements of Canadian Union of Public Employees (the Union) - National Strike Fund, which comprise the statement of financial position as at December 31, 2014, and the statements of operations and changes in fund balance and of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## Rapport de l'auditeur indépendant

Aux membres du  
Syndicat canadien de la fonction publique

Nous avons effectué l'audit des états financiers ci-joints du Syndicat canadien de la fonction publique (le Syndicat) - Caisse nationale de grève, qui comprennent l'état de la situation financière au 31 décembre 2014, et les états des résultats et de l'évolution du solde du Fonds et des flux de trésorerie de l'exercice clos à cette date, ainsi qu'un résumé des principales méthodes comptables et d'autres informations explicatives.

### Responsabilité de la direction pour les états financiers

La direction est responsable de la préparation et de la présentation fidèle de ces états financiers conformément aux Normes comptables canadiennes pour les organismes sans but lucratif, ainsi que du contrôle interne qu'elle considère comme nécessaire pour permettre la préparation d'états financiers exempts d'anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs.

### Responsabilité de l'auditeur

Notre responsabilité consiste à exprimer une opinion sur les états financiers, sur la base de notre audit. Nous avons effectué notre audit selon les normes d'audit généralement reconnues du Canada. Ces normes requièrent que nous nous conformions aux règles de déontologie et que nous planifions et réalisons l'audit de façon à obtenir l'assurance raisonnable que les états financiers ne comportent pas d'anomalies significatives.

Un audit implique la mise en œuvre de procédures en vue de recueillir des éléments probants concernant les montants et les informations fournis dans les états financiers. Le choix des procédures relève du jugement de l'auditeur, et notamment de son évaluation des risques que les états financiers comportent des anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs. Dans l'évaluation de ces risques, l'auditeur prend en considération le contrôle interne de l'entité portant sur la préparation et la présentation fidèle des états financiers afin de concevoir des procédures d'audit appropriées aux circonstances, et non dans le but d'exprimer une opinion sur l'efficacité du contrôle interne de l'entité. Un audit comporte également l'appréciation du caractère approprié des méthodes comptables retenues et du caractère raisonnable des estimations comptables faites par la direction, de même que l'appréciation de la présentation d'ensemble des états financiers.

Nous estimons que les éléments probants que nous avons obtenus sont suffisants et appropriés pour fonder notre opinion d'audit.



**Opinion**

In our opinion, the financial statements present fairly, in all material respects, the financial position of Canadian Union of Public Employees - National Strike Fund as at December 31, 2014, and the results of its operations and its cash flows for the year the ended in accordance with Canadian accounting standards for not-for-profit organizations.

**Opinion**

À notre avis, ces états financiers donnent, dans tous leurs aspects significatifs, une image fidèle de la situation financière du Syndicat canadien de la fonction publique - Caisse nationale de grève au 31 décembre 2014, ainsi que de ses résultats d'exploitation et de ses flux de trésorerie pour l'exercice clos à cette date, conformément aux Normes comptables canadiennes pour les organismes sans but lucratif.

*Deloitte* LLP/S.E.N.C.R.L./s.c.l.

Chartered Professional Accountants, Chartered Accountants  
Licensed Public Accountants

Comptables professionnels agréés, Comptables agréés  
Experts-comptables autorisés

June 10, 2015

Le 10 juin 2015

**Canadian Union of Public  
Employees - National Strike  
Fund**

Statement of financial position  
as at December 31, 2014

**Syndicat canadien de la  
fonction publique - Caisse  
nationale de grève**

État de la situation financière  
au 31 décembre 2014

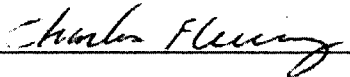
	2014	2013	
	\$	\$	
<b>Assets</b>			<b>Actif</b>
Current assets			Actif à court terme
Cash	2,113,640	13,072,228	Encaisse
Short-term investments (note 3)	10,632,205	12,333,243	Placements à court terme (note 3)
Per capita tax receivable	2,109,955	2,067,577	Capitation à recevoir
Accounts receivable	145,859	-	Débiteurs
	<b>15,001,659</b>	<b>27,473,048</b>	
Investments (note 3)	64,793,364	45,708,646	Placements (note 3)
	<b>79,795,023</b>	<b>73,181,694</b>	
<b>Liabilities</b>			<b>Passif</b>
Current liabilities			Passif à court terme
Accounts payable and accrued liabilities	459,239	179,044	Créditeurs et frais courus
Due to General Fund	4,108	9,187	Dû à la Caisse générale
	<b>463,347</b>	<b>188,231</b>	
<b>Fund balance</b>			<b>Solde du Fonds</b>
Unrestricted	79,331,676	72,993,463	Non affecté
	<b>79,795,023</b>	<b>73,181,694</b>	

ON BEHALF OF THE NATIONAL EXECUTIVE BOARD

AU NOM DU CONSEIL EXECUTIF NATIONAL



Paul Moat  
National President, Président national



Charles Fleury  
National Secretary-Treasurer, Secrétaire-trésorier national

**Canadian Union of Public  
Employees - National Strike  
Fund**

Statement of operations and  
changes in fund balance  
year ended December 31, 2014

**Syndicat canadien de la  
fonction publique - Caisse  
nationale de grève**

État des résultats et  
de l'évolution du solde du Fonds  
de l'exercice clos le 31 décembre 2014

	2014	2013	
	\$	\$	
<b>Revenue</b>			<b>Revenus</b>
Per capita tax	13,015,976	12,586,996	Capitation
Investment income	1,962,582	2,561,076	Revenus de placements
	<b>14,978,558</b>	<b>15,148,072</b>	
<b>Expenses</b>			<b>Dépenses</b>
Strike benefits	10,023,104	682,606	Indemnités de grève
Strike averting	506,948	1,555,919	Dépenses reliées aux grèves évitées
Legal and arbitration	254,003	271,224	Frais juridiques et d'arbitrage
	<b>10,784,055</b>	<b>2,509,749</b>	
Excess of revenue over expenses before the undernoted item:	4,194,503	12,638,323	Excédent des revenus sur les dépenses avant l'incidence du poste ci-dessous :
Unrealized gains (losses) on investments	2,143,710	(2,251,092)	Gains (pertes) non réalisés sur placements
Excess of revenue over expenses	6,338,213	10,387,231	Excédent des revenus sur les dépenses
Balance, beginning of year	72,993,463	62,606,232	Solde au début
<b>Balance, end of year</b>	<b>79,331,676</b>	<b>72,993,463</b>	<b>Solde à la fin</b>

**Canadian Union of Public  
Employees - National Strike  
Fund**

Statement of cash flows  
year ended December 31, 2014

**Syndicat canadien de la  
fonction publique - Caisse  
nationale de grève**

État des flux de trésorerie  
de l'exercice clos le 31 décembre 2014

	2014	2013	
	\$	\$	
Net inflow (outflow) of cash related to the following activities:			Augmentation (diminution) de l'encaisse liée aux activités suivantes :
<b>Operating</b>			<b>Exploitation</b>
Excess of revenue over expenses	6,338,213	10,387,231	Excédent des revenus sur les dépenses
Unrealized losses (gains) on investments	(2,143,710)	2,251,092	Pertes (gains) non réalisées sur les placements
Changes in non-cash operating working capital items listed below:			Variation des éléments hors caisse du fonds de roulement d'exploitation suivant :
Per capita tax receivable	(42,378)	74,080	Capitation à recevoir
Accounts receivable	(145,859)	-	Débiteurs
Accounts payable and accrued liabilities	280,195	8,244	Créditeurs et frais courus
	<b>4,286,461</b>	<b>12,720,647</b>	
<b>Investing</b>			<b>Investissement</b>
Acquisition of investments	(162,455,752)	(67,204,863)	Acquisition d'investissements
Disposal of investments	147,215,782	61,659,979	Cession d'investissements
	<b>(15,239,970)</b>	<b>(5,544,884)</b>	
<b>Financing</b>			<b>Financement</b>
Due to National Defence Fund	-	(56,117)	Dû à la Caisse nationale de défense
Due from General Fund	-	8,952	Dû par la Caisse générale
Due to General Fund	(5,079)	9,187	Dû à la Caisse générale
	<b>(5,079)</b>	<b>(37,978)</b>	
Net cash inflow (outflow)	<b>(10,958,588)</b>	<b>7,137,785</b>	Augmentation (diminution) nette de l'encaisse
Cash, beginning of year	<b>13,072,228</b>	<b>5,934,443</b>	Encaisse au début
<b>Cash, end of year</b>	<b>2,113,640</b>	<b>13,072,228</b>	<b>Encaisse à la fin</b>

# Canadian Union of Public Employees - National Strike Fund

Notes to the financial statements  
December 31, 2014

# Syndicat canadien de la fonction publique - Caisse nationale de grève

Notes complémentaires  
31 décembre 2014

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## 1. Purpose of the organization

The Canadian Union of Public Employees (the Union) is a national labour organization representing workers in a variety of jurisdictions throughout the public sector and areas of the private sector. The Union is an unincorporated association with rights and responsibilities regulated by Provincial and Federal labour laws and is exempt from income tax as a labour organization under the Income Tax Act (Canada).

The National Strike Fund was established in 2002 through a transfer from the National Defence Fund, to provide financial assistance to members on strike or facing strike action.

## 2. Significant accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

### *Basis of accounting and presentation*

The financial statements have been prepared using the deferral method of accounting. Under this method, revenue and expenses are reflected in the accounts in the period in which they have been earned and incurred respectively, whether or not such transactions have been finally settled by the receipt or payment of money.

The Union has adopted fund accounting as a basis of reporting its activities and separate financial statements are prepared for the General Fund, National Defence Fund and National Strike Fund. The Union also prepares combined financial statements which includes the three funds. These financial statements present the activities of the National Strike Fund only.

### *Financial instruments*

The Union initially measures its financial assets and liabilities at fair value. The Union subsequently measures all its financial assets and liabilities at amortized cost except for cash and investments which are measured at fair value. Changes in fair value are recognized in the statement of operations.

## 1. Nature de l'organisme

Le Syndicat canadien de la fonction publique (le Syndicat) est un syndicat national qui représente les travailleuses et travailleurs d'une variété de champs dans le secteur public et de certains domaines dans le secteur privé. Le Syndicat est une association non constituée en société dont les droits et responsabilités sont réglementés par les lois du travail fédérales et provinciales et est exempt d'impôt selon la loi de l'impôt sur le revenu (Canada).

La Caisse nationale de grève a été établie en 2002 grâce à un transfert provenant de la Caisse nationale de défense, afin de fournir de l'aide financière aux membres en grève ou confrontés à des mesures de grève.

## 2. Principales méthodes comptables

Les états financiers ont été dressés conformément aux Normes comptables canadiennes pour les organismes sans but lucratif et tiennent compte des principales méthodes comptables suivantes :

### *Méthode de comptabilité et présentation*

Les états financiers ont été préparés selon la méthode du report. Selon cette méthode, les revenus et les dépenses sont imputés à l'exercice où ils sont gagnés ou engagés, sans considération du moment où les opérations auxquelles ils se rapportent sont réglées par un encaissement ou un décaissement.

Le Syndicat a adopté la comptabilité par fonds comme norme de présentation de ses activités et des états financiers distincts sont préparés pour la Caisse générale, la Caisse nationale de défense et la Caisse nationale de grève. Le Syndicat prépare aussi des états financiers combinés qui incluent les trois fonds. Ces états financiers ne présentent que les activités de la Caisse nationale de grève.

### *Instruments financiers*

Le Syndicat évalue initialement ses actifs financiers et ses passifs financiers à la juste valeur. Il évalue ultérieurement tous ses actifs et passifs financiers au coût après amortissement à l'exception de son encaisse et de ses placements qui sont évalués à la juste valeur. Les changements à la juste valeur sont enregistrés à l'état des résultats.

# Canadian Union of Public Employees - National Strike Fund

Notes to the financial statements  
December 31, 2014

# Syndicat canadien de la fonction publique - Caisse nationale de grève

Notes complémentaires  
31 décembre 2014

## 2. Significant accounting policies (continued)

### Revenue recognition

The Union's principal sources of revenue consist of per capita tax and initiation fees and investment income.

Revenue from per capita tax and initiation fees is recognized over the period to which the revenue relates. Revenue received in advance is deferred to the period to which the revenue relates.

### Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from these estimates. Assumptions are used in estimating the fair value of investments, the collectability of accounts receivable and the amount of accrued liabilities.

## 3. Investments

Investments are summarized as follows :

	2014			2013			
	Fair value	Cost		Fair value	Cost		
	Juste valeur	Coût	%	Juste valeur	Coût	%	
	\$	\$	%	\$	\$	%	
Short-term investments	10,424,468	10,424,468	14	11,950,429	11,950,429	21	Placements à court terme
Accrued interest	207,737	207,737	1	382,814	382,610	1	Intérêts courus
Short-term investments	10,632,205	10,632,205	15	12,333,243	12,333,039	22	Placements à court terme
Bonds							Obligations
Government	28,643,746	28,008,584	38	15,152,618	15,606,202	26	Gouvernement
Corporate and others	36,149,618	35,243,962	47	30,556,028	30,705,540	52	Sociétés et autres
Long-term investments	64,793,364	63,252,546	85	45,708,646	46,311,742	78	Placements à long terme
Total investments	75,425,569	73,884,751	100	58,041,889	58,644,781	100	Total des placements

## 2. Principales méthodes comptables (suite)

### Constatations des produits

Le Syndicat a comme sources principales de revenus la capitation et droits d'initiation et les revenus de placements.

Les revenus de capitation et droits d'initiation sont constatés à la période à laquelle ils se rapportent. Les revenus reçus en avances sont reportés à la période à laquelle ils se rapportent.

### Utilisation d'estimations

Dans le cadre de la préparation des états financiers, conformément aux Normes comptables canadiennes pour les organismes sans but lucratif, la direction doit établir des estimations et des hypothèses qui ont une incidence sur les montants des actifs et des passifs présentés et sur la présentation des actifs et des passifs éventuels à la date des états financiers, ainsi que sur les montants des produits d'exploitation et des charges constatés au cours de la période visée par les états financiers. Les résultats réels pourraient varier par rapport à ces estimations. Les estimations sont utilisées pour établir la juste valeur des placements, le recouvrement des comptes à recevoir et le montant des frais courus.

## 3. Placements

Les placements se répartissent comme suit :

# Canadian Union of Public Employees - National Strike Fund

Notes to the financial statements  
December 31, 2014

# Syndicat canadien de la fonction publique - Caisse nationale de grève

Notes complémentaires  
31 décembre 2014

## 3. Investments (continued)

### *Determination of fair values*

Short-term investments consist of Canada Treasury bills. The market value of these short-term investments is approximately equal to their cost.

Bonds are debt obligations of governments and corporate entities paying interest at rates appropriate to the market at their date of purchase. Bonds are valued at the year-end quoted market prices.

The bonds mature at face value on a staggered basis over the next 54 years (2013 - 95 years). Effective interest rates to maturity for these securities range from 1.29% to 7.13% (2013 - 1.5% to 9.9%).

### *Investment risk*

Investment in financial instruments renders the Fund susceptible to the potential risk arising from the failure of a party to a financial instrument to discharge its obligation when due. The maximum investment risk to the Fund is equal to the fair value of the investments.

### *Concentration of risk*

Concentrations of risk exist when a significant proportion of the portfolio is invested in securities with similar characteristics or subject to similar economic, political or other conditions. Management believes that the concentrations described above do not represent excessive risk.

## 4. Financial instruments

### *Fair value*

The National Strike Fund's financial instruments consist of cash, investments, per capita tax receivable, accounts payable and accrued liabilities and receivable from or due to other Funds. The fair value of these financial instruments is approximately equal to their carrying amount given their short-term maturity. The fair value of investments is disclosed in note 3.

## 3. Placements (suite)

### *Détermination de la juste valeur*

Les placements à court terme sont composés de bons du Trésor du Canada. La valeur du marché des placements à court terme est comparable à leur coût.

Les obligations représentent des instruments d'emprunt de gouvernements et de sociétés par actions, produisant des rendements en intérêts comparables à ceux du marché au moment de leur achat. Les obligations sont évaluées au cours du marché en date de fin d'exercice.

L'échéance des obligations s'échelonne sur une période de 54 ans (95 ans en 2013). Les taux d'intérêts effectifs pour ces titres varient de 1,29% à 7,13 % (1,5 % à 9,9 % en 2013) jusqu'à leur échéance.

### *Risque lié aux placements*

En investissant dans des instruments financiers, le Fonds s'expose au risque inhérent qu'un émetteur d'instrument financier ne puisse faire face à ses obligations à la date convenue. Le risque maximum auquel s'expose le Fonds est égal à la juste valeur des placements.

### *Concentration du risque*

Il y a concentration du risque lorsqu'une portion importante du portefeuille est constituée de placements dans des valeurs présentant des caractéristiques semblables ou sensibles aux mêmes facteurs économiques, politiques ou autres. La direction est d'avis que les concentrations décrites ci-dessus ne représentent pas de risque excessif.

## 4. Instruments financiers

### *Juste valeur*

Les instruments financiers de la Caisse nationale de grève comprennent l'encaisse, les placements, la capitation à recevoir, les créiteurs et frais courus et les montants à recevoir des ou dus aux autres Caisses. La juste valeur de ces instruments financiers est approximativement égale à leur valeur comptable compte tenu de leur brève échéance. La juste valeur des placements est divulguée à la note 3.

# Canadian Union of Public Employees - National Strike Fund

Notes to the financial statements  
December 31, 2014

# Syndicat canadien de la fonction publique - Caisse nationale de grève

Notes complémentaires  
31 décembre 2014

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## 4. Financial instruments

### *Interest rate risk*

Interest rate risk is the exposure of the National Strike Fund's earnings that arises from fluctuations in interest rates. The Union is exposed to interest rate risk on its investments.

### *Credit risk*

Credit risk arises from the potential that locals and other parties will fail to honour their obligations. The National Strike Fund is exposed to credit risk through per capita tax. The National Strike Fund limits the amount of credit extended when considered necessary.

## 5. Capital management

The Union's objectives when managing capital are to safeguard its ability to continue as a labour organization in an effort to carry out its mission. Capital consists of the Fund balance. The Union is not subject to any externally imposed capital requirements or restrictions. Should the National Strike Fund, at any time, be reduced below the level of \$15 million, an additional monthly per capita tax of 0.04% of the Local or Provincial Union's average monthly wages shall be levied and shall remain in place until such time as the National Strike Fund reaches the level of \$25 million.

## 4. Instruments financiers

### *Risques de taux d'intérêt*

Les risques de taux d'intérêt auxquels les bénéficiaires de la Caisse nationale de grève sont exposés surviennent à cause des fluctuations des taux d'intérêt. Le Syndicat est exposé à des risques de taux d'intérêt sur ses placements.

### *Risques de crédit*

Des risques de crédit se présentent lorsque certaines sections locales et autres groupes ne font pas face à leurs obligations. La Caisse nationale de grève est exposée au risque de crédit provenant de la capitation à recevoir. La Caisse nationale de grève limite le montant de crédit avancé si nécessaire.

## 5. Gestion du capital

Les objectifs du Syndicat quant à la gestion de son capital, sont de continuer à être considéré comme organisme sans but lucratif pour pouvoir réaliser sa mission. Le capital du Syndicat se compose du solde du Fonds. Le Syndicat n'est pas soumis à des exigences en matière de capital d'origine externe. Si, à n'importe quel moment, la Caisse nationale de grève passait en dessous des 15 millions de dollars, une taxe de capitation mensuelle de 0,04 % du salaire mensuel des syndicats locaux et provinciaux sera perçue. Cette taxe sera maintenue jusqu'à ce que la Caisse atteigne à nouveau les 25 millions de dollars.









Schedule 1

**Canadian Union of Public Employees / Syndicat canadien de la fonction publique**  
**Strike Related Expenses / Dépenses reliées aux grèves**  
**For the period ended December 31, 2014/ Pour l'exercice se terminant le 31 décembre 2014**

**Donations**

Local 508	\$	100	
Local 4616		45,656	
CUPE Ontario Division		13,700	\$ 59,256

**Atlantic**

<i>Local</i>			
2099			114,348

**Maritimes**

<i>Locals</i>			
76	\$	28,329	
2266		11,040	39,369

**Ontario**

<i>Locals</i>			
1001	\$	(2,560)	
1281		1,350	
1490		45,610	
1764		821,033	
4616		160,591	1,026,024

**British Columbia**

<i>Locals</i>			
15	\$	967,320	
173		54,240	
379		270,180	
382		48,000	
389		495,903	
401		34,500	
402		119,540	
407		86,580	
409		166,560	
411		112,480	
439		26,820	
440		16,380	
459		151,500	
476		23,400	
523		77,565	
561		63,060	
593		92,040	

Schedule 1 (cont'd)

**Canadian Union of Public Employees / Syndicat canadien de la fonction publique**  
**Strike Related Expenses / Dépenses reliées aux grèves**  
**For the period ended December 31, 2014/ Pour l'exercice se terminant le 31 décembre 2014**

**British Columbia (cont'd)**

606	210,000	
608	264,578	
703	54,540	
716	69,720	
723	12,960	
727	52,200	
728	1,461,960	
748	180,840	
779	60,060	
788	9,000	
801	138,960	
847	43,260	
947	728,400	
1091	582,360	
1260	411,420	
1285	48,420	
1851	76,800	
1936	4,980	
2020	21,810	
2052	8,220	
2098	12,036	
2145	17,640	
2262	101,804	
2450	10,140	
2769	6,420	
3234	11,700	
3500	301,740	
3523	66,540	
3570	73,080	
3742	241,350	
4165	224,460	
4177	27,540	
4227	184,980	
4653	63,720	
4990	109,020	
4991	49,680	
4992	360	
5101	11,400	
5150	20,640	
7000	3,302	
		<u>8,784,108</u>

**Total - Strike Related Expenses**

**\$ 10,023,104**

Schedule 2

Canadian Union of Public Employees / Syndicat canadien de la fonction publique  
 Strike Averting Expenses / Dépenses pour éviter la grève  
 For the period ended December 31, 2014/ Pour l'exercice se terminant le 31 décembre 2014

**Atlantic**

*Locals*

1289	\$	22,469	
2019		3,621	
2099		29,014	
2648		11,724	
3890		48,201	
4732		13,131	
		<hr/>	\$ 128,160

**Maritimes**

*Locals*

508	\$	1,573	
1251		10,051	
		<hr/>	11,624

**Quebec**

*Locals*

957	\$	51,055	
3939		48,350	
4492		21,002	
		<hr/>	120,407

**Ontario**

*Locals*

1	\$	60,039	
503		4,515	
2191		122,797	
2484		1,603	
4308		2,576	
4600		12,554	
		<hr/>	204,084

**Manitoba**

*Locals*

2180	\$	2,259	
2348		1,636	
		<hr/>	3,894

Schedule 2 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique  
Strike Averting Expenses / Dépenses pour éviter la grève  
For the period ended December 31, 2014/ Pour l'exercice se terminant le 31 décembre 2014

**Saskatchewan**

*Locals*

9	\$	11,686	
456		4,120	
2669		-1,778	14,028
<hr/>			

**British Columbia**

*Locals*

389	\$	980	
402		6,545	
947		14,155	
1048		2,741	
2262		330	24,751
<hr/>			

**Total - Strike Averting Expenses**

**\$ 506,948**

Schedule 3

Canadian Union of Public Employees / Syndicat canadien de la fonction publique  
Legal and Arbitration Expenses / Dépenses légales et d'arbitrage  
For the period ended December 31, 2014/ Pour l'exercice se terminant le 31 décembre 2014

Quebec

*Locals*

301	\$	12,645	
957		49,209	
4947		<u>4,457</u>	\$ 66,311

Ontario

*Locals*

503	\$	10,883
860		3,311
1065		1,524
1140		8,766
1167		3,614
1182		2,238
1263		6,836
1307		826
1339		3,633
1370		2,020
1394		1,665
1496		2,066
2028		1,822
2044		5,511
2179		2,213
2225-09		3,679
2250		7,178
2280		6,003
2368		4,810
2381		1,452
2481		4,804
2564		914
2717		3,375
2730		4,739



Schedule 3 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique  
Legal and Arbitration Expenses / Dépenses légales et d'arbitrage  
For the period ended December 31, 2014 / Pour l'exercice se terminant le 31 décembre 2014

**Ontario (cont'd)**

*Locals*

2770	1,870	
2841	5,925	
2951	483	
3114	7,380	
3127	1,319	
3128	499	
3189	1,158	
3204	2,647	
3236	5,065	
3303	5,294	
3306	5,693	
3695	2,578	
3931	1,209	
4314	3,618	
4363	2,543	
4429	619	
4540	4,564	
4654	1,259	
4685	5,204	
4709	4,972	
4762	11,870	
4788	1,633	
4824	3,218	
4829	4,112	
4921	1,424	
5102	7,655	187,692

**Total - Legal and Arbitration Expenses**

**\$ 254,003**

# REPORT ON THE GENERAL FUND

AS AT

DECEMBER 31, 2013

Sisters and Brothers:

December 31, 2012. The items of significance are discussed below.

What follows are the Financial Statements for the General Fund for the year ended December 31, 2013. Note that the Balance Sheet, Statement of Income and Expenses, Statement of Changes in Fund Balance, Statement of Cash Flows, General Expense and Program Expense Schedules and Notes to the Financial Statements have been audited by Deloitte LLP. In addition, we have included supplementary financial schedules that provide a more detailed picture of the revenue and expenses.

## Bank

The bank balance at December 31, 2013 was \$10.2 million as compared to \$9.6 million at December 31, 2012. This balance included \$6.7 million of cash reserves set aside to fund specific items including the Regional Building Fund, the property maintenance reserve, employee future benefit costs and retirement payouts.

## BALANCE SHEET

## Per Capita Tax Receivable

### ASSETS

The per capita tax receivable was \$27.9 million at December 31, 2013, down \$2.5 million from the December 31, 2012 balance of \$30.4 million. An analysis of the aging of the per capita tax receivable is set out below:

The total assets in the General Fund at December 31, 2013 were \$183.7 million compared to \$171.4 million at

<i>Per Capita Tax Receivable</i>						
TOTAL CUPE	December 31, 2013		December 31, 2012		December 31, 2011	
(\$\$ in millions)	\$\$	% of total	\$\$	% of total	\$\$	% of total
<b>Current Month</b>	13.8	49.6%	14.9	49.0%	15.0	56.6%
<b>Arrears of 2 months</b>	11.4	40.7%	12.4	40.9%	9.9	37.4%
<b>Arrears in excess of 2 months</b>	2.7	9.7%	3.1	10.1%	1.6	6.0%
<b>Total</b>	<b>27.9</b>	<b>100%</b>	<b>30.4</b>	<b>100%</b>	<b>26.5</b>	<b>100%</b>

### Investments – At Market Value

building at National Office as well as the fit up of the new North Bay office. Additionally, the project to replace the Building Envelope of the Ontario Regional Office in Markham, Ontario was substantially completed.

Investments are separated into short term and long term investments on the Balance Sheet. Short term investments have decreased \$600,000 from the prior year, totalling \$6.5 million at December 31, 2013. Long term investments totalled \$42.9 million at December 31, 2013 compared to \$32.5 million the year before, for an overall investment value of \$49.4 million at December 31, 2013 compared to \$39.6 million the year before. Of the total investment monies, just over \$45.5 million is set aside to fund our employee future benefit liabilities.

## LIABILITIES

### Capital Assets

The total liabilities in the General Fund were \$129.3 million at December 31, 2013 compared to \$116.2 million at the end of the prior year.

Capital assets total \$91.1 million at December 31, 2013 and have increased \$4.0 million over the year. The majority of this increase continued to be due to our investment in new and existing buildings. Projects of note during the year, included completing the construction of the expansion

The Accrued Benefit Liability stands booked at \$72.9 million at the end of 2013 compared to \$62.3 million at the end of 2012. The actual liability for these employee future benefit expenses as detailed in Note 7 to the audited financial statements is valued at \$250.8 million at December 31, 2013. While the total amount of the liability is not recognized on our Balance Sheet, the amount of the provision put towards it will increase annually by \$900,000. In 2013 a total of \$6,180,000 was put toward the liability

under the general provision account, and the 2014 budget calls for the recognition of \$7,080,000.

The balance of the increase to total liabilities for the year can be largely attributed to the mortgage assumed to finance the expansion building at National Office.

#### STATEMENT OF REVENUE AND EXPENSES

The operating deficit for the year, after recognizing the provision for the Regional Building Fund was \$1.8 million compared to a budgeted surplus of \$11,839.

Total revenue was over budget by \$124,000 and expenses were over budget by \$5.3 million. The deficit generated from operations was reduced by a \$3.6 million unrealized gain on our investments.

#### Per Capita Revenue

In aggregate, per capita revenue was over budget by \$1.3 million or 0.8%. The detail by region is illustrated as follows:

<i>Per Capita Revenue</i>				
Region	Actual \$	Budget \$	Over / (Under) Budget \$	% Variance from budget
Airline	1,788,901	1,674,192	114,321	6.9%
Local 1000	1,234,839	1,296,456	(61,617)	(4.8%)
BC HEU	2,418,713	2,183,688	235,025	10.8%
Atlantic	6,353,039	6,554,016	(200,977)	(3.1%)
Maritimes	7,594,540	7,715,400	(120,860)	(1.6%)
Quebec	37,631,422	38,146,704	(515,282)	(1.4%)
Ontario	70,917,326	71,183,963	(266,637)	(0.4%)
Manitoba	6,605,689	6,964,956	(359,267)	(5.2%)
Saskatchewan	7,768,449	7,804,368	(35,919)	(0.5%)
Alberta	11,103,359	11,028,348	75,011	0.7%
British Columbia	22,098,874	22,019,448	79,426	0.4%
<b>Total CUPE</b>	<b>175,515,151</b>	<b>176,571,539</b>	<b>(1,056,388)</b>	<b>(0.6)%</b>

#### Investment Income

In 2013 we earned \$206,000 in investment income on our general investments compared to \$193,000 in 2012. In addition there was \$2.2 million earned on funds set aside for Employee Future Benefit costs, which was reinvested in full into the investment account.

#### Expenses

Total Expenses for the year ended December 31, 2013 were \$182.5 million, which was \$5.3 million above budget. The distribution of expenses is set out below:

Category	Actual Expense \$	Budgeted Expense \$	Variance Over / (Under)
General Expenses	29,880,143	25,014,836	4,865,307
National Headquarters	39,251,065	39,300,720	(49,655)
Service Divisions	1,316,963	1,330,037	(13,074)
Regions	112,029,570	111,579,062	450,508
<b>Total</b>	<b>182,477,741</b>	<b>177,224,700</b>	<b>5,253,041</b>

#### General Expenses

The most noteworthy items in the General Expenses are as follows:

- Vacation Pay provision and Provision for Future Benefits are \$1.5 million and \$934,000 over budget respectively due to a change in accounting practice in the prior year which could not be anticipated for these two budget lines.

- Total spending for the Fightback Fund as at the end of 2013, was \$1.8 million, all of which was spent out of the restricted equity amount carried forward from prior years.
- The CLC Fairness Project and CUPE Fairness Project, both of which were unanticipated in the budget for this year, sit at the total commitment for the year of \$995,000 and \$209,000 respectively.

#### **National Headquarters**

The primary variances at National Headquarters are as follows:

- Salaries and Employee Benefits are under budget by \$394,000 and \$136,000 respectively due primarily to vacancies in Administrative and Technical positions.
- Other lines impacted by vacancies include Fixed Staffing and Operational Travel which are under a total of \$298,000.
- Office Expenses under by \$312,000.
- Human Resources was over budget by \$596,000 due to professional and legal fees.
- Union Development was over by \$424,000 predominately due to an increased focus on member and staff development initiatives.

#### **Regions**

The primary variances in the Regional expenses are as follows:

- Salary expenses and Employee Benefits were \$1.6 million and \$101,000 over budget.
- Fixed staffing costs were \$576,000 under budget.
- Rent was \$575,000 under budget. The largest variance was in the new Ontario Regional Office where rent expenses continued to come in under budget.
- Professional Fees were \$535,000 over budget due predominately to various pension, benefit and austerity fights in New Brunswick, Saskatchewan, and Quebec, as well as the Airlines Flight Attendant legal battle, and fights against Bill 115 and 122 in Ontario.

This concludes my report on the General Fund Financial Statements for the year ended December 31, 2013.

Respectfully submitted,



CHARLES FLEURY  
National Secretary-Treasurer

*Financial Statements of  
États financiers du*

**CANADIAN UNION OF PUBLIC  
EMPLOYEES - GENERAL FUND**

**SYNDICAT CANADIEN DE LA  
FONCTION PUBLIQUE -  
CAISSE GÉNÉRALE**

*December 31, 2013  
31 décembre 2013*

## Independent Auditor's Report

To the Members of  
Canadian Union of Public Employees

We have audited the accompanying financial statements of Canadian Union of Public Employees (the Union) - General Fund, which comprise the statement of financial position as at December 31, 2013, and the statements of operations, changes in fund balance and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditor's Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

## Rapport de l'auditeur indépendant

Aux membres du  
Syndicat canadien de la fonction publique

Nous avons effectué l'audit des états financiers ci-joints du Syndicat canadien de la fonction publique (le Syndicat) - Caisse générale, qui comprennent l'état de la situation financière au 31 décembre 2013, et les états des résultats, de l'évolution du solde du Fonds et des flux de trésorerie de l'exercice clos à cette date, ainsi qu'un résumé des principales méthodes comptables et d'autres informations explicatives.

### *Responsabilité de la direction pour les états financiers*

La direction est responsable de la préparation et de la présentation fidèle de ces états financiers conformément aux Normes comptables canadiennes pour les organismes sans but lucratif, ainsi que du contrôle interne qu'elle considère comme nécessaire pour permettre la préparation d'états financiers exempts d'anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs.

### *Responsabilité de l'auditeur*

Notre responsabilité consiste à exprimer une opinion sur les états financiers, sur la base de notre audit. Nous avons effectué notre audit selon les normes d'audit généralement reconnues du Canada. Ces normes requièrent que nous nous conformions aux règles de déontologie et que nous planifions et réalisons l'audit de façon à obtenir l'assurance raisonnable que les états financiers ne comportent pas d'anomalies significatives.

Un audit implique la mise en œuvre de procédures en vue de recueillir des éléments probants concernant les montants et les informations fournis dans les états financiers. Le choix des procédures relève du jugement de l'auditeur, et notamment de son évaluation des risques que les états financiers comportent des anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs. Dans l'évaluation de ces risques, l'auditeur prend en considération le contrôle interne de l'entité portant sur la préparation et la présentation fidèle des états financiers afin de concevoir des procédures d'audit appropriées aux circonstances, et non dans le but d'exprimer une opinion sur l'efficacité du contrôle interne de l'entité. Un audit comporte également l'appréciation du caractère approprié des méthodes comptables retenues et du caractère raisonnable des estimations comptables faites par la direction, de même que l'appréciation de la présentation d'ensemble des états financiers.

## Independent Auditor's Report (continued)

### Auditor's Responsibility (continued)

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

### Basis for Qualified Opinion

Note 2 describes the Union's accounting policies with respect to the recognition and measurement of employee future benefits. The Union's policy is not in accordance with Canadian accounting standards for not-for-profit organizations. The effect of this departure from Canadian accounting standards for not-for-profit organizations is described in note 7. Also, the Union presented an internal Fund restriction directly on the Statement of operations as a reduction of the excess of revenue over expenses which is not in accordance with Canadian accounting standards for not-for-profit organizations. Had the Union complied with Canadian accounting standards for not-for-profit organizations, the internal Fund restriction would only have been presented on the statement of changes in fund balance.

### Qualified Opinion

In our opinion, except for the effect of the matters described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of Canadian Union of Public Employees - General Fund as at December 31, 2013, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

## Rapport de l'auditeur indépendant (suite)

### Responsabilité de l'auditeur (suite)

Nous estimons que les éléments probants que nous avons obtenus sont suffisants et appropriés pour fonder notre opinion d'audit assortie d'une réserve.

### Fondement de l'opinion avec réserve

La note 2 décrit les méthodes comptables du Syndicat en matière de constatation et de mesure des avantages sociaux futurs des employés. La convention du Syndicat n'est pas conforme aux Normes comptables canadiennes pour les organismes sans but lucratif. L'impact de cette dérogation aux Normes comptables canadiennes pour les organismes sans but lucratif est décrit à la note 7. De plus, le Syndicat a présenté directement à l'état des résultats en tant que réduction de l'excédent des revenus sur les dépenses une affectation de Fonds d'origine interne, ce qui n'est pas conforme aux Normes comptables canadiennes pour les organismes sans but lucratif. Si le Syndicat s'était conformé aux Normes comptables canadiennes pour les organismes sans but lucratif, l'affectation de Fonds d'origine interne aurait seulement été présentée à l'état de l'évolution du solde du Fonds.

### Opinion avec réserve

À notre avis, à l'exception des effets provenant des éléments du paragraphe mentionné ci-dessus sur le Fondement de l'opinion avec réserve, ces états financiers donnent, dans tous leurs aspects significatifs, une image fidèle de la situation financière du Syndicat canadien de la fonction publique - Caisse générale au 31 décembre 2013, ainsi que de ses résultats d'exploitation et de ses flux de trésorerie pour l'exercice clos à cette date conformément aux Normes comptables canadiennes pour les organismes sans but lucratif.

*Deloitte LLP/S.E.N.C.R.L./s.r.l.*

Chartered Professional Accountants, Chartered Accountants  
Licensed Public Accountants

June 18, 2014

Comptables professionnels agréés, Comptables agréés  
Experts-comptables autorisés

Le 18 juin 2014

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**CANADIAN UNION OF PUBLIC  
EMPLOYEES - GENERAL FUND**  
Statement of Financial Position  
as at December 31, 2013

**SYNDICAT CANADIEN DE LA FONCTION  
PUBLIQUE - CAISSE GÉNÉRALE**  
État de la situation financière  
au 31 décembre 2013

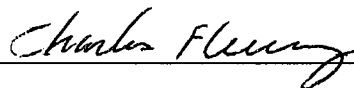
	<u>2013</u>	<u>2012</u> (restated) (redressé) (note 3)	
<b>CURRENT ASSETS</b>			<b>ACTIF À COURT TERME</b>
Cash	\$ 10,180,557	\$ 9,552,397	Encaisse
Short-term investments (note 4)	6,544,503	7,081,192	Placements à court terme (note 4)
Per capita tax receivable	27,918,829	30,376,802	Capitation à recevoir
Accounts receivable	2,321,893	2,637,081	Débiteurs
Due from National Strike Fund	9,187	-	À recevoir de la Caisse nationale de grève
Due from National Defence Fund	630,721	525,254	À recevoir de la Caisse nationale de défense
Prepaid expenses	1,468,097	1,022,045	Frais payées d'avance
	<b>49,063,787</b>	<b>51,194,771</b>	
<b>TRUST ASSETS</b>	<b>213,393</b>	<b>141,720</b>	<b>ACTIFS EN FIDÉICOMMIS</b>
LOANS RECEIVABLE (note 5)	406,209	532,917	PRÊTS À RECEVOIR (note 5)
INVESTMENTS (note 4)	42,880,134	32,454,625	PLACEMENTS (note 4)
CAPITAL ASSETS (note 6)	91,093,192	87,069,296	IMMOBILISATIONS (note 6)
	<b>\$ 183,655,715</b>	<b>\$ 171,393,329</b>	
<b>CURRENT LIABILITIES</b>			<b>PASSIF À COURT TERME</b>
Accounts payable - trade and accrued liabilities	\$ 15,397,299	\$ 13,831,372	Créditeurs - fournisseurs et frais courus
Provision for convention	20,000	1,797,806	Provision pour congrès
Funds held for others	1,749,521	1,292,324	Fonds conservés pour des tiers
Due to National Strike Fund	-	8,952	Dû à la Caisse nationale de grève
Current portion of obligations under capital leases (note 8)	396,006	373,542	Portion à court terme d'obligations découlant de contrats de location-acquisition (note 8)
Current portion of mortgages payable (note 9)	839,160	595,800	Portion à court terme des hypothèques à payer (note 9)
	<b>18,401,986</b>	<b>17,899,796</b>	
<b>TRUST LIABILITIES</b>	<b>213,393</b>	<b>141,720</b>	<b>PASSIF EN FIDÉICOMMIS</b>
ACCRUED BENEFIT LIABILITY (note 7)	72,934,719	62,312,390	PASSIF AU TITRE DES PRESTATIONS CONSTITUÉES (note 7)
OBLIGATIONS UNDER CAPITAL LEASES (note 8)	8,151,470	8,547,476	OBLIGATIONS DÉCOULANT DE CONTRATS DE LOCATION-ACQUISITION (note 8)
MORTGAGES PAYABLE (note 9)	29,564,886	27,302,932	HYPOTHÈQUES À PAYER (note 9)
	<b>129,266,454</b>	<b>116,204,314</b>	
<b>CONTINGENCIES (note 10)</b>			<b>ÉVENTUALITÉS (note 10)</b>
<b>FUND BALANCE</b>			<b>SOLDE DU FONDS</b>
Invested in capital assets	51,871,670	49,979,546	Investi en immobilisations
Internally restricted (note 12)	3,192,516	4,109,276	Affecté d'origine interne (note 12)
Unrestricted	(674,925)	1,100,193	Non affecté
	<b>54,389,261</b>	<b>55,189,015</b>	
	<b>\$ 183,655,715</b>	<b>\$ 171,393,329</b>	

ON BEHALF OF THE NATIONAL EXECUTIVE BOARD

AU NOM DU CONSEIL EXÉCUTIF NATIONAL



Paul Moist  
National President, Président national



Charles Fleury  
National Secretary-Treasurer, Secrétaire-trésorier national

**CANADIAN UNION OF PUBLIC  
EMPLOYEES - GENERAL FUND**  
Statement of Operations  
year ended December 31, 2013

**SYNDICAT CANADIEN DE LA FONCTION  
PUBLIQUE - CAISSE GÉNÉRALE**  
État des résultats  
de l'exercice clos le 31 décembre 2013

	Budget 2013 (unaudited) (non audité)	2013	2012 (restated) (redressé) (note 3)	
<b>Revenue</b>				<b>Revenus</b>
Per capita tax and initiation fees	\$ 176,571,539	\$ 175,515,151	\$ 170,651,189	Capitation et droits d'initiation
Investment income:				Revenus de placement :
- future benefits	1,400,000	2,197,942	1,302,395	- avantages futurs
- operations	45,000	206,277	193,226	- opérations
Interest on per capita tax arrears	80,000	65,631	110,924	Intérêts sur arriérés de capitation
Miscellaneous	140,000	127,485	264,452	Divers
	<b>178,236,539</b>	<b>178,112,486</b>	<b>172,522,186</b>	
<b>Expenses</b>				<b>Dépenses</b>
General (schedule A)	25,014,836	29,880,143	24,032,160	Générales (annexe A)
Per capita tax - C.L.C.	4,225,519	4,206,565	4,188,302	Capitation - C.T.C.
Salaries	71,732,883	72,872,097	70,608,510	Salaires
Employee benefits	24,717,016	24,659,003	23,044,146	Avantages sociaux du personnel
Travel	18,287,317	17,240,187	17,329,253	Déplacements
Rent and property expenses	13,040,176	12,393,115	11,561,193	Loyers et dépenses des immeubles
Office	3,188,798	2,827,009	2,950,840	Bureau
Equipment leases and maintenance	1,871,878	2,000,288	1,593,304	Location et entretien d'équipement
Telecommunications	1,409,618	1,286,481	1,353,013	Télécommunications
Postage	668,812	603,395	570,302	Affranchissement
Professional fees	1,444,252	2,043,339	1,769,022	Honoraires professionnels
Programs (schedule B)	11,623,595	12,466,119	10,867,651	Programmes (annexe B)
	<b>177,224,700</b>	<b>182,477,741</b>	<b>169,867,696</b>	
Excess (deficiency) of revenue over expenses before:	1,011,839	(4,365,255)	2,654,490	Excédent (insuffisance) des revenus sur les dépenses avant :
Increase in unrealized gains on investments	-	3,565,501	1,823,581	Augmentation des gains non réalisés sur placements
Excess (deficiency) of revenue over expenses before internal Fund restrictions for the Regional Building Fund	1,011,839	(799,754)	4,478,071	Excédent (insuffisance) des revenus sur les dépenses avant affectations de Fonds d'origine interne pour le Fonds d'immobilisations régionales
Internal Fund restrictions for the Regional Building Fund	1,000,000	1,000,000	1,000,000	Affectations de Fonds d'origine interne pour le Fonds d'immobilisations régionales
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES, AFTER INTERNAL FUND RESTRICTIONS FOR THE REGIONAL BUILDING FUND</b>	<b>\$ 11,839</b>	<b>\$ (1,799,754)</b>	<b>\$ 3,478,071</b>	<b>EXCÉDENT (INSUFFISANCE) DES REVENUS SUR LES DÉPENSES, APRÈS AFFECTATIONS DE FONDS D'ORIGINE INTERNE POUR FONDS D'IMMOBILISATIONS RÉGIONALES</b>

**CANADIAN UNION OF PUBLIC  
EMPLOYEES - GENERAL FUND**  
Statement of Changes in Fund Balance  
year ended December 31, 2013

**SYNDICAT CANADIEN DE LA FONCTION  
PUBLIQUE - CAISSE GÉNÉRALE**  
État de l'évolution du solde du Fonds  
de l'exercice clos le 31 décembre 2013

	Invested in Capital Assets	Internally Restricted	Unrestricted	Total	
				2013	2012 (restated) (redressé) (note 3)
	Investi en immobilisations	Affecté d'origine interne (note 12)	Non affecté		
BALANCE, BEGINNING OF YEAR AS PREVIOUSLY STATED	\$ 49,979,546	\$ 4,109,276	\$ 1,100,193	\$ 55,189,015	\$ 50,104,823
Prior period adjustment (note 3)	-	-	-	-	606,121
BALANCE, BEGINNING OF YEAR AS RESTATED	49,979,546	4,109,276	1,100,193	55,189,015	50,710,944
Excess (deficiency) of revenue over expenses, before internal Fund restrictions for the Regional Building Fund	-	-	(799,754)	(799,754)	4,478,071
Internal restrictions for National Convention and National Events Assistance Fund	-	174,461	(174,461)	-	-
Expenses incurred for National Convention and National Events Assistance Fund	-	(246,552)	246,552	-	-
Expenses incurred for Anti-Privatization Funding	-	(38,644)	38,644	-	-
Internal restrictions for Regional Building Fund	-	1,000,000	(1,000,000)	-	-
Expenses incurred for Fightback Fund	-	(1,806,025)	1,806,025	-	-
Amortization of capital assets	(5,192,449)	-	5,192,449	-	-
Net acquisitions of capital assets	9,216,345	-	(9,216,345)	-	-
Net decrease of obligations under capital leases	373,542	-	(373,542)	-	-
Net increase in mortgages payable	(2,505,314)	-	2,505,314	-	-
<b>BALANCE, END OF YEAR</b>	<b>\$ 51,871,670</b>	<b>\$ 3,192,516</b>	<b>\$ (674,925)</b>	<b>\$ 54,389,261</b>	<b>\$ 55,189,015</b>
					<b>SOLDE À LA FIN</b>
					<b>SOLDE AU DÉBUT, TEL QUE PRÉSENTÉ PRÉCÉDEMMENT</b>
					Ajustement de l'exercice antérieur (note 3)
					<b>SOLDE AU DÉBUT, TEL QUE REDRESSÉ</b>
					Excédent (insuffisance) des revenus sur les dépenses, avant affectations de Fonds d'origine interne pour le Fonds d'immobilisations régionales
					Affectations d'origine interne pour la Caisse de participation au congrès et aux événements nationaux
					Dépenses encourues pour la Caisse de participation au congrès et aux événements nationaux
					Dépenses encourues pour le Fonds anti-privatisation
					Affectations d'origine interne pour le Fonds d'immobilisations régionales
					Affectations d'origine interne pour le Fonds de riposte
					Amortissement des immobilisations
					Acquisitions nettes d'immobilisations
					Diminution nette des obligations découlant de contrats de location-acquisition
					Augmentation nette des hypothèques à payer

**CANADIAN UNION OF PUBLIC  
EMPLOYEES - GENERAL FUND**  
Statement of Cash Flows  
year ended December 31, 2013

**SYNDICAT CANADIEN DE LA FONCTION  
PUBLIQUE - CAISSE GÉNÉRALE**  
État des flux de trésorerie  
de l'exercice clos le 31 décembre 2013

	<u>2013</u>	<u>2012</u>	
		(restated) (redressé) (note 3)	
NET INFLOW (OUTFLOW) OF CASH RELATED TO THE FOLLOWING ACTIVITIES:			AUGMENTATION (DIMINUTION) DE L'ENCAISSE LIÉE AUX ACTIVITÉS SUIVANTES :
<b>OPERATING</b>			<b>EXPLOITATION</b>
Excess (deficiency) of revenue over expenses before internal Fund restrictions for the Regional Building Fund	\$ (799,754)	\$ 4,478,071	Excédent (insuffisance) des revenus sur les dépenses avant affectations de Fonds d'origine interne pour le Fonds d'immobilisations régionales
Items not affecting cash			Éléments sans incidence sur l'encaisse
Unrealized gains on investments	(3,565,501)	(1,823,581)	Gains non réalisés sur les placements
Amortization of capital assets	5,192,449	4,578,317	Amortissement des immobilisations
	827,194	7,232,807	
Changes in non-cash operating working capital items (note 13)	12,747,559	2,842,864	Variation des éléments hors caisse du fonds de roulement d'exploitation (note 13)
	13,574,753	10,075,671	
<b>INVESTING</b>			<b>INVESTISSEMENT</b>
Acquisitions of capital assets	(9,216,345)	(16,021,462)	Acquisition d'immobilisations
Disposal of capital assets	-	464,973	Cession d'immobilisations
Decrease in loans receivable	127,708	200,000	Diminution des prêts à recevoir
Acquisition of investments	(64,147,870)	(50,796,047)	Acquisition d'investissements
Disposal of investments	57,824,551	44,755,828	Cession d'investissements
	(15,411,956)	(21,396,708)	
<b>FINANCING</b>			<b>FINANCEMENT</b>
Net increase in mortgages payable	2,505,314	3,049,389	Augmentation nette des hypothèques à payer
Decrease in obligations under capital lease	(373,542)	(352,357)	Diminution des obligations découlant des contrats de location-acquisition
Decrease in due to/from National Defence and Strike Funds	(123,606)	(241,573)	Diminution du montant à recevoir de la Caisse nationale de défense et la Caisse nationale de grève
Increase in funds held for others	457,197	16,958	Augmentation des fonds conservés pour des tiers
	2,465,363	2,472,417	
NET CASH INFLOW (OUTFLOW)	628,160	(8,848,620)	AUGMENTATION (DIMINUTION) NETTE DE L'ENCAISSE
CASH, BEGINNING OF YEAR	9,552,397	18,401,017	ENCAISSE AU DÉBUT
CASH, END OF YEAR	\$ 10,180,557	\$ 9,552,397	ENCAISSE À LA FIN

**1. PURPOSE OF THE ORGANIZATION**

The Canadian Union of Public Employees (the Union) is a national labour organization representing workers in a variety of jurisdictions throughout the public sector and areas of the private sector. The Union is an unincorporated association with rights and responsibilities regulated by Provincial and Federal labour laws and is exempt from income tax as a labour organization under the Income Tax Act (Canada).

**2. SIGNIFICANT ACCOUNTING POLICIES**

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

*Basis of accounting and presentation*

The financial statements have been prepared using the deferral method of accounting. Under this method, revenue and expenses are reflected in the accounts in the year in which they have been earned and incurred respectively, whether or not such transactions have been finally settled by the receipt or payment of money.

The Union has adopted fund accounting as a basis of reporting its activities and separate financial statements are prepared for the General Fund, National Defence Fund and National Strike Fund. The Union also prepares combined financial statements which include all three funds. These financial statements present the activities of the General Fund only.

*Financial instruments*

The Union initially measures its financial assets and liabilities at fair value. The Union subsequently measures all its financial assets and liabilities at amortized cost except for cash and investments which are measured at fair value. Changes in fair value are recognized in the statement of operations.

*Capital assets*

Land and buildings are capitalized in the year of purchase. Land is not amortized due to its infinite life. Buildings are amortized on a straight-line basis over their estimated useful life of forty years.

**1. NATURE DE L'ORGANISME**

Le Syndicat canadien de la fonction publique (le Syndicat) est un syndicat national qui représente les travailleuses et travailleurs d'une variété de champs dans le secteur public et de certains domaines dans le secteur privé. Le Syndicat est une association non constituée en société par actions dont les droits et responsabilités sont réglementés par les lois du travail fédérales et provinciales et est exempt d'impôt selon la loi fédérale de l'impôt sur le revenu (Canada).

**2. PRINCIPALES MÉTHODES COMPTABLES**

Les états financiers ont été dressés conformément aux Normes comptables canadiennes pour les organismes sans but lucratif et tiennent compte des principales méthodes comptables suivantes :

*Méthode de comptabilité et présentation*

Les états financiers ont été préparés selon la méthode du report. Selon cette méthode, les revenus et les dépenses sont imputés à l'exercice où ils sont gagnés ou engagés, sans considération du moment où les opérations auxquelles ils se rapportent sont réglées par un encaissement ou un décaissement.

Le Syndicat a adopté la comptabilité par fonds comme norme de présentation de ses activités et des états financiers distincts sont préparés pour la Caisse générale, la Caisse nationale de défense et la Caisse nationale de grève. Le Syndicat prépare aussi des états financiers combinés qui incluent les trois fonds. Ces états financiers ne présentent que les activités de la Caisse générale.

*Instruments financiers*

Le Syndicat évalue initialement ses actifs financiers et ses passifs financiers à la juste valeur. Il évalue ultérieurement tous ses actifs et passifs financiers au coût après amortissement à l'exception de son encaisse et de ses placements qui sont évalués à la juste valeur. Les changements à la juste valeur sont enregistrés dans les l'état des résultats.

*Immobilisations*

Les édifices et les terrains sont capitalisés durant l'année de l'achat. Les terrains ne sont pas amortis en raison de leur durée de vie infinie. Les édifices sont amortis selon la méthode de l'amortissement linéaire sur leur durée de vie utile estimée à quarante ans.

**2. SIGNIFICANT ACCOUNTING POLICIES (continued)**

*Capital assets (continued)*

Computer software and licenses and computer equipment having a unit cost of \$1,000 or more and furniture and equipment having a unit cost of \$2,500 or more are capitalized and amortized on a straight-line basis over their estimated useful lives of three or five years, respectively.

Leasehold improvements are amortized on a straight-line basis over the term of the lease for rented properties or over twenty-five years for owned properties under capital lease.

Property owned in all provinces (with the exception of Quebec) is registered in the name of Canadian Union of Public Employees Realty Holdings Incorporated for legal purposes, but is held solely for the benefit of all members, and is therefore included in these financial statements.

*Provision for convention*

Provisions are liabilities accrued over a reasonable period prior to their anticipated dates of payment. The estimated cost of a biennial convention is amortized over the 24-month period ending on December 31 of the year of the convention.

*Revenue recognition*

The Union's principal sources of revenue consist of per capita tax and initiation fees and investment income.

Revenue from per capita tax and initiation fees is recognized over the period to which the revenue relates. Revenue received in advance is deferred to the period to which the revenue relates.

*Impairment of long-lived assets*

Long-lived assets are tested for recoverability whenever events or changes in circumstances indicate that their carrying amount may not be recoverable. An impairment loss is recognized when their carrying value exceeds the total undiscounted cash flows expected from their use and eventual disposition. The amount of the impairment loss is determined as the excess of the carrying value of the asset over its fair value.

**2. PRINCIPALES MÉTHODES COMPTABLES (suite)**

*Immobilisations (suite)*

Les logiciels et licences informatiques et le matériel informatique dont le coût unitaire est de 1 000 \$ ou plus et le mobilier et équipement dont le coût unitaire est de 2 500 \$ ou plus sont capitalisés et amortis en utilisant l'amortissement linéaire sur la période de vie utile estimée à trois ou cinq ans respectivement.

Les améliorations locatives sont amorties selon la méthode de l'amortissement linéaire selon le terme du bail dans le cas des locations ou sur une période de vingt-cinq ans dans le cas des propriétés détenues en vertu de contrats de location-acquisition.

Les propriétés sises dans toutes les provinces (à l'exception du Québec) sont légalement enregistrées au nom de Canadian Union of Public Employees Realty Holdings Incorporated, et ne servent exclusivement qu'aux membres; elles sont donc comprises dans les présents états financiers.

*Provision pour congrès*

Les provisions sont des passifs courus sur une période raisonnable avant leurs dates prévues de paiement. Les frais estimatifs du congrès biennal sont amortis sur la période de 24 mois se terminant le 31 décembre de l'année du congrès.

*Constatations des produits*

Le Syndicat a comme sources principales de revenus la capitation et droits d'initiation et les revenus de placements.

Les revenus de capitation et droits d'initiation sont constatés à la période à laquelle ils se rapportent. Les revenus reçus en avances sont reportés à la période à laquelle ils se rapportent.

*Dépréciation d'actifs à long terme*

Les actifs à long terme sont soumis à un test de recouvrabilité lorsque des événements ou des changements de situation indiquent que leur valeur comptable pourrait ne pas être recouvrable. Une perte de valeur est constatée lorsque leur valeur comptable excède les flux de trésorerie non actualisés découlant de leur utilisation et de leur sortie éventuelle. La perte de valeur constatée est mesurée comme étant l'excédent de la valeur comptable de l'actif sur sa juste valeur.

**2. SIGNIFICANT ACCOUNTING POLICIES (continued)**

*Employee benefit plans*

The Union has a number of defined benefit plans providing pension, long-term disability, other retirement and post-employment benefits to its employees. The Union recognizes as a pension expense only the amount of contributions made and investment income earned on designated investments during the year. The Union recognizes as non-pension employee future benefits expense the amounts budgeted for the current year. The effect of this departure from Canadian accounting standards for not-for-profit organizations is disclosed in note 7.

*Use of estimates*

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from these estimates. Assumptions are used in estimating the fair value of investments, the collectibility of accounts receivable, the estimated useful life of capital assets, the amount of accrued liabilities, the provision for convention and the estimates underlying the accrued benefit liability.

*Future accounting policies*

The Accounting Standards Board recently issued CPA Canada Accounting Handbook Sections 3462, *Employee Future Benefits*, and 3463, *Reporting Employee Future Benefits by Not-for-Profit Organizations*. Section 3462 establishes standards for the recognition, measurement, and disclosure of the cost of employee future benefits; significant changes from the previous standard include eliminating the deferral and amortization approach for defined benefit plans and requiring measurement of plan assets and obligations as of the balance sheet date; Section 3463 prescribes the accounting treatment for employee future benefits provided by a not-for-profit organization; in particular, remeasurements and other items shall be recognized directly in net assets in the statement of financial position rather than in the statement of operations; and presented as a separately identified item in the statement of changes in net assets.

**2. PRINCIPALES MÉTHODES COMPTABLES (suite)**

*Régimes d'avantages sociaux du personnel*

Le Syndicat a établi un certain nombre de régimes d'avantages sociaux pour son personnel offrant un régime de retraite, des prestations d'invalidité de longue durée et d'autres avantages relatifs à la retraite ou postérieurs à l'emploi. Le Syndicat ne comptabilise comme charge de retraite que les montants de contributions effectuées et des revenus de placement gagnés sur les placements désignés au cours de l'exercice. Le Syndicat comptabilise comme charge d'avantages sociaux futurs non liés à la retraite les montants qui ont été prévus au budget pour l'exercice en cours. L'impact de cette dérogation aux Normes comptables canadiennes pour les organismes sans but lucratif est décrit à la note 7.

*Utilisation d'estimations*

Dans le cadre de la préparation des états financiers, conformément aux Normes comptables canadiennes pour les entreprises sans but lucratif, la direction doit établir des estimations et des hypothèses qui ont une incidence sur les montants des actifs et des passifs présentés et sur la présentation des actifs et des passifs éventuels à la date des états financiers, ainsi que sur les montants des produits d'exploitation et des charges constatés au cours de la période visée par les états financiers. Les résultats réels pourraient varier par rapport à ces estimations. Les estimations sont utilisées pour établir la juste valeur des placements, le recouvrement des débiteurs, la durée de vie utile estimative des immobilisations, le montant des frais courus, de la provision pour congrès et des estimations qui sous-tendent le passif à titre des prestations constituées.

*Modifications comptables futures*

Le Conseil des normes comptables a récemment émis les chapitres 3462, *Avantages sociaux futurs*, et 3463, *Communication de l'information sur les avantages sociaux par les organismes sans but lucratif*, du manuel de comptabilité de CPA Canada. Le chapitre 3462 définit des normes de constatation, de mesure et d'information applicables au coût des avantages sociaux futurs des salariés; les modifications significatives de l'ancienne norme incluent l'élimination de la méthode du report et de l'amortissement pour les régimes d'avantages à prestations déterminées et l'exigence d'évaluer les actifs du régime et des obligations au titre du régime à la date de clôture. Le chapitre 3463 prescrit le traitement comptable à appliquer aux avantages sociaux futurs fournis par les organismes sans but lucratif; plus particulièrement, les réévaluations et autres éléments doivent être comptabilisés directement dans l'actif net au bilan plutôt que dans l'état des résultats; et présentés sous un poste distinct dans l'état de l'évolution de l'actif net.

**2. SIGNIFICANT ACCOUNTING POLICIES (continued)**

*Future accounting policies (continued)*

These Sections are applicable for fiscal years beginning on or after January 1, 2014 on a retrospective basis. The Union is currently evaluating the impact of adopting these sections on its financial statements.

**3. PRIOR PERIOD ADJUSTMENT**

The Union became aware that one of its Locals had miscalculated their Per Capita tax remittances since 2010. As per established policy, CUPE estimated the amounts receivable from the Local for the last three fiscal years. As such, the 2012 opening balance and the 2012 financial statements have been restated to correctly reflect the amounts receivable. The effect of the restatement as at January 1, 2012 and December 31, 2012 is summarized as such:

- Increase of \$606,121 in Unrestricted Fund Balance, beginning of the year 2012;
- Increase of \$606,121 in Per capita tax revenue and excess of revenue over expenses for the year ended December 31, 2012;
- Increase of \$606,121 in Per capita tax revenue and excess of revenue over expenses for the year ended December 31, 2013; and
- Increase in Per Capita tax receivable as at December 31, 2013 of \$1,818,363 (December 31, 2012 of \$1,212,242 and January 1, 2012 of \$606,121).

**2. PRINCIPALES MÉTHODES COMPTABLES (suite)**

*Modifications comptables futures (suite)*

Ces chapitres s'appliquent aux exercices ouverts à compter du 1<sup>er</sup> janvier 2014, et doit être appliqué de manière rétrospective. Le Syndicat évalue l'impact de l'adoption de ces chapitres sur ses états financiers.

**3. AJUSTEMENT DE L'EXERCICE ANTÉRIEUR**

L'Union a appris que l'un de ses locaux avait mal calculé leurs versements de Capitation depuis 2010. Tel que convenu selon sa politique, le SCFP a estimé les montants à recevoir du local pour les trois derniers exercices. Donc, le bilan d'ouverture de 2012 et les états financiers de 2012 ont été retraités afin de refléter correctement les montants à recevoir. L'effet du retraitement au 1<sup>er</sup> janvier 2012 et le 31 décembre 2012 est résumé ainsi :

- Augmentation de 606 121 \$ du solde du fonds non affecté, au début de 2012;
- Augmentation de 606 121 \$ des revenus de Capitation ainsi que de l'excédent des revenus sur les dépenses de l'exercice clos le 31 décembre 2012;
- Augmentation de 606 121 \$ des revenus de Capitation ainsi que de l'excédent des revenus sur les dépenses de l'exercice clos le 31 décembre 2013;
- Augmentation de la Capitation à recevoir au 31 décembre 2013 de 1 818 363 \$ (31 décembre 2012 de 1 212 242 \$ et 1<sup>er</sup> janvier 2012 de 606 121 \$).



**CANADIAN UNION OF PUBLIC  
EMPLOYEES - GENERAL FUND**  
Financial Statements  
December 31, 2013

**SYNDICAT CANADIEN DE LA FONCTION  
PUBLIQUE - CAISSE GÉNÉRALE**  
États Financiers  
31 décembre 2013

**4. INVESTMENTS**

Investments are summarized as follows:

	2013			2012			
	Fair Value	Cost	%	Fair Value	Cost	%	
	Juste valeur	Coût		Juste valeur	Coût		
Short-term investments	\$ 6,363,391	\$ 6,363,391	13	\$ 6,944,131	\$ 6,944,131	18	Placements à court terme
Accrued interest	181,112	181,112	1	137,061	137,061	1	Intérêts courus
Short-term investments	6,544,503	6,544,503	14	7,081,192	7,081,192	19	Placements à court terme
Bonds							Obligations
Government	15,665,972	15,614,216	32	11,624,460	11,261,700	29	Gouvernement
Corporate and others	1,873,726	1,844,083	4	1,388,907	1,305,398	4	Sociétés et autres
Debenture	1,000	1,000	-	1,000	1,000	-	Débeture
	17,540,698	17,459,299	36	13,014,367	12,568,098	33	
Equities	25,339,436	18,724,339	50	19,440,258	16,755,532	48	Actions
Long-term investments	42,880,134	36,183,638	86	32,454,625	29,323,630	81	Placements à long terme
Total investments	\$ 49,424,637	\$ 42,728,141	100	\$ 39,535,817	\$ 36,404,822	100	Total des placements

Investments are comprised of:

	2013			2012			
	Fair Value	Cost	%	Fair Value	Cost	%	
	Juste valeur	Coût		Juste valeur	Coût		
Restricted for employee future benefits	\$ 45,478,877	\$ 38,782,381		\$ 35,585,033	\$ 32,454,038		Restreint aux avantages sociaux futurs
General Fund	3,945,762	3,945,762		3,950,784	3,950,784		Caisse générale
	\$ 49,424,639	\$ 42,728,143		\$ 39,535,817	\$ 36,404,822		

*Determination of fair values*

Short-term investments consist of money market pooled funds and term deposits. The fair value of these short-term investments is approximately equal to their cost.

Bonds are debt obligations of governments and corporate entities paying interest at rates appropriate to the market at their date of purchase. Bonds are valued at the year-end quoted market prices.

The bonds mature at face value on a staggered basis over the next 9 years (2012 - 15 years). Effective interest rates to maturity for these securities range from 1.39% to 10.95% (2012 - from 1.22% to 10.95%).

**4. PLACEMENTS**

Les placements se répartissent comme suit :

	2013			2012			
	Fair Value	Cost	%	Fair Value	Cost	%	
	Juste valeur	Coût		Juste valeur	Coût		
Short-term investments	\$ 6,944,131	\$ 6,944,131	18	\$ 6,944,131	\$ 6,944,131	18	Placements à court terme
Accrued interest	137,061	137,061	1	137,061	137,061	1	Intérêts courus
Short-term investments	7,081,192	7,081,192	19	7,081,192	7,081,192	19	Placements à court terme
Bonds							Obligations
Government	11,624,460	11,261,700	29	11,624,460	11,261,700	29	Gouvernement
Corporate and others	1,388,907	1,305,398	4	1,388,907	1,305,398	4	Sociétés et autres
Debenture	1,000	1,000	-	1,000	1,000	-	Débeture
	13,014,367	12,568,098	33	13,014,367	12,568,098	33	
Equities	19,440,258	16,755,532	48	19,440,258	16,755,532	48	Actions
Long-term investments	32,454,625	29,323,630	81	32,454,625	29,323,630	81	Placements à long terme
Total investments	\$ 39,535,817	\$ 36,404,822	100	\$ 39,535,817	\$ 36,404,822	100	Total des placements

Les placements sont composés de :

	2013			2012			
	Fair Value	Cost	%	Fair Value	Cost	%	
	Juste valeur	Coût		Juste valeur	Coût		
Restricted for employee future benefits	\$ 45,478,877	\$ 38,782,381		\$ 35,585,033	\$ 32,454,038		Restreint aux avantages sociaux futurs
General Fund	3,945,762	3,945,762		3,950,784	3,950,784		Caisse générale
	\$ 49,424,639	\$ 42,728,143		\$ 39,535,817	\$ 36,404,822		

*Détermination de la juste valeur*

Les placements à court terme sont composés de fonds communs de placement dans les marchés monétaires et de dépôts à terme. La juste valeur de ces placements à court terme est comparable à leur coût.

Les obligations représentent des instruments d'emprunt de gouvernements et de sociétés par actions, produisant des rendements en intérêts comparables à ceux du marché au moment de leur achat. Les obligations sont évaluées au cours du marché en date de fin d'exercice.

L'échéance des obligations s'échelonne sur une période de 9 ans (15 ans en 2012). Les taux d'intérêts effectifs pour ces titres varient de 1,39 % à 10,95 % jusqu'à leur échéance (1,22 % à 10,95 % en 2012).

**4. INVESTMENTS (continued)**

*Determination of fair values (continued)*

Investments in equities consist of Canadian common stocks, which are valued at the year-end quoted market prices.

*Investment risk*

Investment in financial instruments renders the Fund susceptible to the potential risk arising from the failure of a party to a financial instrument to discharge its obligation when due. The maximum investment risk to the Fund is equal to the fair value of the investments.

*Concentration of risk*

Concentrations of risk exist when a significant proportion of the portfolio is invested in securities with similar characteristics or subject to similar economic, political or other conditions. Management believes that the concentrations described above do not represent excessive risk.

**5. LOANS RECEIVABLE**

	<u>2013</u>
CUPE BC Division, non-interest bearing, repayable in annual instalments of \$100,000	\$ 355,209
CUPE Ontario Division, amounts receivable for rent and benefits, non-interest bearing, repayable in quarterly instalments of \$25,000	27,708
Station 20 West, non-interest bearing, repayable no later than June 30, 2016	<u>150,000</u>
	532,917
Current portion	<u>127,708</u>
	<u>\$ 405,209</u>

The current portion is included in accounts receivable. The fair values of these loans at December 31, 2013 are \$351,812 (2012 - \$430,090), \$24,671 (2012 - \$120,234) and \$128,325 (2012 - \$122,284).

**4. PLACEMENTS (suite)**

*Détermination de la juste valeur (suite)*

Les placements en actions consistent en des actions ordinaires de sociétés canadiennes. La juste valeur de ces actions est établie au cours du marché en date de fin d'exercice.

*Risque lié aux placements*

En investissant dans des instruments financiers, le Fonds s'expose au risque inhérent qu'un émetteur d'instrument financier ne puisse faire face à ses obligations à la date convenue. Le risque maximum auquel s'expose le Fonds est égal à la juste valeur des placements.

*Concentration du risque*

Il y a concentration du risque lorsqu'une portion importante du portefeuille est constituée de placements dans des valeurs présentant des caractéristiques semblables ou sensibles aux mêmes facteurs économiques, politiques ou autres. La direction est d'opinion que les concentrations décrites ci-dessus ne représentent pas de risque excessif.

**5. PRÊTS À RECEVOIR**

	<u>2013</u>	<u>2012</u>	
	\$ 355,209	\$ 455,209	SCFP C.-B., sans intérêts, remboursable en versements annuels de 100 000 \$
	27,708	127,708	SCFP Division Ontario, montant recevable pour dépenses de location et bénéfiques, sans intérêts, remboursable en versements trimestriels de 25 000 \$
	<u>150,000</u>	<u>150,000</u>	Station 20 Ouest, sans intérêts, remboursable au plus tard le 30 juin 2016
	532,917	732,917	
Current portion	<u>127,708</u>	200,000	Portion à court terme
	<u>\$ 405,209</u>	<u>\$ 532,917</u>	

La portion à court terme est incluse dans les débiteurs. Les justes valeurs de ces prêts au 31 décembre 2013 sont de 351 812 \$ (430 090 \$ en 2012), 24 671 \$ (120 234 \$ en 2012) et 128 325 \$ (122 284 \$ en 2012).

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**6. CAPITAL ASSETS**

**6. IMMOBILISATIONS**

	2013			2012	
	Cost	Accumulated Amortization	Net Book Value	Net Book Value	
	Coût	Amortissement cumulé	Valeur nette	Valeur nette	
<b>Land</b>					<b>Terrains</b>
National office					Bureau national
St-Laurent	\$ 2,427,951	\$ -	\$ 2,427,951	\$ 2,427,951	St-Laurent
Ottawa	260,894	-	260,894	260,894	Ottawa
Halifax	600,000	-	600,000	600,000	Halifax
Charlottetown	108,353	-	108,353	108,353	Charlottetown
Moncton	51,875	-	51,875	51,875	Moncton
Saint John	179,225	-	179,225	179,225	Saint John
Fredericton	353,147	-	353,147	353,147	Fredericton
Edmundston	24,500	-	24,500	24,500	Edmundston
Cornwall	36,698	-	36,698	36,698	Cornwall
Kingston	88,735	-	88,735	88,735	Kingston
Brandon	137,945	-	137,945	137,945	Brandon
Toronto	4,924,000	-	4,924,000	4,924,000	Toronto
Regina	118,642	-	118,642	118,642	Regina
Saskatoon	83,781	-	83,781	83,781	Saskatoon
Cranbrook	88,543	-	88,543	88,543	Cranbrook
Trail	61,881	-	61,881	61,881	Trail
Comox	193,033	-	193,033	193,033	Comox
<b>Buildings</b>					<b>Édifices</b>
National office					Bureau national
St-Laurent	21,990,769	3,298,063	18,692,706	19,013,881	St-Laurent
Ottawa	8,444,237	172,362	8,271,875	7,598,530	Ottawa
Halifax	3,456,946	326,558	3,130,388	3,181,878	Halifax
Charlottetown	762,447	38,663	723,784	740,730	Charlottetown
Moncton	454,046	83,766	370,280	381,685	Moncton
Saint John	1,410,081	173,815	1,236,266	1,271,515	Saint John
Fredericton	2,608,767	309,332	2,299,435	2,369,040	Fredericton
Edmundston	76,702	29,876	46,826	46,614	Edmundston
Cornwall	382,049	68,080	313,969	324,962	Cornwall
Kingston	727,830	114,695	613,135	629,389	Kingston
Brandon	801,800	105,309	696,491	722,949	Brandon
Toronto	26,621,688	943,540	25,678,148	21,163,338	Toronto
Regina	1,212,406	299,127	913,279	960,232	Regina
Saskatoon	568,063	78,731	489,332	256,628	Saskatoon
Cranbrook	702,730	122,546	580,184	597,780	Cranbrook
Trail	209,240	61,649	147,591	154,499	Trail
Comox	431,515	70,355	361,160	360,663	Comox
Balance, carry forward	80,600,519	6,296,467	74,304,052	69,513,516	Solde à reporter

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6. CAPITAL ASSETS (continued)

6. IMMOBILISATIONS (suite)

	2013			2012	
	Cost	Accumulated Amortization	Net Book Value	Net Book Value	
	Coût	Amortissement cumulé	Valeur nette	Valeur nette	
Balance, carried forward	\$ 80,600,519	\$ 6,296,467	\$ 74,304,052	\$ 69,513,516	Solde, reporté
Leasehold improvements	6,078,913	3,763,951	2,314,962	2,237,571	Améliorations locatives
Computer equipment	6,364,477	5,328,781	1,035,696	1,176,262	Équipement informatique
Furniture and equipment	6,100,039	4,240,272	1,859,767	2,114,228	Mobilier et équipement
Computer software and licences	5,569,910	3,751,352	1,818,558	1,622,480	Logiciels et licences
Building held for others	270,000	-	270,000	270,000	Immeuble détenu pour d'autres
	<b>104,983,858</b>	<b>23,380,823</b>	<b>81,603,035</b>	<b>76,934,057</b>	
Assets under capital leases					Actifs sous contrats de location-acquisition
Office space					Espace de bureaux
Sept-Îles	46,239	6,476	39,763	41,615	Sept-Îles
Baie-Comeau	89,946	29,243	60,703	62,953	Baie-Comeau
Rimouski	211,000	55,421	155,579	160,859	Rimouski
Saguenay	272,237	74,532	197,705	204,514	Saguenay
Quebec	1,028,725	250,768	777,957	803,678	Québec
Sherbrooke	544,813	76,274	468,539	490,332	Sherbrooke
Trois Rivières	503,787	80,606	423,181	443,333	Trois-Rivières
Montreal	9,314,791	2,556,254	6,758,537	7,060,306	Montréal
Gatineau	151,192	47,224	103,968	107,744	Gatineau
Rouyn-Noranda	570,821	66,596	504,225	532,766	Rouyn-Noranda
Office equipment					Équipement de bureau
National office	253,419	253,419	-	227,139	Bureau national
	<b>12,986,970</b>	<b>3,496,813</b>	<b>9,490,157</b>	<b>10,135,239</b>	
	<b>\$ 117,970,828</b>	<b>\$ 26,877,636</b>	<b>\$ 91,093,192</b>	<b>\$ 87,069,296</b>	

**7. ACCRUED BENEFIT LIABILITY**

The Union has a number of defined benefit plans providing pension, other retirement and post-employment benefits to its employees.

*Pension plan*

A contributory defined benefit pension plan, which covers substantially all of its employees, provides pensions based on length of service and average annual earnings of the best three years.

*Other plans*

Effective January 1, 1992, the Union established an Administrative Services Only Plan in regards to the long-term disability of its employees and is responsible for all payments.

The collective agreements with the Confidential Employees Union (CEU), the Canadian Office and Professional Employees Union (COPE), the Communications, Energy and Paperworkers Union of Canada (CEP), the Canadian Directors Union (CDU) and the Canadian Staff Union (CSU) provide for the payment of severance pay and vacation leave upon termination of employees with several years of service. These agreements also provide for post-retirement medical and life insurance benefits.

<u>Assumptions</u>	<u>Pension</u>		<u>Non-Pension</u>		<u>Hypothèses</u>
	<u>Régime de retraite</u>		<u>Régimes autres que de retraite</u>		
	<u>2013</u>	<u>2012</u>	<u>2013</u>	<u>2012</u>	
Return on plan assets	4.6%	6.0%	-	-	Rendement sur les actifs
Rate of salary increase	3.0%	3.0%	3.0%	3.0%	Taux d'augmentation sur les salaires
Inflation	2.0%	2.0%	2.5%	2.5%	Inflation
Discount rate	4.6%	3.75%	4.8%	4.0%	Taux d'escompte

The reported accrued benefit liability represents the Provision for severance pay, Provision for long-term disability and health plan and Provision for vacation pay for \$72,934,719 (2012 - \$62,312,390).

**7. PASSIF AU TITRE DES PRESTATIONS  
CONSTITUÉES**

Le Syndicat a établi un certain nombre de régimes de retraite à prestations déterminées offrant à ses employés un régime de retraite, d'autres avantages à la retraite et postérieurs à l'emploi.

*Régime de retraite*

Un régime de retraite contributif à prestations déterminées qui couvre presque tous les membres du personnel, fournit une pension de retraite basée sur la durée de service et le revenu moyen des trois meilleures années.

*Autres régimes*

Au 1<sup>er</sup> janvier 1992, le Syndicat a établi un Régime d'invalidité à long terme pour le personnel des services administratifs; le Syndicat est responsable de tous les paiements.

Les conventions collectives avec le Syndicat des Employé(e)s Confidentiel(le)s (SEC), le Syndicat Canadien des Employé(e)s Professionnel(le)s et de Bureau (SCEPB), le Syndicat Canadien des communications, de l'énergie et du Papier (SCEP), le Syndicat Canadien des Directeurs et Directrices (SCD) et le Syndicat Canadien du Personnel (SCP) prévoient une indemnité de départ et une provision pour congés payés quand une personne quitte son emploi après de nombreuses années de service. Ces ententes prévoient aussi des avantages médicaux à la retraite et une assurance-vie.

Le passif des prestations accumulées déclaré comprend la Provision pour indemnités de départ, la Provision pour invalidité à long terme et régime de soins médicaux et la Provision pour indemnités de congés payés de 72 934 719 \$ (62 312 390 \$ en 2012).

7. ACCRUED BENEFIT LIABILITY (continued)

The obligations as determined by independent actuaries and the market value of the assets are as follows:

	2013		
	Pension Plan	Other Plans	Total
Accrued benefit obligations, end of year	\$ 577,763,100	\$ 223,691,273	\$ 801,454,373
Plan assets market values, end of year	\$ 589,119,600	\$ -	\$ 589,119,600

The following discloser presents the impact on the Union's financial statements had the Union consistently applied the recommendations of the CPA Canada Handbook Section 3461:

	2013		
	Pension Plan	Other Plans	Total
Calculated benefit expense	\$ 17,661,000	\$ 20,586,487	\$ 38,247,487
Expenses recorded in the financial statements	8,780,100	20,806,874	29,586,974
Understatement (overstatement) of expenses in the financial statements	\$ 8,880,900	\$ (220,387)	\$ 8,660,513

IMPACT ON THE STATEMENT OF FINANCIAL POSITION

Calculated accrued benefit asset (liability)	\$ 44,843,800	\$ (250,792,597)	\$ (205,948,797)
Benefit liability reported on the balance sheet	-	(72,934,719)	(72,934,719)
(Understatement) overstatement of the accrued benefit liability on the balance sheet	\$ 44,843,800	\$ (177,857,878)	\$ (133,014,078)

7. PASSIF AU TITRE DES PRESTATIONS CONSTITUÉES (suite)

Les obligations établies par des actuaires indépendants et la valeur marchande de l'actif sont les suivantes :

	2012		
	Pension Plan	Other Plans	Total
Obligations au titre des prestations constituées à la fin	\$ 590,690,800	\$ 229,539,060	\$ 820,229,860
Valeur marchande des actifs des régimes à la fin	\$ 504,976,500	\$ -	\$ 504,976,500

Le tableau qui suit présente les impacts sur les états financiers du Syndicat si ce dernier avait appliqué les recommandations du manuel des CPA du Canada, chapitre 3461 :

	2012		
	Pension Plan	Other Plans	Total
Calcul de la charge au titre des prestations constituées	\$ 17,159,800	\$ 18,969,989	\$ 36,129,789
Dépenses comptabilisées dans les états financiers	9,460,500	17,014,317	26,474,817
Sous-évaluation (sur-évaluation) des dépenses aux états financiers	\$ 7,699,300	\$ 1,955,672	\$ 9,654,972

IMPACT SUR L'ÉTAT DE LA SITUATION FINANCIÈRE

Actif (passif) calculé des prestations accumulées	\$ 53,724,700	\$ (238,939,324)	\$ (185,214,624)
Passif au titre des prestations constituées inscrit au bilan	-	(62,312,390)	(62,312,390)
(Sous-évaluation) sur évaluation du passif au titre des prestations constituées au bilan	\$ 53,724,700	\$ (176,626,934)	\$ (122,902,234)

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**8. OBLIGATIONS UNDER CAPITAL LEASES**

**8. OBLIGATIONS DÉCOULANT DE CONTRATS DE  
LOCATION-ACQUISITION**

	<u>2013</u>	<u>2012</u>	
Capital lease obligation for office space in Saguenay, repayable in monthly instalments of \$1,779, including interest at 6%, maturing in June 2022.	\$ 142,843	\$ 155,225	Obligation de location-acquisition pour un espace de bureau à Saguenay, remboursable par versements mensuels de 1 779 \$, intérêts compris à 6 %, échéant en juin 2022.
Capital lease obligation for office space in Baie-Comeau, repayable in monthly instalments of \$613, including interest at 6.58%, maturing in March 2023.	50,458	54,351	Obligation de location-acquisition pour un espace de bureau à Baie-Comeau, remboursable par versements mensuels de 613 \$, intérêts compris à 6,58 %, échéant en mars 2023.
Capital lease obligation for office space in Gatineau, repayable in monthly instalments of \$1,030, including interest at 6.58%, maturing in February 2026.	102,759	108,164	Obligation de location-acquisition pour un espace de bureau à Gatineau, remboursable par versements mensuels de 1 030 \$, intérêts compris à 6,58 %, échéant en février 2026.
Capital lease obligation for office space in Montreal, repayable in monthly instalments of \$52,456, including interest at 5.99%, maturing in November 2027.	5,778,551	6,053,539	Obligation de location-acquisition pour un espace de bureau à Montréal, remboursable en versements mensuels de 52 456 \$, intérêts compris à 5,99 %, échéant en novembre 2027.
Capital lease obligation for office space in Rimouski, repayable in monthly instalments of \$1,361 including interest at 6%, maturing in June 2028.	157,533	164,191	Obligation de location-acquisition pour un espace de bureau à Rimouski, remboursable en versements mensuels de 1 361 \$, intérêts compris à 6 %, échéant en juin 2028.
Capital lease obligation for office space in Quebec City, repayable in monthly instalments of \$6,195 including interest at 5.3%, maturing in March 2029.	776,454	808,709	Obligation de location-acquisition pour un espace de bureau à Québec, remboursable en versements mensuels de 6 195 \$, intérêts compris à 5,3 %, échéant en mars 2029.
Capital lease obligation for office space in Trois-Rivieres, repayable in monthly instalments of \$3,223 including interest at 6%, maturing in November 2034.	463,140	474,018	Obligation de location-acquisition pour un espace de bureau à Trois-Rivières, remboursable en versements mensuels de 3 223 \$, intérêts compris à 6 %, échéant en novembre 2034.
Capital lease obligation for office space in Sept-Iles, repayable in monthly instalments of \$268 including interest at 5%, maturing in July 2035.	42,576	43,654	Obligation de location-acquisition pour un espace de bureau à Sept-Îles, remboursable en versements mensuels de 268 \$, intérêts compris à 5 %, échéant en juillet 2035.
Capital lease obligation for office space in Rouyn-Noranda, repayable in monthly instalments of \$3,242 including interest at 4.80%, maturing in January 2036.	532,594	545,847	Obligation de location-acquisition pour un espace de bureau à Rouyn-Noranda, remboursable en versements mensuels de 3 242 \$, intérêts compris à 4,80 %, échéant en janvier 2036.
Capital lease obligation for office space in Sherbrooke, repayable in monthly instalments of \$3,156 including interest at 5%, maturing in June 2035.	500,568	513,320	Obligation de location-acquisition pour un espace de bureau à Sherbrooke, remboursable en versements mensuels de 3 156 \$, intérêts compris à 5 %, échéant en juin 2035.
	<b>8,547,476</b>	<b>8,921,018</b>	
Less current portion	<b>396,006</b>	<b>373,542</b>	Moins la tranche échéant à moins d'un an
	<b>\$ 8,151,470</b>	<b>\$ 8,547,476</b>	

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**8. OBLIGATIONS UNDER CAPITAL LEASES (continued)**

Principal payments required over the next five years:

2014	\$ 396,006
2015	418,501
2016	443,679
2017	470,640
2018 and thereafter	<u>6,818,650</u>
	<u>\$ 8,547,476</u>

**8. OBLIGATIONS DÉCOULANT DE CONTRATS DE  
LOCATION-ACQUISITION (suite)**

Versements en capital requis aux cours des cinq prochains exercices :

2014
2015
2016
2017
2018 et par la suite

**9. MORTGAGES PAYABLE**

**9. HYPOTHÈQUES À PAYER**

	<u>2013</u>	<u>2012</u>	
Mortgage payable for the National office building repayable in monthly instalments of \$45,127 including interest at 5.35%, maturing in January 2033.	<b>\$ 6,496,483</b>	\$ 6,688,717	Hypothèque à payer pour le bureau national remboursable en versements mensuels de 45 127 \$ incluant les intérêts à 5,35 %, échéant en janvier 2033.
Mortgage payable for the Toronto Office building repayable in monthly installments of \$89,895 including interest at 4.65%, maturing in October 2036.	<b>15,440,515</b>	15,799,316	Hypothèque à payer pour le bureau de Toronto remboursable en versements mensuels de 89 895 \$ incluant les intérêts à 4,65 % échéant en octobre 2036.
Mortgage payable for the Halifax Office building repayable in monthly instalments of \$12,208 including interest at 5.37%, maturing in October 2020. The balance of the mortgage in October 2020 will be payable at that time.	<b>1,891,060</b>	1,935,826	Hypothèque à payer pour le bureau d'Halifax remboursable en versements mensuels de 12 208 \$ incluant les intérêts à 5,37 % échéant en octobre 2020. Le solde de l'hypothèque impayé en octobre 2020 devra être remboursé à cette date.
Mortgage payable for the Ottawa office building repayable in monthly instalments of \$44,217 including interest at 4.94%, maturing in January 2033.	<b>6,575,988</b>	3,474,873	Hypothèque à payer pour le bureau d'Ottawa remboursable en versements mensuels de 44 217 \$ incluant les intérêts à 4,94 %, échéant en janvier 2033.
	<b>30,404,046</b>	27,898,732	
Current portion	<b>839,160</b>	595,800	Tranche échéant à moins d'un an
	<b><u>\$ 29,564,886</u></b>	<b><u>\$ 27,302,932</u></b>	



**9. MORTGAGES PAYABLE (continued)**

Principal payments required over the next five years:

2014	\$	839,160
2015		881,070
2016		924,880
2017		971,454
2018 and thereafter		26,787,482
	\$	<b>30,404,046</b>

The fair value of the mortgages payable as at December 31 approximates its carrying value.

**10. CONTINGENCIES**

The Union is the guarantor of a \$1,000,000 loan made by a Financial Institution to CUPE Ontario Division during fiscal year 2010. If CUPE Ontario Division does not meet their obligations with the Financial Institution, the liability to CUPE shall be limited to the payment of an amount which shall not exceed \$1,000,000 in principal and interest, together with all fees and interest applicable, from the date upon which the Financial Institution provides CUPE Ontario Division with a demand for payment. As of December 31, 2013, the balance of the loan is \$313,381 (2012 - \$614,859).

The Union is a guarantor of a \$750,000 loan made by a Financial Institution to the British Columbia NDP during fiscal year 2013.

The Union is a guarantor of a \$125,000 loan made by a Financial Institution to the Nova Scotia NDP during fiscal year 2013.

*Legal actions*

In the ordinary course of business, the Union becomes involved in various legal actions. While the ultimate effect of such actions cannot be ascertained at this time, management believes that their resolution will not have a material adverse effect on the financial statements.

*Letter of credit*

Pursuant to the requirements of the Municipality with respect to the construction of the new expansion building on Triole Street, the Union issued a Letter of Credit in the amount of \$186,024 in favour of the City of Ottawa, which is still valid on December 31, 2013.

**9. HYPOTHÈQUES À PAYER (suite)**

Versements en capital requis au cours des cinq prochains exercices :

2014
2015
2016
2017
2018 et par la suite

Au 31 décembre, la juste valeur des hypothèques à payer se rapproche de sa valeur comptable.

**10. ÉVENTUALITÉS**

Au cours de l'exercice 2010, le Syndicat a donné son aval pour un prêt de 1 000 000 \$ accordé par une institution financière à la section de l'Ontario. Si la section de l'Ontario ne pouvait faire face à ses obligations envers l'institution financière, l'élément de passif du Syndicat serait limité au paiement d'un montant ne devant pas dépasser 1 000 000 \$, principal et intérêts compris, et incluant aussi tout frais et intérêt applicable depuis la date à laquelle l'institution financière exige de la section de l'Ontario du Syndicat le remboursement demandé. Au 31 décembre 2013, le solde du prêt est de 313 381 \$ (614 859 \$ en 2012).

Le Syndicat a donné son aval pour un prêt de 750 000 \$ accordé par une institution financière au NPD de la Colombie-Britannique pour sa campagne électorale de 2013.

Au cours de l'exercice 2013, le Syndicat a donné son aval pour un prêt de 125 000 \$ accordé par une institution financière au NPD de la Nouvelle-Écosse pour sa campagne électorale de 2013.

*Poursuites en justice*

Dans le cours normal de ses activités, le Syndicat fait l'objet de diverses poursuites en justice. Bien que l'issue de ces poursuites ne puisse être connue à l'heure actuelle, la direction est d'avis que celles-ci n'auront pas d'effet défavorable significatif sur les états financiers.

*Lettre de crédit*

Conformément aux exigences de la municipalité en ce qui concerne la construction du nouveau bâtiment d'extension sur la rue Triole, le Syndicat a émis une lettre de crédit d'un montant de 186 024 \$ en faveur de la Ville d'Ottawa, qui est encore en vigueur au 31 décembre 2013.

**CANADIAN UNION OF PUBLIC  
EMPLOYEES - GENERAL FUND**  
Financial Statements  
December 31, 2013

**SYNDICAT CANADIEN DE LA FONCTION  
PUBLIQUE - CAISSE GÉNÉRALE**  
États Financiers  
31 décembre 2013

**11. COMMITMENTS**

The Union is committed under operating leases for office space and office equipment over the next five years as follows:

	Office Space	Office Equipment	Vehicle	Total	
	Espace de bureau	Équipement de bureau	Automobile	Total	
2014	\$ 3,624,911	\$ 835,315	\$ 3,583,438	\$ 8,043,664	2014
2015	3,424,470	817,984	2,661,034	6,903,488	2015
2016	3,027,534	671,475	1,287,781	4,986,790	2016
2017	2,334,754	438,577	459,119	3,232,450	2017
2018	2,100,951	113,600	106,866	2,321,417	2018
	<u>\$ 14,512,620</u>	<u>\$ 2,876,951</u>	<u>\$ 8,098,238</u>	<u>\$ 25,487,809</u>	

**11. ENGAGEMENTS**

Le Syndicat s'est engagé en vertu de contrats de location-exploitation pour de l'espace de bureau et de l'équipement de bureau pour les cinq prochains exercices de la façon suivante :

**12. FUND BALANCE - INTERNALLY RESTRICTED**

The internally restricted balance represents internal restrictions for:

	2013	2012
National Convention and National Events Assistance Fund	\$ 1,014,227	\$ 1,086,318
Anti-Privatization Fund	-	38,644
Fight-Back Fund	428,289	2,234,314
Regional Building Fund	1,750,000	750,000
	<u>\$ 3,192,516</u>	<u>\$ 4,109,276</u>

**12. SOLDE DU FONDS - AFFECTÉ D'ORIGINE INTERNE**

Le solde affecté d'origine interne représente les affectations d'origine interne de :

Caisse de participation au congrès et aux événements nationaux  
Fonds d'anti privatisation  
Fonds de riposte  
Fonds d'immobilisations régionales

**13. CHANGES IN NON-CASH OPERATING WORKING CAPITAL ITEMS**

	2013	2012
Per capita tax receivable	\$ 2,457,973	\$ (3,277,900)
Accounts receivable	315,188	(359,307)
Prepaid expenses	(436,052)	(199,911)
Accounts payable - trade and accrued liabilities	1,565,927	(1,546,440)
Provision for convention	(1,777,806)	1,785,795
Accrued benefit liability	10,622,329	6,440,627
	<u>\$ 12,747,559</u>	<u>\$ 2,842,864</u>

**13. VARIATION DES ÉLÉMENTS HORS CAISSE DU FONDS DE ROULEMENT D'EXPLOITATION**

Capitation à recevoir  
Débiteurs  
Dépenses payées d'avance  
Créditeurs - fournisseurs et frais courus  
Provision pour congrès  
Passif au titre des prestations constituées

#### 14. FINANCIAL INSTRUMENTS

##### *Fair value*

The carrying values of per capita receivable and accounts receivable, due from National Defence Fund and National Strike Fund, trust assets, accounts payable, funds held for others and trust liabilities approximate their fair value due to the relatively short periods to maturity of those instruments.

Refer to notes 4, 5 and 9 for a fair value related to CUPE's other financial instruments.

##### *Interest rate risk*

Interest rate risk is the exposure of the Union's earnings that arises from fluctuations in interest rates. The Union is exposed to interest rate risk on its investments and mortgages payable.

##### *Credit risk*

Credit risk arises from the potential that locals and other parties will fail to honour their obligations. The Union is exposed to credit risk through per capita receivable, accounts receivable and loans receivable. The Union limits the amount of credit extended when considered necessary.

#### 15. CAPITAL MANAGEMENT

The Union's objectives when managing capital are to safeguard its ability to continue as a labour organization in an effort to carry out its mission. Capital consists of the Fund balance. The Union is not subject to any externally imposed capital requirements or restrictions.

#### 16. SUBSEQUENT EVENT

On May 21, 2014, the Union became the guarantor of a \$1,000,000 loan made by a Financial Institution to the Ontario NDP for the upcoming provincial elections in 2014.

#### 14. INSTRUMENTS FINANCIERS

##### *Juste valeur*

La valeur comptable de la capitation à recevoir, des débiteurs, des montants à recevoir de la Caisse nationale de défense et de la Caisse nationale de grève, des actifs en fidéicommiss, des créditeurs, des fonds conservés pour des tiers et des passifs en fidéicommiss se rapproche de la juste valeur étant donné leur courte échéance.

Voir les notes 4, 5 et 9 pour les justes valeurs afférentes aux autres instruments financiers du SFCP.

##### *Risques de taux d'intérêt*

Les risques de taux d'intérêt auxquels les bénéficiaires du Syndicat sont exposés, surviennent à cause des fluctuations des taux d'intérêt. Le Syndicat est exposé à des risques dus au taux d'intérêt de ses placements et des hypothèques à payer.

##### *Risques de crédit*

Des risques de crédit se présentent lorsque certaines sections locales et autres groupes ne font pas face à leurs obligations. Le Syndicat est exposé au risque de crédit provenant de la capitation à recevoir, des débiteurs et des prêts à recevoir. Le Syndicat limite le montant de crédit avancé si nécessaire.

#### 15. GESTION DU CAPITAL

Les objectifs du Syndicat quant à la gestion de son capital, sont de continuer à opérer comme organisme syndical afin de pouvoir réaliser sa mission. Le capital du Syndicat se compose du solde du Fonds. Le Syndicat n'est pas soumis à des exigences externes en matière de gestion du capital.

#### 16. ÉVÉNEMENT SUBSÉQUENT

Le 21 mai 2014, le Syndicat a donné son aval pour devenir garant d'un prêt de 1 000 000 \$ accordé par une institution financière au NPD de l'Ontario pour sa campagne électorale de 2014.

## Schedule A

## Annexe A

CANADIAN UNION OF PUBLIC  
EMPLOYEES - GENERAL FUNDGeneral Expenses  
year ended December 31, 2013SYNDICAT CANADIEN DE LA FONCTION  
PUBLIQUE - CAISSE GÉNÉRALEDépenses générales  
de l'exercice clos le 31 décembre 2013

	Budget 2013 (unaudited) (non audité)	2013	2012	
National Executive Board and Committee				Conseil et comité exécutif national
- Meetings	\$ 590,005	\$ 435,007	\$ 512,057	- Rencontres
- Other expenses	243,006	374,287	216,833	- Autres dépenses
National Committee expenses	900,776	810,613	1,176,182	Dépenses des comités nationaux
National Conferences	550,000	529,478	371,298	Conférences nationales
National Trustees	31,471	16,214	16,088	Syndics nationaux
Insurance: office contents	72,112	59,125	58,349	Assurances: contenu de bureau
Insurance: staff bonding	23,312	20,727	20,727	Assurances: cautionnement/personnel
International Affiliations	140,000	129,978	128,254	Affiliations internationales
Scholarship fund and labour college	80,000	90,000	82,099	Fonds/bourses - Collèges des travailleurs
Convention	1,824,773	2,048,847	1,835,410	Congrès
C.L.C. convention and committees	93,720	88,420	87,387	Congrès du C.T.C. et comités
Constitution printing	18,642	11,682	18,367	Impression des statuts
Employee assistance program	852,425	876,884	1,122,200	Programme d'aide aux employés(es)
Moving expenses	153,110	176,567	244,346	Frais de déménagement
Pensioners and survivors benefits	250,192	42,660	43,357	Avantages sociaux - retraités-survivants
COPE Local 491: Education Fund	12,000	14,120	13,640	Fonds d'éducation - section locale 491 SEPB
Translation	618,481	769,559	572,290	Traduction
Donations	140,000	163,786	171,250	Dons
Miscellaneous	53,000	11,581	138,916	Divers
Global Justice Fund	75,061	60,094	59,833	Fonds de justice mondiale
Retiree Health Benefits	3,515,330	4,114,572	3,587,723	Avantages sociaux des retraités
Sabbatical leave	153,451	103,251	144,464	Congés sabbatiques
Strengthening Provincial Divisions	1,042,555	1,042,556	965,089	Renforcer les divisions provinciales
Strengthening District Councils	70,000	25,095	27,143	Renforcer les conseils régionaux
Vacation pay provision	1,252,976	2,728,319	2,120,711	Provision pour congés payés
Overtime	198,438	223,318	271,895	Temps supplémentaire
General provision for future benefits	6,180,000	6,180,000	5,280,000	Provision générale pour avantages futurs
Provision for future benefits				Provision pour les avantages futurs
- investment income	1,400,000	2,334,006	1,414,339	- revenus de placement
Special donations	-	60,951	60,950	Dons spéciaux
Election spending	980,000	741,374	441,816	Élections
Anti-Privatization Fight	2,500,000	2,301,544	2,500,000	Combat anti privatisation
C.L.C. Fairness Campaign	-	994,831	-	Campagne pour la Justice - C.T.C.
CUPE Fairness Campaign	-	209,476	-	Campagne pour la Justice - SCFP
<b>Total general expenses, before internally restricted expenses</b>	<b>24,014,836</b>	<b>27,788,922</b>	<b>23,703,013</b>	<b>Total des dépenses générales, avant les dépenses affectées d'origine interne</b>
Fightback fund	1,000,000	1,806,025	265,686	Fonds de riposte
Anti-Privatization Fight	-	38,644	36,559	Combat anti privatisation
National Convention Assistance Fund	-	246,552	26,902	Caisse de participation au congrès national
<b>Total general expenses</b>	<b>\$ 25,014,836</b>	<b>\$ 29,880,143</b>	<b>\$ 24,032,160</b>	<b>Total des dépenses générales</b>

## Schedule B

## Annexe B

**CANADIAN UNION OF PUBLIC  
EMPLOYEES - GENERAL FUND**  
Program Expenses  
year ended December 31, 2013

**SYNDICAT CANADIEN DE LA FONCTION  
PUBLIQUE - CAISSE GÉNÉRALE**  
Dépenses de programmes  
de l'exercice clos le 31 décembre 2013

	Budget 2013 (unaudited) (non audité)	2013	2012	
Finance and administration	\$ 1,570,463	\$ 1,428,323	\$ 1,201,420	Finances et administration
Union development	4,179,835	4,603,341	4,205,679	Développement syndical
National services	4,684,324	4,733,199	3,763,416	Services nationaux
HR and labour relations expenses	490,081	1,102,376	942,959	RH et dépenses de relations patronales
Regional services and regions	698,892	598,880	754,177	Services régionaux et régions
	<b>\$ 11,623,595</b>	<b>\$ 12,466,119</b>	<b>\$ 10,867,651</b>	





**Canadian Union of Public Employees  
National Headquarters  
12/31/13**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/12</u>
<b>Salaries</b>					
National Officers	\$329,957	\$327,488	\$2,469	0.8%	\$322,830
Administrative and Technical	8,520,460	8,736,929	(216,469)	-2.5%	7,853,913
Clerical	5,147,711	5,001,028	146,683	2.9%	4,918,411
Cleaning Staff	0	375,000	(375,000)	-100.0%	0
Vacation Relief	147,366	99,314	48,052	48.4%	136,787
<b>Employee Benefits</b>					
Pension Plans	2,226,310	2,285,420	(59,109)	-2.6%	2,184,643
Group Insurance	1,905,795	2,054,180	(148,385)	-7.2%	1,849,504
Employment Insurance	215,521	181,600	33,921	18.7%	171,758
Workers' Compensation	118,530	99,105	19,425	19.6%	122,462
Severance Pay Provision	537,986	519,996	17,990	3.5%	321,303
<b>Fixed Staffing Costs</b>	1,131,876	1,295,280	(163,404)	-12.6%	1,112,846
<b>Operational Travel</b>	1,944,896	2,079,120	(134,224)	-6.5%	1,907,802
<b>CUPE Property</b>					
Mortgage Interest	541,203	675,516	(134,313)	-19.9%	359,174
Utilities and Maintenance	722,808	439,320	283,488	64.5%	631,289
Depreciation	753,666	805,764	(52,098)	-6.5%	543,266
Realty Taxes	529,436	691,524	(162,088)	-23.4%	524,774
Rental Income	(223,491)	(214,679)	(8,812)	4.1%	(102,555)
<b>Office Expenses</b>	486,214	797,798	(311,584)	-39.1%	577,391
<b>Equipment Leases and Maintenance</b>	612,505	451,258	161,247	35.7%	381,041
<b>Telecommunications</b>	254,119	236,498	17,621	7.5%	254,246
<b>Postage</b>	330,649	292,540	38,109	13.0%	297,332
<b>Professional Fees</b>	653,050	549,184	103,866	18.9%	637,453
<b>Programs</b>					
Human Resources	1,102,376	490,024	612,352	125.0%	942,959
Finance and Administration	1,428,323	1,570,463	(142,140)	-9.1%	1,201,420
Union Development	4,603,342	4,179,834	423,508	10.1%	4,205,627
National Services	4,733,196	4,684,324	48,872	1.0%	3,763,416
Organizing and Regional Services	497,261	596,892	(99,631)	-16.7%	652,653
<b>Total - Programs</b>	<u>12,364,498</u>	<u>11,521,537</u>	<u>842,961</u>	<u>7.3%</u>	<u>10,766,075</u>
<b>Total Expenses</b>	<u><u>39,251,065</u></u>	<u><u>39,300,720</u></u>	<u><u>(49,654)</u></u>	<u><u>-0.1%</u></u>	<u><u>35,771,746</u></u>



**Canadian Union of Public Employees  
National President's Office  
12/31/13**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/12</u>
<b>Salaries</b>					
National Officer	\$162,525	\$161,431	\$1,094	0.7%	\$159,015
Administrative and Technic	510,170	516,649	(6,479)	-1.3%	493,445
Clerical	213,163	216,837	(3,674)	-1.7%	234,889
Vacation Relief	0	0	0	0.0%	25,841
<b>Employee Benefits</b>					
Pension Plans	102,339	122,927	(20,588)	-16.7%	98,983
Group Insurance	113,370	114,321	(951)	-0.8%	116,001
Employment Insurance	9,112	9,222	(110)	-1.2%	7,466
Workers' Compensation	6,200	5,088	1,112	21.9%	6,283
Severance Pay Provision	34,229	33,084	1,145	3.5%	20,627
<b>Fixed Staffing Costs</b>	90,821	102,960	(12,139)	-11.8%	98,212
<b>Operational Travel</b>	358,361	419,772	(61,411)	-14.6%	372,385
<b>Office Expenses</b>	7,353	17,244	(9,891)	-57.4%	6,344
<b>Total Expenses</b>	<u>1,607,643</u>	<u>1,719,535</u>	<u>(111,892)</u>	<u>-6.5%</u>	<u>1,639,490</u>

**Canadian Union of Public Employees  
National Secretary- Treasurer's Office  
12/31/13**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/12</u>
<b>Salaries</b>					
National Officer	\$167,432	\$166,057	\$1,375	0.8%	\$163,815
Administrative and Technic	479,266	480,010	(744)	-0.2%	474,702
Clerical	140,147	145,892	(5,745)	-3.9%	143,198
Vacation Relief	7,681	0	7,681	0.0%	0
<b>Employee Benefits</b>					
Pension Plans	111,702	120,198	(8,496)	-7.1%	102,682
Group Insurance	102,319	108,256	(5,937)	-5.5%	95,441
Employment Insurance	9,125	7,862	1,263	16.1%	7,281
Workers' Compensation	5,812	4,430	1,382	31.2%	5,981
Severance Pay Provision	30,293	29,280	1,013	3.5%	18,539
<b>Fixed Staffing Costs</b>	70,677	90,912	(20,235)	-22.3%	92,980
<b>Operational Travel</b>	249,323	307,368	(58,045)	-18.9%	286,813
<b>Office Expenses</b>	17,761	14,208	3,553	25.0%	16,592
<b>Total Expenses</b>	<u>1,391,538</u>	<u>1,474,473</u>	<u>(82,935)</u>	<u>-5.6%</u>	<u>1,408,024</u>

**Canadian Union of Public Employees  
Finance and Administration**

12/31/13

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/12</u>
<b>Salaries</b>					
Administrative and Technical	\$1,669,039	\$1,718,435	(\$49,396)	-2.9%	\$1,406,410
Clerical	2,193,516	2,047,860	145,656	7.1%	2,024,769
Vacation Relief	28,259	49,412	(21,153)	-42.8%	23,934
<b>Employee Benefits</b>					
Pension Plans	557,705	575,812	(18,107)	-3.1%	537,863
Group Insurance	551,316	576,613	(25,297)	-4.4%	535,950
Employment Insurance	68,372	56,295	12,077	21.5%	55,136
Workers' Compensation	32,623	29,819	2,804	9.4%	32,532
Severance Pay Provision	144,053	139,236	4,817	3.5%	82,966
<b>Fixed Staffing Costs</b>					
Operational Travel	53,104	85,068	(31,964)	-37.6%	53,761
Office Expenses	63,671	96,876	(33,205)	-34.3%	64,249
<b>Programs</b>					
<b>Amortized Costs</b>					
HR Information System	352,234	403,176	(50,942)	-12.6%	358,007
EDRMS	18,562	307,284	(288,722)	-94.0%	7,720
SAN	46,501	75,996	(29,495)	-38.8%	68,904
LUIS Update	50,438	56,964	(6,526)	-11.5%	0
WAN Expansion & BackUp	30,416	41,585	(11,169)	-26.9%	133,106
CUPE.ca	48,732	21,713	27,019	124.4%	1,092
CUPE Intranet	0	20,640	(20,640)	-100.0%	0
Solomon	2,829	4,500	(1,671)	-37.1%	2,829
Just Education	0	2,220	(2,220)	-100.0%	0
Help Desk Tracking System (KACE)	0	1,332	(1,332)	-100.0%	0
Fairness Project	4,864	0	4,864	0.0%	0
Network Hardware >\$1,000	125,106	117,781	7,325	6.2%	108,673
IT Consulting Fees	56,500	0	56,500	0.0%	0
Per Capita & Convention System	0	0	0	0.0%	117,755
Accellion (Large File Transfer Device)	0	0	0	0.0%	5,165
Development Environment Enhancement	0	0	0	0.0%	1,483
<b>Amortized costs- Subtotal</b>	<b>736,182</b>	<b>1,053,191</b>	<b>(317,009)</b>	<b>-30.1%</b>	<b>804,734</b>
<b>Non Amortized Costs</b>					
Help Desk - Nat'l Office & Regions	243,583	231,996	11,587	5.0%	218,201
Solomon Support & Maintenance	16,585	34,488	(17,903)	-51.9%	31,628
HR Support & Maintenance	7,661	9,996	(2,335)	-23.4%	18,306
IT Steering Committee	62,998	12,000	50,998	425.0%	24,155
Hardware Support & Maintenance Fees	4,829	37,500	(32,671)	-87.1%	7,794
Software Support & Maintenance Fees	264,774	86,292	178,482	206.8%	87,670
HQ Network Maintenance < \$1,000	15,323	30,000	(14,677)	-48.9%	1,271
<b>Non Amortized Costs - Subtotal</b>	<b>615,753</b>	<b>442,272</b>	<b>173,481</b>	<b>39.2%</b>	<b>389,025</b>
<b>Total- Programs</b>	<b>1,351,935</b>	<b>1,495,463</b>	<b>(143,528)</b>	<b>-9.6%</b>	<b>1,193,759</b>
<b>Total Expenses</b>	<b>6,958,791</b>	<b>7,131,577</b>	<b>(172,786)</b>	<b>-2.4%</b>	<b>6,230,338</b>

**Canadian Union of Public Employees  
Human Resources  
12/31/13**

	Actual	Budget	Variance	%	12/31/12
<b>Salaries</b>					
Administrative and Technical	\$638,931	\$786,362	(\$147,431)	-18.7%	\$583,421
Clerical	564,482	567,558	(3,076)	-0.5%	544,067
Vacation Relief	4,490	13,904	(9,414)	-67.7%	6,446
<b>Employee Benefits</b>					
Pension Plans	178,765	222,467	(43,702)	-19.6%	158,573
Group Insurance	177,786	212,443	(34,657)	-16.3%	165,749
Employment Insurance	19,571	17,512	2,059	11.8%	15,458
Workers' Compensation	12,192	9,479	2,713	28.6%	12,820
Severance Pay Provision	51,784	50,052	1,732	3.5%	32,094
<b>Fixed Staffing Costs</b>					
Operational Travel	90,732	111,528	(20,796)	-18.6%	81,137
Office Expenses	93,725	121,104	(27,379)	-22.6%	110,508
<b>Programs</b>					
HR - Professional Fees	1,006,745	364,089	626,210	164.6%	734,762
Recruiting Costs	36,136	101,476	(65,340)	-64.4%	110,824
Labour Relations	59,495	24,504	34,991	142.8%	97,372
IT Training Program	76,388	75,000	1,388	1.9%	0
<b>Total - Programs</b>	<b>1,178,764</b>	<b>565,069</b>	<b>613,695</b>	<b>108.6%</b>	<b>942,958</b>
<b>Total Expenses</b>	<b>3,021,688</b>	<b>2,693,978</b>	<b>327,710</b>	<b>12.2%</b>	<b>2,663,710</b>

**Canadian Union of Public Employees  
Union Development  
12/31/13**

	Actual	Budget	Variance	%	12/31/12
<b>Salaries</b>					
Administrative and Technical	\$685,218	\$651,912	\$33,306	5.1%	\$669,067
Clerical	321,746	322,621	(875)	-0.3%	312,606
<b>Employee Benefits</b>					
Pension Plans	135,429	139,131	(3,702)	-2.7%	132,099
Group Insurance	120,878	136,727	(15,849)	-11.6%	119,647
Employment Insurance	13,898	12,708	1,190	9.4%	12,223
Workers' Compensation	7,170	6,960	210	3.0%	7,935
Severance Pay Provision	37,270	36,024	1,246	3.5%	20,433
<b>Fixed Staffing Costs</b>					
Operational Travel	75,928	86,076	(10,148)	-11.8%	70,384
Office Expenses	162,000	106,608	55,392	52.0%	105,444
Postage	8,435	13,056	(4,621)	-35.4%	9,454
	0	0	0	0.0%	252
<b>Programs</b>					
Member Facilitator	632,896	322,992	309,904	95.9%	556,135
Schools and Workshops	29,479	183,048	(153,569)	-83.9%	111,087
Member Facilitator Training	118,230	133,128	(14,898)	-11.2%	229,534
Staff Development	1,063,410	687,840	375,570	54.6%	878,075
Materials	128,679	99,834	28,845	28.9%	45,846
Long Distance Education	49,307	83,208	(33,901)	-40.7%	879
Literacy Project	100,149	88,752	11,397	12.8%	73,288
Year of the Steward	39,776	105,084	(65,308)	-62.1%	11,957
Ombudsperson Program	46,405	50,004	(3,599)	-7.2%	216
Quebec - Education Services	437,385	443,076	(5,691)	-1.3%	419,818
Quebec - Education Fund	1,234,204	1,250,256	(16,052)	-1.3%	1,184,636
Quebec - Member Facilitator	723,200	732,612	(9,412)	-1.3%	694,155
<b>Total - Programs</b>	<b>4,603,121</b>	<b>4,179,834</b>	<b>423,287</b>	<b>10.1%</b>	<b>4,205,627</b>
<b>Total Expenses</b>	<b>6,171,094</b>	<b>5,691,657</b>	<b>479,437</b>	<b>8.4%</b>	<b>5,665,171</b>

**Canadian Union of Public Employees  
National Services  
12/31/13**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/12</u>
<b>Salaries</b>					
Administrative and Technical	\$4,062,551	\$4,104,544	(\$41,993)	-1.0%	\$3,810,495
Clerical	1,567,362	1,558,362	9,000	0.6%	1,496,305
Vacation Relief	103,763	35,998	67,765	188.2%	67,605
<b>Employee Benefits</b>					
Pension Plans	855,961	843,133	12,828	1.5%	801,849
Group Insurance	755,783	815,337	(59,554)	-7.3%	742,617
Employment Insurance	88,021	71,255	16,766	23.5%	67,838
Workers' Compensation	45,849	39,546	6,303	15.9%	45,929
Severance Pay Provision	216,607	209,364	7,243	3.5%	132,044
<b>Fixed Staffing Costs</b>					
Operational Travel	475,865	548,448	(72,583)	-13.2%	481,008
Office Expenses	807,192	823,272	(16,080)	-2.0%	816,093
	69,754	88,896	(19,142)	-21.5%	64,995
<b>Programs</b>					
National Services	96,410	110,940	(14,530)	-13.1%	132,933
Communications	942,478	887,520	54,958	6.2%	993,150
Equality	49,574	59,575	(10,001)	-16.8%	61,070
Legal	1,527,410	1,439,072	88,338	6.1%	546,042
Research / Health and Safety	2,117,324	2,187,217	(69,893)	-3.2%	2,030,220
<b>Total - Programs</b>	<b><u>4,733,196</u></b>	<b><u>4,684,324</u></b>	<b><u>48,872</u></b>	<b><u>1.0%</u></b>	<b><u>3,763,416</u></b>
<b>Total Expenses</b>	<b><u>13,781,905</u></b>	<b><u>13,822,479</u></b>	<b><u>(40,574)</u></b>	<b><u>-0.3%</u></b>	<b><u>12,290,195</u></b>

**Canadian Union of Public Employees  
National Services - Director's Office  
12/31/13**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/12</u>
<b>Salaries</b>					
Administrative and Technical	\$541,228	\$548,432	(\$7,204)	-1.3%	\$509,816
Clerical	109,687	136,736	(27,049)	-19.8%	109,165
Vacation Relief	95,227	35,998	59,229	164.5%	62,188
<b>Employee Benefits</b>					
Pension Plans	97,940	96,020	1,920	2.0%	86,916
Group Insurance	81,310	89,840	(8,530)	-9.5%	72,634
Employment Insurance	9,709	7,825	1,884	24.1%	6,182
Workers' Compensation	6,276	4,424	1,852	41.9%	5,980
Severance Pay Provision	26,208	25,332	876	3.5%	14,750
<b>Fixed Staffing Costs</b>					
Operational Travel	53,607	79,920	(26,313)	-32.9%	54,310
Office Expenses	91,058	97,632	(6,574)	-6.7%	101,781
	11,784	15,324	(3,540)	-23.1%	3,295
<b>Programs</b>					
National Services Programs	96,410	110,940	(14,530)	-13.1%	132,933
<b>Total - Programs</b>	<b><u>96,410</u></b>	<b><u>110,940</u></b>	<b><u>(14,530)</u></b>	<b><u>-13.1%</u></b>	<b><u>132,933</u></b>
<b>Total Expenses</b>	<b><u>1,220,444</u></b>	<b><u>1,248,423</u></b>	<b><u>(27,979)</u></b>	<b><u>-2.2%</u></b>	<b><u>1,159,951</u></b>

**Canadian Union of Public Employees  
Communications  
12/31/13**

	Actual	Budget	Variance	%	12/31/12
<b>Salaries</b>					
Administrative and Technical	\$1,071,413	\$996,782	\$74,631	7.5%	\$966,115
Clerical	203,844	202,522	1,322	0.7%	203,834
Vacation Relief	8,536	0	8,536	0.0%	0
<b>Employee Benefits</b>					
Pension Plans	183,434	169,729	13,705	8.1%	177,732
Group Insurance	160,983	163,370	(2,387)	-1.5%	164,061
Employment Insurance	17,936	14,319	3,617	25.3%	14,830
Workers' Compensation	9,400	7,983	1,417	17.7%	9,683
Severance Pay Provision	45,874	44,340	1,534	3.5%	26,674
<b>Fixed Staffing Costs</b>	96,414	113,172	(16,758)	-14.8%	88,750
Operational Travel	128,890	156,888	(27,998)	-17.8%	119,993
Office Expenses	14,739	20,304	(5,565)	-27.4%	12,429
<b>Programs</b>					
General Operating	260,945	275,004	(14,059)	-5.1%	218,500
News Releases	222,300	142,140	80,160	56.4%	293,138
Print Advertising	96,436	113,712	(17,276)	-15.2%	71,993
National Publication	252,090	237,816	14,274	6.0%	290,720
Electronic Communications	9,147	27,288	(18,141)	-66.5%	0
Quebec Publications	101,561	91,560	10,001	10.9%	118,799
<b>Total - Programs</b>	<b>942,478</b>	<b>887,520</b>	<b>54,958</b>	<b>6.2%</b>	<b>993,150</b>
<b>Total Expenses</b>	<b>2,883,941</b>	<b>2,776,929</b>	<b>107,012</b>	<b>3.9%</b>	<b>2,777,252</b>

**Canadian Union of Public Employees  
Equality  
12/31/13**

	Actual	Budget	Variance	%	12/31/12
<b>Salaries</b>					
Administrative and Technical	\$436,717	\$428,024	\$8,693	2.0%	\$426,371
Clerical	132,125	132,512	(387)	-0.3%	127,133
Vacation Relief	0	0	0	0.0%	5,417
<b>Employee Benefits</b>					
Pension Plans	88,954	86,093	2,861	3.3%	84,252
Group Insurance	80,132	83,832	(3,700)	-4.4%	81,648
Employment Insurance	8,666	6,740	1,926	28.6%	6,362
Workers' Compensation	6,013	3,783	2,230	58.9%	6,726
Severance Pay Provision	21,441	20,724	717	3.5%	13,040
<b>Fixed Staffing Costs</b>	84,525	74,412	10,113	13.6%	80,118
Operational Travel	81,467	75,120	6,347	8.4%	100,164
Office Expenses	4,792	6,432	(1,640)	-25.5%	1,920
<b>Programs</b>					
Library	4,010	4,104	(94)	-2.3%	1,684
Publications	45,564	55,471	(9,907)	-17.9%	59,386
<b>Total - Programs</b>	<b>49,574</b>	<b>59,575</b>	<b>(10,001)</b>	<b>-16.8%</b>	<b>61,070</b>
<b>Total Expenses</b>	<b>994,405</b>	<b>977,247</b>	<b>17,158</b>	<b>1.8%</b>	<b>994,221</b>

**Canadian Union of Public Employees**  
**Legal**  
**12/31/13**

	Actual	Budget	Variance	%	12/31/12
<b>Salaries</b>					
Administrative and Technical	\$317,362	\$394,875	(\$77,513)	-19.6%	\$317,796
Clerical	182,162	138,029	44,133	32.0%	178,272
<b>Employee Benefits</b>					
Pension Plans	73,342	83,450	(10,108)	-12.1%	68,504
Group Insurance	76,056	81,756	(5,700)	-7.0%	65,625
Employment Insurance	9,071	6,743	2,328	34.5%	6,374
Workers' Compensation	4,928	3,783	1,145	30.3%	5,066
Severance Pay Provision	20,386	19,704	682	3.5%	12,742
<b>Fixed Staffing Costs</b>	41,760	45,804	(4,044)	-8.8%	42,378
Operational Travel	52,740	68,472	(15,732)	-23.0%	93,371
Office Expenses	11,003	9,900	1,103	11.1%	11,308
<b>Programs</b>					
Library	55,588	31,776	23,812	74.9%	46,239
Professional Memberships	0	7,296	(7,296)	-100.0%	0
Legal and Arbitration	1,471,823	1,400,000	71,823	5.1%	499,803
<b>Total - Programs</b>	<u>1,527,410</u>	<u>1,439,072</u>	<u>88,338</u>	<u>6.1%</u>	<u>546,042</u>
<b>Total Expenses</b>	<u>2,316,220</u>	<u>2,291,588</u>	<u>24,632</u>	<u>1.1%</u>	<u>1,347,479</u>

**Canadian Union of Public Employees**  
**Research**  
**12/31/13**

	Actual	Budget	Variance	%	12/31/12
<b>Salaries</b>					
Administrative and Technical	\$1,697,832	\$1,736,431	(\$38,599)	-2.2%	\$1,590,397
Clerical	939,545	948,563	(9,018)	-1.0%	877,900
<b>Employee Benefits</b>					
Pension Plans	412,291	407,841	4,450	1.1%	384,445
Group Insurance	357,302	396,539	(39,237)	-9.9%	358,649
Employment Insurance	42,639	35,628	7,011	19.7%	34,091
Workers' Compensation	19,232	19,573	(341)	-1.7%	18,475
Severance Pay Provision	102,698	99,264	3,434	3.5%	64,837
<b>Fixed Staffing Costs</b>	199,559	235,140	(35,581)	-15.1%	215,452
Operational Travel	453,037	425,160	27,877	6.6%	400,784
Office Expenses	27,437	36,936	(9,499)	-25.7%	36,043
<b>Programs</b>					
Consulting Fees - H&S	107	8,001	(7,894)	-98.7%	3,752
Library - H&S	5,191	10,854	(5,663)	-52.2%	4,989
Technical Materials - H&S	33,192	39,424	(6,232)	-15.8%	1,986
Posters & Badges - H&S	9,424	8,001	1,423	17.8%	6,848
Quebec Membership Training - H&S	623,598	631,709	(8,111)	-1.3%	598,553
Resource Materials - Job Evaluation	0	9,720	(9,720)	-100.0%	0
Quebec Job Evaluation Services	874,769	886,152	(11,383)	-1.3%	839,637
Consulting Fees - Research	114,380	126,280	(11,900)	-9.4%	129,235
Library - Research	19,278	24,000	(4,722)	-19.7%	25,402
Quebec Research Services	437,385	443,076	(5,691)	-1.3%	419,818
<b>Total - Programs</b>	<u>2,117,324</u>	<u>2,187,217</u>	<u>(69,893)</u>	<u>-3.2%</u>	<u>2,030,220</u>
<b>Total Expenses</b>	<u>6,368,895</u>	<u>6,528,292</u>	<u>(159,397)</u>	<u>-2.4%</u>	<u>6,011,292</u>

**Canadian Union of Public Employees  
Organizing and Regional Services  
12/31/13**

	Actual	Budget	Variance	%	12/31/12
<b>Salaries</b>					
Administrative and Technical	\$472,085	\$479,017	(\$6,932)	-1.4%	\$419,548
Clerical	147,295	141,898	5,397	3.8%	162,577
Vacation Relief	3,172	0	3,172	0.0%	12,961
<b>Employee Benefits</b>					
Pension Plans	86,232	99,730	(13,498)	-13.5%	80,147
Group Insurance	84,326	90,483	(6,157)	-6.8%	74,100
Employment Insurance	7,423	6,746	677	10.0%	6,357
Workers' Compensation	8,685	3,783	4,902	129.6%	10,982
Severance Pay Provision	23,750	22,956	794	3.5%	14,600
<b>Fixed Staffing Costs</b>					
Operational Travel	221,191	215,928	5,263	2.4%	165,331
Office Expenses	1,758	8,280	(6,522)	-78.8%	2,725
<b>Programs</b>					
Regional Directors Meetings	14,550	69,936	(55,386)	-79.2%	66,281
Library	0	5,556	(5,556)	-100.0%	2,052
Mentoring Program	215,641	219,145	(3,504)	-1.6%	237,944
Trainee Rep Program	197,889	262,255	(64,366)	-24.5%	305,198
Administrative Assistant Conference	0	0	0	0.0%	249
Staff Leadership Think Tank	69,180	40,000	29,180	73.0%	0
<b>Total - Programs</b>	<b>497,261</b>	<b>596,892</b>	<b>(99,631)</b>	<b>-16.7%</b>	<b>611,725</b>
<b>Total Expenses</b>	<b>1,635,833</b>	<b>1,760,381</b>	<b>(124,548)</b>	<b>-7.1%</b>	<b>1,631,168</b>

**Canadian Union of Public Employees  
Airline Division  
12/31/13**

	Actual	Budget	Variance	%	12/31/12
<b>Income</b>					
Per Capita Tax and Initiation Fees	\$1,788,513	\$1,674,192	\$114,321	6.8%	\$1,662,709
Affiliation Fees	10	0	10	0.0%	10
Interest on Per Capita Tax Arrears	5	0	5	0.0%	873
	<u>1,788,528</u>	<u>1,674,192</u>	<u>114,336</u>	<u>6.8%</u>	<u>1,663,592</u>
<b>Expenses</b>					
Per Capita Tax - C.L.C.	74,971	70,153	4,818	6.9%	71,044
<b>Salaries</b>					
Directors and Representatives	92,604	109,144	(16,540)	-15.2%	61,832
Administrative and Technical	101,675	101,479	196	0.2%	99,494
Clerical	67,175	63,735	3,440	5.4%	70,639
Vacation Relief	13	3,933	(3,920)	-99.7%	5,984
<b>Employee Benefits</b>					
Pension Plans	38,524	50,527	(12,003)	-23.8%	35,510
Group Insurance	33,714	43,996	(10,282)	-23.4%	35,248
Employment Insurance	3,934	3,598	336	9.3%	3,769
Workers' Compensation	2,129	1,902	227	11.9%	2,290
Severance Pay Provision	10,491	10,140	351	3.5%	6,399
<b>Fixed Staffing Costs</b>					
Operational Travel	20,854	25,500	(4,646)	-18.2%	19,714
Rent	148,165	91,392	56,773	62.1%	144,183
Office Expenses	16,425	15,000	1,425	9.5%	16,425
Equipment Leases and Maintenance	16,407	22,848	(6,441)	-28.2%	16,850
Telecommunications	0	0	0	0.0%	358
Postage	900	900	0	0.0%	900
Professional Fees	0	2,364	(2,364)	-100.0%	0
	37,693	36,012	1,681	4.7%	12,819
<b>Programs</b>					
Membership Fees - ITWF	17,620	18,000	(380)	-2.1%	17,524
Health and Safety	24,000	24,000	0	0.0%	24,000
<b>Total - Programs</b>	<u>41,620</u>	<u>42,000</u>	<u>(380)</u>	<u>-0.9%</u>	<u>41,524</u>
<b>Total Expenses</b>	<u>707,294</u>	<u>694,623</u>	<u>12,671</u>	<u>1.8%</u>	<u>644,982</u>
<b>Surplus (Deficit) for the period</b>	<u>1,081,234</u>	<u>979,569</u>	<u>101,665</u>	<u>10.4%</u>	<u>1,018,610</u>



**Canadian Union of Public Employees  
Local 1000  
12/31/13**

	Actual	Budget	Variance	%	12/31/12
<b>Income</b>					
Per Capita Tax and Initiation Fees	\$1,234,839	\$1,296,456	(\$61,617)	-4.8%	\$1,257,956
	<u>1,234,839</u>	<u>1,296,456</u>	<u>(61,617)</u>	<u>-4.8%</u>	<u>1,257,956</u>
<b>Expenses</b>					
Per Capita Tax - C.L.C.	115,662	109,900	5,762	5.2%	120,266
	<u>115,662</u>	<u>109,900</u>	<u>5,762</u>	<u>5.2%</u>	<u>120,266</u>
<b>Total Expenses</b>	<b>115,662</b>	<b>109,900</b>	<b>5,762</b>	<b>5.2%</b>	<b>120,266</b>
<b>Surplus (Deficit) for the period</b>	<b><u>1,119,177</u></b>	<b><u>1,186,556</u></b>	<b><u>(67,379)</u></b>	<b><u>-5.7%</u></b>	<b><u>1,137,690</u></b>

**Canadian Union of Public Employees  
HEU  
12/31/13**

	Actual	Budget	Variance	%	12/31/12
<b>Income</b>					
Per Capita Tax and Initiation Fees	\$2,418,713	\$2,183,688	\$235,025	10.8%	\$2,671,428
	<u>2,418,713</u>	<u>2,183,688</u>	<u>235,025</u>	<u>10.8%</u>	<u>2,671,428</u>
<b>Expenses</b>					
Per Capita Tax - C.L.C.	209,299	226,792	(17,493)	-7.7%	226,792
<b>Salaries</b>					
Directors and Representatives	203,207	204,165	(958)	-0.5%	198,350
<b>Employee Benefits</b>					
Pension Plans	29,373	28,474	899	3.2%	27,788
Group Insurance	22,064	25,224	(3,160)	-12.5%	16,379
Employment Insurance	2,516	2,556	(40)	-1.6%	2,372
Workers' Compensation	472	407	65	16.0%	400
Severance Pay Provision	7,809	7,548	261	3.5%	4,762
Fixed Staffing Costs	7,486	12,000	(4,514)	-37.6%	7,970
Operational Travel	11,961	18,336	(6,375)	-34.8%	17,143
Office Expenses	19	0	19	0.0%	24
	<u>494,206</u>	<u>525,502</u>	<u>(31,296)</u>	<u>-6.0%</u>	<u>501,981</u>
<b>Total Expenses</b>	<b>494,206</b>	<b>525,502</b>	<b>(31,296)</b>	<b>-6.0%</b>	<b>501,981</b>
<b>Surplus (Deficit) for the period</b>	<b><u>1,924,507</u></b>	<b><u>1,658,186</u></b>	<b><u>266,321</u></b>	<b><u>16.1%</u></b>	<b><u>2,169,447</u></b>

**Canadian Union of Public Employees  
Region Summary  
12/31/13**

	Actual	Budget	Variance	%	12/31/12
<b>Income</b>					
Per Capita Tax and Initiation Fees	\$170,106,359	\$171,417,203	(\$1,310,844)	-0.8%	\$165,154,594
Affiliation Fees	380	0	380	0.0%	380
Interest on Per Capita Tax Arrears	65,627	0	65,627	0.0%	110,051
Miscellaneous Revenues	0	0	0	0.0%	5,689
	<b>170,172,366</b>	<b>171,417,203</b>	<b>(1,244,837)</b>	<b>-0.7%</b>	<b>165,270,714</b>
<b>Expenses</b>					
Per Capita Tax - C.L.C.	3,806,632	3,818,674	(12,042)	-0.3%	3,770,202
<b>Salaries</b>					
Directors and Representatives	44,462,131	43,898,142	563,989	1.3%	43,666,556
Administrative and Technical	1,000	0	1,000	0.0%	1,200
Clerical	11,758,276	11,487,649	270,627	2.4%	11,274,018
Vacation Relief	2,040,715	1,324,855	715,860	54.0%	1,998,496
<b>Employee Benefits</b>					
Pension Plans	8,249,065	8,165,615	83,450	1.0%	7,984,963
Group Insurance	7,917,185	8,110,774	(193,589)	-2.4%	7,803,012
Employment Insurance	912,390	801,451	110,939	13.8%	856,764
Workers' Compensation	306,779	276,965	29,814	10.8%	329,088
Severance Pay Provision	2,118,413	2,047,560	70,853	3.5%	1,285,733
Fixed Staffing Costs	8,595,612	9,171,519	(575,907)	-6.3%	8,676,391
Operational Travel	5,379,343	5,594,171	(214,828)	-3.8%	5,443,208
Rent	10,053,070	10,627,731	(574,661)	-5.4%	9,588,822
Office Expenses	2,324,370	2,368,152	(43,782)	-1.8%	2,356,574
Equipment Leases and Maintenance	1,387,782	1,420,620	(32,838)	-2.3%	1,211,903
Telecommunications	1,031,465	1,172,220	(140,755)	-12.0%	1,097,868
Postage	272,745	373,908	(101,163)	-27.1%	272,967
Professional Fees	1,216,206	681,300	534,906	78.5%	971,741
Technical Support	117,573	99,996	17,577	17.6%	127,425
WCB Advocates	0	67,248	(67,248)	-100.0%	0
ASL Support	18,818	10,512	8,306	79.0%	19,585
Communications Sector	60,000	60,000	0	0.0%	60,000
	<b>112,029,570</b>	<b>111,579,062</b>	<b>450,508</b>	<b>0.4%</b>	<b>108,796,516</b>
<b>Total Expenses</b>	<b>112,029,570</b>	<b>111,579,062</b>	<b>450,508</b>	<b>0.4%</b>	<b>108,796,516</b>
<b>Surplus (Deficit) for the period</b>	<b>58,142,796</b>	<b>59,838,141</b>	<b>(1,695,345)</b>	<b>-2.8%</b>	<b>56,474,198</b>

**Canadian Union of Public Employees  
Atlantic Region  
12/31/13**

	Actual	Budget	Variance	%	12/31/12
<b>Income</b>					
Per Capita Tax and Initiation Fees	\$6,356,714	\$6,554,016	(\$197,302)	-3.0%	\$6,138,151
Affiliation Fees	50	0	50	0.0%	50
Interest on Per Capita Tax Arrears	1,028	0	1,028	0.0%	1,607
	<b>6,357,792</b>	<b>6,554,016</b>	<b>(196,224)</b>	<b>-3.0%</b>	<b>6,139,808</b>
<b>Expenses</b>					
Per Capita Tax - C.L.C.	173,580	175,149	(1,569)	-0.9%	172,941
<b>Salaries</b>					
Directors and Representatives	2,251,959	2,259,784	(7,825)	-0.3%	2,158,360
Clerical	800,829	737,929	62,900	8.5%	739,174
Vacation Relief	186,833	109,113	77,720	71.2%	157,967
<b>Employee Benefits</b>					
Pension Plans	463,437	427,821	35,616	8.3%	436,424
Group Insurance	363,014	405,744	(42,730)	-10.5%	343,714
Employment Insurance	50,811	42,499	8,312	19.6%	43,270
Workers' Compensation	14,337	15,435	(1,098)	-7.1%	16,603
Severance Pay Provision	114,654	110,820	3,834	3.5%	67,398
Fixed Staffing Costs	506,425	534,588	(28,163)	-5.3%	459,103
Operational Travel	413,355	485,244	(71,889)	-14.8%	380,942
Rent	597,996	659,916	(61,920)	-9.4%	543,508
Office Expenses	160,801	134,184	26,617	19.8%	146,502
Equipment Leases and Maintenance	64,246	67,452	(3,206)	-4.8%	52,769
Telecommunications	86,193	87,156	(963)	-1.1%	85,727
Postage	24,234	32,700	(8,466)	-25.9%	26,974
Professional Fees	21,589	24,660	(3,071)	-12.5%	52,977
	<b>6,294,293</b>	<b>6,310,194</b>	<b>(15,901)</b>	<b>-0.3%</b>	<b>5,884,353</b>
<b>Total Expenses</b>					
	<b>63,499</b>	<b>243,822</b>	<b>(180,323)</b>	<b>-74.0%</b>	<b>255,455</b>
<b>Surplus (Deficit) for the period</b>					

**Canadian Union of Public Employees  
Maritimes Region  
12/31/13**

	Actual	Budget	Variance	%	12/31/12
<b>Income</b>					
Per Capita Tax and Initiation Fees	\$7,594,540	\$7,715,400	(\$120,860)	-1.6%	\$7,431,729
Affiliation Fees	50	0	50	0.0%	50
Interest on Per Capita Tax Arrears	2,478	0	2,478	0.0%	8,154
	<u>7,597,068</u>	<u>7,715,400</u>	<u>(118,332)</u>	<u>-1.5%</u>	<u>7,439,933</u>
<b>Expenses</b>					
Per Capita Tax - C.L.C.	223,083	225,815	(2,732)	-1.2%	221,856
<b>Salaries</b>					
Directors and Representatives	2,609,304	2,569,865	39,439	1.5%	2,489,986
Clerical	888,992	885,449	3,543	0.4%	867,274
Vacation Relief	100,776	107,768	(6,992)	-6.5%	148,894
<b>Employee Benefits</b>					
Pension Plans	508,038	514,075	(6,037)	-1.2%	478,546
Group Insurance	385,123	400,733	(15,610)	-3.9%	361,214
Employment Insurance	53,115	47,004	6,111	13.0%	46,344
Workers' Compensation	12,150	17,777	(5,627)	-31.7%	14,015
Severance Pay Provision	132,160	127,740	4,420	3.5%	80,214
Fixed Staffing Costs	526,773	565,140	(38,367)	-6.8%	544,833
Operational Travel	218,567	285,708	(67,141)	-23.5%	248,301
Rent	472,693	494,352	(21,659)	-4.4%	447,633
Office Expenses	214,765	210,912	3,853	1.8%	211,781
Equipment Leases and Maintenance	57,875	65,496	(7,621)	-11.6%	49,156
Telecommunications	115,865	108,600	7,265	6.7%	114,104
Postage	15,737	21,312	(5,575)	-26.2%	12,572
Professional Fees	311,883	71,280	240,603	337.5%	203,815
	<u>6,846,899</u>	<u>6,719,026</u>	<u>127,873</u>	<u>1.9%</u>	<u>6,540,538</u>
<b>Total Expenses</b>					
	<u>6,846,899</u>	<u>6,719,026</u>	<u>127,873</u>	<u>1.9%</u>	<u>6,540,538</u>
<b>Surplus (Deficit) for the period</b>	<u>750,169</u>	<u>996,374</u>	<u>(246,205)</u>	<u>-24.7%</u>	<u>899,395</u>

**Canadian Union of Public Employees  
Quebec  
12/31/13**

	Actual	Budget	Variance	%	12/31/12
<b>Income</b>					
Per Capita Tax and Initiation Fees	\$37,642,287	\$38,146,704	(\$504,417)	-1.3%	\$36,173,582
Affiliation Fees	25	0	25	0.0%	25
Interest on Per Capita Tax Arrears	9,471	0	9,471	0.0%	30,442
	<u>37,651,783</u>	<u>38,146,704</u>	<u>(494,921)</u>	<u>-1.3%</u>	<u>36,204,049</u>
<b>Expenses</b>					
Per Capita Tax - C.L.C.	815,198	818,249	(3,051)	-0.4%	795,381
<b>Salaries</b>					
Directors and Representatives	10,193,446	10,091,060	102,386	1.0%	9,965,693
Clerical	2,088,949	2,110,111	(21,162)	-1.0%	2,021,550
Vacation Relief	141,846	97,141	44,705	46.0%	193,547
<b>Employee Benefits</b>					
Pension Plans	1,855,125	1,895,457	(40,332)	-2.1%	1,760,592
Group Insurance	2,321,565	2,362,848	(41,283)	-1.7%	2,223,049
Employment Insurance	244,731	202,404	42,327	20.9%	229,643
Workers' Compensation	77,945	73,479	4,466	6.1%	76,130
Severance Pay Provision	466,674	451,068	15,606	3.5%	283,681
Fixed Staffing Costs	1,864,584	2,047,356	(182,772)	-8.9%	1,949,821
Operational Travel	1,076,127	898,992	177,135	19.7%	899,790
Rent	1,964,454	2,102,820	(138,366)	-6.6%	1,975,325
Office Expenses	288,322	355,176	(66,854)	-18.8%	320,435
Equipment Leases and Maintenance	422,284	447,948	(25,664)	-5.7%	429,499
Telecommunications	225,520	235,428	(9,908)	-4.2%	222,814
Postage	31,610	53,232	(21,622)	-40.6%	73,635
Professional Fees	530,415	407,412	123,003	30.2%	443,381
Technical Support	117,573	99,996	17,577	17.6%	127,425
Communications Sector	60,000	60,000	0	0.0%	60,000
	<u>24,786,368</u>	<u>24,810,177</u>	<u>(23,809)</u>	<u>-0.1%</u>	<u>24,051,391</u>
<b>Total Expenses</b>					
	<u>12,865,415</u>	<u>13,336,527</u>	<u>(471,112)</u>	<u>-3.5%</u>	<u>12,152,658</u>
<b>Surplus (Deficit) for the period</b>					

**Canadian Union of Public Employees  
Ontario  
12/31/13**

	Actual	Budget	Variance	%	12/31/12
<b>Income</b>					
Per Capita Tax and Initiation Fees	\$70,919,112	\$71,183,963	(\$264,851)	-0.4%	\$69,269,657
Affiliation Fees	110	0	110	0.0%	110
Interest on Per Capita Tax Arrears	38,957	0	38,957	0.0%	39,298
	<u>70,958,179</u>	<u>71,183,963</u>	<u>(225,784)</u>	<u>-0.3%</u>	<u>69,309,065</u>
<b>Expenses</b>					
Per Capita Tax - C.L.C.	1,477,568	1,484,182	(6,614)	-0.4%	1,474,572
<b>Salaries</b>					
Directors and Representatives	16,039,638	15,634,257	405,381	2.6%	15,630,540
Administrative and Technical	0	0	0	0.0%	400
Clerical	4,194,360	4,038,544	155,816	3.9%	4,014,425
Vacation Relief	711,486	512,409	199,077	38.9%	818,481
<b>Employee Benefits</b>					
Pension Plans	2,888,149	2,889,463	(1,314)	0.0%	2,797,041
Group Insurance	2,766,567	2,793,178	(26,611)	-1.0%	2,769,852
Employment Insurance	297,526	270,851	26,675	9.8%	280,574
Workers' Compensation	165,414	135,490	29,924	22.1%	187,233
Severance Pay Provision	752,446	727,272	25,174	3.5%	459,054
Fixed Staffing Costs	3,205,944	3,427,899	(221,955)	-6.5%	3,266,824
Operational Travel	1,533,030	1,977,131	(444,101)	-22.5%	1,723,623
Rent	4,278,656	4,635,027	(356,371)	-7.7%	4,042,916
Office Expenses	797,698	879,984	(82,286)	-9.4%	833,888
Equipment Leases and Maintenance	494,897	433,884	61,013	14.1%	348,931
Telecommunications	213,151	324,264	(111,113)	-34.3%	244,484
Postage	94,077	136,176	(42,099)	-30.9%	88,599
Professional Fees	170,854	56,160	114,694	204.2%	115,440
WCB Advocates	0	67,248	(67,248)	-100.0%	0
ASL Support	18,818	10,512	8,306	79.0%	19,585
<b>Total Expenses</b>	<u>40,100,279</u>	<u>40,433,931</u>	<u>(333,652)</u>	<u>-0.8%</u>	<u>39,116,462</u>
<b>Surplus (Deficit) for the period</b>	<u>30,857,900</u>	<u>30,750,032</u>	<u>107,868</u>	<u>0.4%</u>	<u>30,192,603</u>

**Canadian Union of Public Employees  
Manitoba  
12/31/13**

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>12/31/12</u>
<b>Income</b>					
Per Capita Tax and Initiation Fees	\$6,605,689	\$6,964,956	(\$359,267)	-5.2%	\$6,751,194
Affiliation Fees	25	0	25	0.0%	25
Interest on Per Capita Tax Arrears	956	0	956	0.0%	1,449
	<u>6,606,670</u>	<u>6,964,956</u>	<u>(358,286)</u>	<u>-5.1%</u>	<u>6,752,668</u>
<b>Expenses</b>					
Per Capita Tax - C.L.C.	180,999	176,390	4,609	2.6%	183,822
<b>Salaries</b>					
Directors and Representatives	2,286,076	2,259,777	26,299	1.2%	2,331,800
Clerical	603,832	615,567	(11,735)	-1.9%	582,527
Vacation Relief	111,871	107,768	4,103	3.8%	72,765
<b>Employee Benefits</b>					
Pension Plans	443,176	408,865	34,311	8.4%	442,898
Group Insurance	394,663	390,924	3,739	1.0%	401,203
Employment Insurance	45,098	39,966	5,132	12.8%	43,830
Workers' Compensation	4,392	5,185	(793)	-15.3%	4,461
Severance Pay Provision	109,974	106,296	3,678	3.5%	66,927
Fixed Staffing Costs	383,626	454,536	(70,910)	-15.6%	364,069
Operational Travel	172,902	245,940	(73,038)	-29.7%	190,718
Rent	338,611	343,704	(5,093)	-1.5%	351,191
Office Expenses	84,459	126,720	(42,261)	-33.3%	109,574
Equipment Leases and Maintenance	49,448	62,940	(13,492)	-21.4%	48,320
Telecommunications	71,339	89,280	(17,941)	-20.1%	96,846
Postage	15,934	30,204	(14,270)	-47.2%	16,548
Professional Fees	3,703	11,508	(7,805)	-67.8%	18,221
	<u>5,300,103</u>	<u>5,475,570</u>	<u>(175,467)</u>	<u>-3.2%</u>	<u>5,325,720</u>
<b>Total Expenses</b>					
	<u>1,306,567</u>	<u>1,489,386</u>	<u>(182,819)</u>	<u>-12.3%</u>	<u>1,426,948</u>
<b>Surplus (Deficit) for the period</b>					

Canadian Union of Public Employees  
Saskatchewan  
12/31/13

	Actual	Budget	Variance	%	12/31/12
<b>Income</b>					
Per Capita Tax and Initiation Fees	\$7,770,955	\$7,804,368	(\$33,413)	-0.4%	\$7,574,210
Affiliation Fees	25	0	25	0.0%	25
Interest on Per Capita Tax Arrears	6,129	0	6,129	0.0%	14,098
	<u>7,777,109</u>	<u>7,804,368</u>	<u>(27,259)</u>	<u>-0.3%</u>	<u>7,588,333</u>
<b>Expenses</b>					
Per Capita Tax - C.L.C.	191,624	197,570	(5,946)	-3.0%	192,860
<b>Salaries</b>					
Directors and Representatives	2,340,970	2,361,859	(20,889)	-0.9%	2,385,664
Administrative and Technical	1,000	0	1,000	0.0%	800
Clerical	597,075	578,824	18,251	3.2%	584,208
Vacation Relief	260,482	107,768	152,714	141.7%	240,627
<b>Employee Benefits</b>					
Pension Plans	426,814	417,642	9,172	2.2%	419,456
Group Insurance	301,985	335,487	(33,502)	-10.0%	303,378
Employment Insurance	41,655	40,610	1,045	2.6%	42,840
Workers' Compensation	4,652	5,410	(758)	-14.0%	5,786
Severance Pay Provision	112,481	108,720	3,761	3.5%	68,458
Fixed Staffing Costs	465,495	471,516	(6,021)	-1.3%	437,439
Operational Travel	289,726	383,076	(93,350)	-24.4%	382,992
Rent	292,457	294,876	(2,419)	-0.8%	283,119
Office Expenses	183,585	119,412	64,173	53.7%	167,907
Equipment Leases and Maintenance	40,858	58,968	(18,110)	-30.7%	36,994
Telecommunications	96,992	92,964	4,028	4.3%	90,720
Postage	23,213	21,396	1,817	8.5%	24,285
Professional Fees	149,570	11,244	138,326	1230.2%	103,114
	<u>5,820,634</u>	<u>5,607,342</u>	<u>213,292</u>	<u>3.8%</u>	<u>5,770,647</u>
<b>Total Expenses</b>					
	<u>1,956,475</u>	<u>2,197,026</u>	<u>(240,551)</u>	<u>-10.9%</u>	<u>1,817,686</u>
<b>Surplus (Deficit) for the period</b>					



**Canadian Union of Public Employees  
Alberta  
12/31/13**

	Actual	Budget	Variance	%	12/31/12
<b>Income</b>					
Per Capita Tax and Initiation Fees	\$11,108,806	\$11,028,348	\$80,458	0.7%	\$10,363,298
Affiliation Fees	40	0	40	0.0%	40
Interest on Per Capita Tax Arrears	2,904	0	2,904	0.0%	9,589
	<b>11,111,750</b>	<b>11,028,348</b>	<b>83,402</b>	<b>0.8%</b>	<b>10,372,927</b>
<b>Expenses</b>					
Per Capita Tax - C.L.C.	234,941	238,501	(3,560)	-1.5%	228,429
<b>Salaries</b>					
Directors and Representatives	2,401,939	2,463,942	(62,003)	-2.5%	2,409,090
Clerical	725,402	703,387	22,015	3.1%	695,661
Vacation Relief	155,227	121,238	33,989	28.0%	94,857
<b>Employee Benefits</b>					
Pension Plans	466,539	451,090	15,449	3.4%	463,622
Group Insurance	366,734	364,071	2,663	0.7%	375,410
Employment Insurance	51,962	44,421	7,541	17.0%	48,953
Workers' Compensation	6,248	6,134	114	1.9%	6,113
Severance Pay Provision	121,147	117,096	4,051	3.5%	71,356
Fixed Staffing Costs	479,445	491,436	(11,991)	-2.4%	469,180
Operational Travel	575,446	335,808	239,638	71.4%	491,735
Rent	761,184	738,552	22,632	3.1%	672,386
Office Expenses	210,003	146,028	63,975	43.8%	175,467
Equipment Leases and Maintenance	92,998	100,620	(7,622)	-7.6%	87,306
Telecommunications	73,405	88,464	(15,059)	-17.0%	87,624
Postage	21,950	26,124	(4,174)	-16.0%	15,986
Professional Fees	1,568	19,440	(17,872)	-91.9%	0
<b>Total Expenses</b>	<b>6,746,138</b>	<b>6,456,352</b>	<b>289,786</b>	<b>4.5%</b>	<b>6,393,175</b>
<b>Surplus (Deficit) for the period</b>	<b>4,365,612</b>	<b>4,571,996</b>	<b>(206,384)</b>	<b>-4.5%</b>	<b>3,979,752</b>

Syndicat canadien de la fonction publique  
Colombie-Britannique  
12/31/13

	Actuel	Budget	Ecart	%	12/31/12
<b>Revenus</b>					
Capitation/Droits d'initiation	\$22,108,256	\$22,019,448	\$88,808	0.4%	\$21,452,773
Droits d'affiliation	55	0	55	0.0%	55
Intérêts sur arrérages de la capitation	3,704	0	3,704	0.0%	5,414
Revenus divers	0	0	0	0.0%	5,689
	<b>22,112,015</b>	<b>22,019,448</b>	<b>92,567</b>	<b>0.4%</b>	<b>21,463,931</b>
<b>Dépenses</b>					
Capitation - C.T.C.	509,639	502,818	6,821	1.4%	500,341
<b>Salaires</b>					
Direction, conseillères et conseillers	6,338,799	6,257,598	81,201	1.3%	6,295,423
Personnel de bureau	1,858,837	1,817,838	40,999	2.3%	1,769,199
Remplacements - Congés	372,194	161,650	210,544	130.2%	271,358
<b>Avantages sociaux</b>					
Régimes de retraite	1,197,787	1,161,202	36,585	3.2%	1,186,384
Assurance collective	1,017,534	1,057,789	(40,255)	-3.8%	1,025,192
Assurance emploi	127,492	113,696	13,796	12.1%	121,310
Accidents de travail	21,641	18,055	3,586	19.9%	18,747
Provision pour indemnités de départ	308,877	298,548	10,329	3.5%	188,645
Frais de personnel fixes	1,163,320	1,179,048	(15,728)	-1.3%	1,185,122
Déplacements opérationnels	1,100,190	982,272	117,918	12.0%	1,125,107
Loyers	1,347,019	1,358,484	(11,465)	-0.8%	1,272,744
Dépenses de bureau	384,737	395,736	(10,999)	-2.8%	391,020
Location/Entretien d'équipement	165,176	183,312	(18,136)	-9.9%	158,928
Télécommunications	149,000	146,064	2,936	2.0%	155,549
Affranchissement	45,990	52,764	(6,774)	-12.8%	14,368
Honoraires professionnels	26,624	79,596	(52,972)	-66.6%	34,793
<b>Total des dépenses</b>	<b>16,134,856</b>	<b>15,766,470</b>	<b>368,386</b>	<b>2.3%</b>	<b>15,714,230</b>
<b>Excédent (déficit) pour la période</b>	<b>5,977,159</b>	<b>6,252,978</b>	<b>(275,819)</b>	<b>-4.4%</b>	<b>5,749,701</b>

**REPORT ON THE NATIONAL DEFENCE FUND  
AS AT  
DECEMBER 31, 2013**

Sisters and Brothers:

You have before you the National Defence Fund Financial Statements for the year ended December 31, 2013. Note that the Balance Sheet, Statement of Income and Expenses, Changes in Fund Balance, Statement of Cash Flows and Notes to the Financial Statements have been audited by Deloitte LLP. In addition, we have included supplementary financial schedules that provide a more detailed picture of the revenue and expenses.

**BALANCE SHEET**

At December 31, 2013 the National Defence Fund had \$8.2 million in total assets virtually unchanged from December 31, 2012. These assets consisted of \$2.9 million in cash and short term investments, \$1.4 million in per capita and other receivables, and \$3.9 million in long term investments.

Liabilities at December 31, 2013 were \$6.6 million compared to \$6.0 million at December 31, 2012. The main liabilities in the Defence Fund consisted of accounts payable and accrued liabilities, amounts due to locals for cost-shared campaigns as well as an amount payable to the General Fund.

At December 31, 2013 the Fund Balance was \$1.6 million compared to \$2.2 million at December 31, 2012.

**STATEMENT OF REVENUE AND EXPENSES**

The Statement of Revenue and Expenses shows a deficit for the year of \$464,000 with the expenditures documented in detail on the supporting schedules which follow.

**Cost-Sharing Programs (Schedule 1)**

The schedule shows both new cost-shared programs authorized by the National Executive Board in 2013 as well as the final adjustments relating to prior years' cost-shared programs that ended in 2013. In total there was \$406,457 of recoveries from prior year campaigns and \$3.2 million in new cost-shares approved in 2013. The annual budget of \$2.6 million was overspent for the year by \$156,190.

**National Strategic Priorities (Schedule 2)**

Expenditures on national strategic priorities totalled \$2.2 million in 2013 and are listed by type of activity on this schedule.

**Regional Strategic Priorities (Schedule 3)**

Expenditures on regional strategic priorities totalled \$1.7 million in 2013 and are listed by type of activity on this schedule.

**Major Organizing Campaigns (Schedule 4)**

The schedule shows in detail the various organizing and restructuring campaigns by region. The spending in this envelope of the Defence Fund in 2013 totalled \$2.5 million.

This concludes my report on the National Defence Fund Financial Statements for the year ended December 31, 2013.

Respectfully submitted,



CHARLES FLEURY  
National Secretary-Treasurer

*Financial Statements of  
États financiers de*

**CANADIAN UNION OF  
PUBLIC EMPLOYEES -  
NATIONAL DEFENCE FUND**

**SYNDICAT CANADIEN DE  
LA FONCTION PUBLIQUE -  
CAISSE NATIONALE DE DÉFENSE**

*December 31, 2013  
31 décembre 2013*

## Independent Auditor's Report

To the Members of  
Canadian Union of Public Employees

We have audited the accompanying financial statements of Canadian Union of Public Employees (the Union) - National Defence Fund, which comprise the statement of financial position as at December 31, 2013, and the statements of operations and changes in fund balance and of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditor's Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

## Rapport de l'auditeur indépendant

Aux membres du  
Syndicat canadien de la fonction publique

Nous avons effectué l'audit des états financiers ci-joints du Syndicat canadien de la fonction publique (le Syndicat) - Caisse nationale de défense, qui comprennent l'état de la situation financière au 31 décembre 2013, et les états des résultats et de l'évolution du solde du Fonds et des flux de trésorerie de l'exercice clos à cette date, ainsi qu'un résumé des principales méthodes comptables et d'autres informations explicatives.

### *Responsabilité de la direction pour les états financiers*

La direction est responsable de la préparation et de la présentation fidèle de ces états financiers conformément aux Normes comptables canadiennes pour les organismes sans but lucratif, ainsi que du contrôle interne qu'elle considère comme nécessaire pour permettre la préparation d'états financiers exempts d'anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs.

### *Responsabilité de l'auditeur*

Notre responsabilité consiste à exprimer une opinion sur les états financiers, sur la base de notre audit. Nous avons effectué notre audit selon les normes d'audit généralement reconnues du Canada. Ces normes requièrent que nous nous conformions aux règles de déontologie et que nous planifions et réalisons l'audit de façon à obtenir l'assurance raisonnable que les états financiers ne comportent pas d'anomalies significatives.

Un audit implique la mise en œuvre de procédures en vue de recueillir des éléments probants concernant les montants et les informations fournis dans les états financiers. Le choix des procédures relève du jugement de l'auditeur, et notamment de son évaluation des risques que les états financiers comportent des anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs. Dans l'évaluation de ces risques, l'auditeur prend en considération le contrôle interne de l'entité portant sur la préparation et la présentation fidèle des états financiers afin de concevoir des procédures d'audit appropriées aux circonstances, et non dans le but d'exprimer une opinion sur l'efficacité du contrôle interne de l'entité. Un audit comporte également l'appréciation du caractère approprié des méthodes comptables retenues et du caractère raisonnable des estimations comptables faites par la direction, de même que l'appréciation de la présentation d'ensemble des états financiers.

## Independent Auditor's Report (continued)

### *Auditor's Responsibility (continued)*

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Canadian Union of Public Employees - National Defence Fund as at December 31, 2013, and the results of its operations and its cash flows for the year the ended in accordance with Canadian accounting standards for not-for-profit organizations.

## Rapport de l'auditeur indépendant (suite)

### *Responsabilité de l'auditeur (suite)*

Nous estimons que les éléments probants que nous avons obtenus sont suffisants et appropriés pour fonder notre opinion d'audit.

### *Opinion*

À notre avis, ces états financiers donnent, dans tous leurs aspects significatifs, une image fidèle de la situation financière du Syndicat canadien de la fonction publique - Caisse nationale de défense au 31 décembre 2013, ainsi que de ses résultats d'exploitation et de ses flux de trésorerie pour l'exercice clos à cette date, conformément aux Normes comptables canadiennes pour les organismes sans but lucratif.

*Deloitte LLP/S.E.N.C.R.L./s.n.l.*

Chartered Professional Accountants, Chartered Accountants  
Licensed Public Accountants

June 18, 2014

Comptables professionnels agréés, Comptables agréés  
Experts-comptables autorisés

Le 18 juin 2014

**CANADIAN UNION OF PUBLIC EMPLOYEES -  
NATIONAL DEFENCE FUND  
Financial Statements  
December 31, 2013**

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**SYNDICAT CANADIEN DE LA FONCTION  
PUBLIQUE - CAISSE NATIONALE DE DÉFENSE  
États financiers  
31 décembre 2013**

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Statement of Operations and Changes in Fund Balance	2	État des résultats et de l'évolution du solde du Fonds
Statement of Cash Flows	3	État des flux de trésorerie
Notes to the Financial Statements	4 - 8	Notes complémentaires

**CANADIAN UNION OF PUBLIC EMPLOYEES -  
NATIONAL DEFENCE FUND  
Statement of Financial Position  
as at December 31, 2013**

**SYNDICAT CANADIEN DE LA FONCTION  
PUBLIQUE - CAISSE NATIONALE DE DÉFENSE  
État de la situation financière  
au 31 décembre 2013**

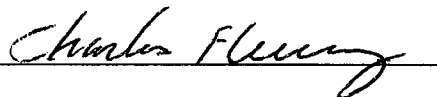
	<u>2013</u>	<u>2012</u>	
		(restated) (redressé) (note 3)	
<b>CURRENT ASSETS</b>			<b>ACTIF À COURT TERME</b>
Cash	\$ 1,656,154	\$ 1,550,291	Encaisse
Short-term investments (note 4)	1,250,183	1,347,598	Placements à court terme (note 4)
Per capita tax receivable	1,372,612	1,421,995	Capitation à recevoir
Accounts receivable	4,662	4,662	Débiteurs
Prepaid expenses	26,000	7,495	Dépenses payées d'avance
Due from National Strike Fund	-	56,117	À recevoir de la Caisse nationale de grève
	<b>4,309,611</b>	4,388,158	
<b>INVESTMENTS (note 4)</b>	<b>3,914,557</b>	3,820,583	<b>PLACEMENTS (note 4)</b>
	<b>\$ 8,224,168</b>	<b>\$ 8,208,741</b>	
<b>CURRENT LIABILITIES</b>			<b>PASSIF À COURT TERME</b>
Accounts payable and accrued liabilities	\$ 1,889,299	\$ 1,731,527	Créditeurs et frais courus
Due to General Fund	630,721	525,254	Dû à la Caisse générale
Due to locals for cost-sharing programs	4,103,223	3,709,458	Dû aux sections locales pour les programmes à frais partagés
	<b>6,623,243</b>	5,966,239	
<b>FUND BALANCE</b>			<b>SOLDE DU FONDS</b>
Unrestricted	1,600,925	2,242,502	Non affecté
	<b>\$ 8,224,168</b>	<b>\$ 8,208,741</b>	

ON BEHALF OF THE NATIONAL EXECUTIVE BOARD

AU NOM DU CONSEIL EXÉCUTIF NATIONAL



Paul Moist  
National President, Président national



Charles Fleury  
National Secretary-Treasurer, Secrétaire-trésorier national



**CANADIAN UNION OF PUBLIC EMPLOYEES -  
NATIONAL DEFENCE FUND**  
Statement of operations and  
Changes in Fund Balance  
year ended December 31, 2013

**SYNDICAT CANADIEN DE LA FONCTION  
PUBLIQUE - CAISSE NATIONALE DE DÉFENSE**  
État des résultats et  
de l'évolution du solde du Fonds  
de l'exercice clos le 31 décembre 2013

	Budget 2013 (unaudited) (non audité)	2013	2012 (restated) (redressé) (note 3)	
<b>Revenue</b>				<b>Revenus</b>
Per capita tax	\$ 8,566,400	\$ 8,399,408	\$ 8,224,837	Capitation
Investment income	-	215,164	216,905	Revenus de placements
Miscellaneous	-	1,496	29,143	Divers
	<b>8,566,400</b>	<b>8,616,068</b>	<b>8,470,885</b>	
<b>Expenses</b>				<b>Dépenses</b>
Cost-sharing programs	2,600,000	2,756,190	3,081,451	Programmes à frais partagés
National strategic priorities	2,050,000	2,160,948	2,144,887	Priorités nationales en matière de stratégie
Regional strategic priorities	1,610,000	1,674,668	1,639,875	Priorités régionales en matière de stratégie
Major organizing campaigns	2,300,000	2,488,533	3,143,749	Grandes campagnes d'organisation
	<b>8,560,000</b>	<b>9,080,339</b>	<b>10,009,962</b>	
Excess (deficiency) of revenue over expenses before the undernoted items:	6,400	(464,271)	(1,539,077)	Excédent (insuffisance) des revenus sur les dépenses avant l'incidence des postes ci-dessous :
Increase in unrealized losses on investments	-	(177,306)	(17,515)	Augmentation des pertes non réalisées sur placements
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES</b>	<b>6,400</b>	<b>(641,577)</b>	<b>(1,556,592)</b>	<b>EXCÉDENT (INSUFFISANCE) DES REVENUS SUR LES DÉPENSES</b>
<b>BALANCE, BEGINNING OF YEAR AS PREVIOUSLY STATED</b>	<b>2,242,502</b>	<b>2,242,502</b>	<b>3,772,155</b>	<b>SOLDE AU DÉBUT, TEL QUE PRÉSENTÉ PRÉCÉDEMMENT</b>
Prior period adjustment (note 3)	-	-	26,939	Ajustement de l'exercice antérieur (note 3)
<b>BALANCE, BEGINNING OF YEAR AS RESTATED</b>	<b>2,242,502</b>	<b>2,242,502</b>	<b>3,799,094</b>	<b>SOLDE AU DÉBUT, TEL QUE REDRESSÉ</b>
<b>BALANCE, END OF YEAR</b>	<b>\$ 2,248,902</b>	<b>\$ 1,600,925</b>	<b>\$ 2,242,502</b>	<b>SOLDE À LA FIN</b>

**CANADIAN UNION OF PUBLIC EMPLOYEES -  
NATIONAL DEFENCE FUND**  
Statement of Cash Flows  
year ended December 31, 2013

**SYNDICAT CANADIEN DE LA FONCTION  
PUBLIQUE - CAISSE NATIONALE DE DÉFENSE**  
État des flux de trésorerie  
de l'exercice clos le 31 décembre 2013

	<u>2013</u>	<u>2012</u>	
		(restated)	
		(redressé)	
		(note 3)	
<b>NET INFLOW (OUTFLOW) OF CASH RELATED TO THE FOLLOWING ACTIVITIES:</b>			<b>AUGMENTATION (DIMINUTION) DE L'ENCAISSE LIÉE AUX ACTIVITÉS SUIVANTES :</b>
<b>OPERATING</b>			<b>EXPLOITATION</b>
Deficiency of revenue over expenses	\$ (641,577)	\$ (1,556,592)	Insuffisance des revenus sur les dépenses
Unrealized loss on investments	177,306	17,515	Perte non réalisée sur les placements
Changes in non-cash operating working capital items listed below:			Variation des éléments hors caisse du fonds de roulement d'exploitation suivant:
Per capita tax receivable	49,383	(82,618)	Capitation à recevoir
Accounts receivable	-	4	Débiteurs
Prepaid expenses	(18,505)	9,759	Dépenses payées d'avance
Accounts payable and accrued liabilities	157,772	497,281	Créditeurs et frais courus
Due to locals for cost-sharing programs	393,765	(78,721)	Dû aux sections locales pour les programmes à frais partagés
	<b>118,144</b>	<b>(1,193,372)</b>	
<b>INVESTING</b>			<b>INVESTISSEMENT</b>
Acquisition of investments	(6,324,102)	(7,851,995)	Acquisition d'investissements
Disposal of investments	6,150,237	7,668,395	Cession d'investissements
	<b>(173,865)</b>	<b>(183,600)</b>	
<b>FINANCING</b>			<b>FINANCEMENT</b>
Increase in due to General Fund	105,467	292,121	Augmentation du dû à la Caisse générale
Increase (decrease) in due from National Strike Fund	56,117	(44,840)	Augmentation (diminution) du montant à recevoir de la Caisse nationale de grève
	<b>161,584</b>	<b>247,281</b>	
<b>NET CASH INFLOW (OUTFLOW)</b>	<b>105,863</b>	<b>(1,129,691)</b>	<b>AUGMENTATION (DIMINUTION) NETTE DE L'ENCAISSE</b>
<b>CASH, BEGINNING OF YEAR</b>	<b>1,550,291</b>	<b>2,679,982</b>	<b>ENCAISSE AU DÉBUT</b>
<b>CASH, END OF YEAR</b>	<b>\$ 1,656,154</b>	<b>\$ 1,550,291</b>	<b>ENCAISSE À LA FIN</b>

## **1. PURPOSE OF THE ORGANIZATION**

The Canadian Union of Public Employees (the Union) is a national labour organization representing workers in a variety of jurisdictions throughout the public sector and areas of the private sector. The Union is an unincorporated association with rights and responsibilities regulated by Provincial and Federal labour laws and is exempt from income tax as a labour organization under the Income Tax Act (Canada).

The National Defence Fund was established to provide financial assistance to members on strike or facing strike action and, on a cost-sharing basis, for coordinated informational and lobbying campaigns conducted in conjunction with collective bargaining or efforts to change restrictive legislation. On January 1, 2002, a separate National Strike Fund was established. The National Defence Fund transferred cash and the responsibility to provide financial assistance to members on strike or facing action to the National Strike Fund.

## **2. SIGNIFICANT ACCOUNTING POLICIES**

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

### *Basis of accounting and presentation*

The financial statements have been prepared using the deferral method of accounting. Under this method, revenue and expenses are reflected in the accounts in the period in which they have been earned and incurred respectively, whether or not such transactions have been finally settled by the receipt or payment of money.

The Union has adopted fund accounting as a basis of reporting its activities and separate financial statements are prepared for the General Fund, National Strike Fund and National Defence Fund. The Union also prepares combined financial statements which include the three funds. These financial statements present the activities of the National Defence Fund only.

## **1. NATURE DE L'ORGANISME**

Le Syndicat canadien de la fonction publique (le Syndicat) est un syndicat national qui représente les travailleuses et travailleurs d'une variété de champs dans le secteur public et de certains domaines dans le secteur privé. Le Syndicat est une association non constituée en société dont les droits et responsabilités sont réglementés par les lois du travail fédérales et provinciales et est exempt d'impôt selon la loi fédérale de l'impôt sur le revenu (Canada).

La Caisse nationale de défense a été établie afin de fournir de l'aide financière aux membres en grève ou faisant face à une éventualité de grève et, sous une base de frais partagés, afin de coordonner les campagnes d'information et de lobbying conduites en conjonction avec la négociation de conventions collectives ou des efforts pour le changement de lois restrictives. Une Caisse nationale de grève a été établie séparément le 1<sup>er</sup> janvier 2002. La Caisse nationale de défense a transféré à la Caisse nationale de grève des liquidités et la responsabilité de l'aide financière aux membres en grève ou confrontés à des procès.

## **2. PRINCIPALES MÉTHODES COMPTABLES**

Les états financiers ont été dressés conformément aux Normes comptables canadiennes pour les organismes sans but lucratif et tiennent compte des principales méthodes comptables suivantes :

### *Méthode de comptabilité et présentation*

Les états financiers ont été préparés selon la méthode du report. Selon cette méthode, les revenus et les dépenses sont imputés à l'exercice où ils sont gagnés ou engagés, sans considération du moment où les opérations auxquelles ils se rapportent sont réglées par un encaissement ou un décaissement.

Le Syndicat a adopté la comptabilité par fonds comme norme de présentation de ses activités et des états financiers distincts sont préparés pour la Caisse générale, la Caisse nationale de grève et la Caisse nationale de défense. Le Syndicat prépare aussi des états financiers combinés qui incluent les trois fonds. Ces états financiers ne présentent que les activités de la Caisse nationale de défense.

**2. SIGNIFICANT ACCOUNTING POLICIES (continued)**

*Financial instruments*

The Union initially measures its financial assets and liabilities at fair value. The Union subsequently measures all its financial assets and liabilities at amortized cost except for cash and investments which are measured at fair value. Changes in fair value are recognized in the statement of operations.

*Revenue recognition*

The Union's principal sources of revenue consist of per capita tax and initiation fees and investment income.

Revenue from per capita tax and initiation fees is recognized over the period to which the revenue relates. Revenue received in advance is deferred to the period to which the revenue relates.

*Use of estimates*

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from these estimates. Assumptions are used in estimating the fair value of investments, the collectibility of accounts receivable and the amount of accrued liabilities.

**2. PRINCIPALES MÉTHODES COMPTABLES (suite)**

*Instruments financiers*

Le Syndicat évalue initialement ses actifs financiers et ses passifs financiers à la juste valeur. Il évalue ultérieurement tous ses actifs et passifs financiers au coût après amortissement à l'exception de son encaisse et de ses placements qui sont évalués à la juste valeur. Les changements à la juste valeur sont enregistrés dans l'état des résultats.

*Constatations des produits*

Le Syndicat a comme sources principales de revenus la capitation et droits d'initiation et les revenus de placements.

Les revenus de capitation et droits d'initiation sont constatés à la période à laquelle ils se rapportent. Les revenus reçus en avances sont reportés à la période à laquelle ils se rapportent.

*Utilisation d'estimations*

Dans le cadre de la préparation des états financiers, conformément aux Normes comptables canadiennes pour les organismes sans but lucratif, la direction doit établir des estimations et des hypothèses qui ont une incidence sur les montants des actifs et des passifs présentés et sur la présentation des actifs et des passifs éventuels à la date des états financiers, ainsi que sur les montants des produits d'exploitation et des charges constatés au cours de la période visée par les états financiers. Les résultats réels pourraient varier par rapport à ces estimations. Les estimations sont utilisées pour établir la juste valeur des placements, le recouvrement des débiteurs et le montant des frais courus.

**CANADIAN UNION OF PUBLIC EMPLOYEES -  
NATIONAL DEFENCE FUND**  
Financial Statements  
December 31, 2013

**SYNDICAT CANADIEN DE LA FONCTION  
PUBLIQUE - CAISSE NATIONALE DE DÉFENSE**  
États financiers  
31 décembre 2013

**3. PRIOR PERIOD ADJUSTMENT**

The Union became aware that one of its Locals had miscalculated their Per Capita tax remittances since 2010. As per established policy, CUPE estimated the amounts receivable from the Local for the last three fiscal years. As such, the 2012 opening balance and the 2012 financial statements have been restated to correctly reflect the amounts receivable. The effect of the restatement as at January 1, 2012 and December 31, 2012 is summarized as such:

- Increase of \$26,939 in Unrestricted Fund Balance, beginning of the year 2012;
- Increase of \$26,939 in Per capita tax revenue and excess of revenue over expenses for the year ended December 31, 2012;
- Increase of \$26,939 in Per capita tax revenue and excess of revenue over expenses for the year ended December 31, 2013; and
- Increase in Per Capita tax receivable as at December 31, 2013 of \$80,817 (December 31, 2012 of \$53,878 and January 1, 2012 of \$26,939).

**4. INVESTMENTS**

Investments are summarized as follows :

	2013			2012			
	Fair Value	Cost		Fair Value	Cost		
	<u>Juste valeur</u>	<u>Coût</u>	<u>%</u>	<u>Juste valeur</u>	<u>Coût</u>	<u>%</u>	
Short-term investments	\$ 1,221,362	\$ 1,221,362	23	\$ 1,316,568	\$ 1,316,568	25	Placements à court terme
Accrued interest	28,821	28,802	1	31,030	31,243	1	Intérêts courus
Short-term investments	<b>1,250,183</b>	<b>1,250,164</b>	<b>24</b>	<b>1,347,598</b>	<b>1,347,811</b>	<b>26</b>	Placements à court terme
Bonds							Obligations
Government	1,756,354	1,799,853	34	1,538,582	1,474,779	30	Gouvernement
Corporate and others	2,158,203	2,147,073	42	2,282,001	2,200,635	44	Sociétés et autres
Long-term investments	<b>3,914,557</b>	<b>3,946,926</b>	<b>76</b>	<b>3,820,583</b>	<b>3,675,414</b>	<b>74</b>	Placements à long terme
Total investments	<b>\$ 5,164,740</b>	<b>\$ 5,197,090</b>	<b>100</b>	<b>\$ 5,168,181</b>	<b>\$ 5,023,225</b>	<b>100</b>	Total des placements

**3. AJUSTEMENT DE L'EXERCICE ANTÉRIEUR**

L'Union a appris que l'un de ses locaux avait mal calculé leurs versements de Capitation depuis 2010. Tel que convenu selon sa politique, le SCFP a estimé les montants à recevoir du local pour les trois derniers exercices. Donc, le bilan d'ouverture de 2012 et les états financiers de 2012 ont été retraités afin de refléter correctement les montants à recevoir. L'effet du retraitement au 1<sup>er</sup> janvier 2012 et le 31 décembre 2012 est résumé ainsi :

- Augmentation de 26 939 \$ du solde du fonds non affecté, au début de 2012;
- Augmentation de 26 939 \$ des revenus de Capitation ainsi que de l'excédent des revenus sur les dépenses de l'exercice clos le 31 décembre 2012;
- Augmentation de 26 939 \$ des revenus de Capitation ainsi que de l'excédent des revenus sur les dépenses de l'exercice clos le 31 décembre 2013;
- Augmentation de la Capitation à recevoir au 31 décembre 2013 de 80 817 \$ (31 décembre 2012 de 53 878 \$ et 1<sup>er</sup> janvier 2012 de 26 939 \$).

**4. PLACEMENTS**

Les placements se répartissent comme suit :

**4. INVESTMENTS (continued)**

*Determination of fair values*

Short-term investments consist of Canada Treasury bills. The market value of these short-term investments is approximately equal to their cost.

Bonds are debt obligations of governments and corporate entities paying interest at rates appropriate to the market at their date of purchase. Bonds are valued at the year-end quoted market prices.

The bonds mature at face value on a staggered basis over the next 95 years (2013 - 96 years). Effective interest rates to maturity for these securities range from 1.5% to 9.9% (2.05% to 7.77%).

*Investment risk*

Investment in financial instruments renders the Fund susceptible to the potential risk arising from the failure of a party to a financial instrument to discharge its obligation when due. The maximum investment risk to the Fund is equal to the fair value of the investments.

*Concentration of risk*

Concentrations of risk exist when a significant proportion of the portfolio is invested in securities with similar characteristics or subject to similar economic, political or other conditions. Management believes that the concentrations described above do not represent excessive risk.

**4. PLACEMENTS (suite)**

*Détermination de la juste valeur*

Les placements à court terme sont composés de bons du Trésor du Canada. La valeur du marché des placements à court terme est comparable à leur coût.

Les obligations représentent des instruments d'emprunt de gouvernements et de sociétés par actions, produisant des rendements en intérêts comparables à ceux du marché au moment de leur achat. Les obligations sont évaluées au cours du marché en date de fin d'exercice.

L'échéance des obligations s'échelonne sur une période de 95 ans (2013 - 96 ans). Les taux d'intérêts effectifs pour ces titres varient de 1,5 % à 9,9 % (2,05 % à 7,77 %) jusqu'à leur échéance.

*Risque lié aux placements*

En investissant dans des instruments financiers, le Fonds s'expose au risque inhérent qu'un émetteur d'instrument financier ne puisse faire face à ses obligations à la date convenue. Le risque maximum auquel s'expose le Fonds est égal à la juste valeur des placements.

*Concentration du risque*

Il y a concentration du risque lorsqu'une portion importante du portefeuille est constituée de placements dans des valeurs présentant des caractéristiques semblables ou sensibles aux mêmes facteurs économiques, politiques ou autres. La direction est d'avis que les concentrations décrites ci-dessus ne représentent pas de risque excessif.

## 5. FINANCIAL INSTRUMENTS

### *Fair value*

The National Defence Fund's financial instruments consist of cash, per capita tax receivable, accounts receivable, accounts payable and accrued liabilities, receivable from or due to other Funds and due to locals for cost-sharing programs. The fair value of these financial instruments is approximately equal to their carrying amount given their short-term maturity. The fair value of investments is disclosed in note 4.

### *Interest rate risk*

Interest rate risk is the exposure of the National Defence Fund's earnings that arises from fluctuations in interest rates. The Union is exposed to interest rate risk on its investments.

### *Credit risk*

Credit risk arises from the potential that locals and other parties will fail to honour their obligations. The National Defence Fund is exposed to credit risk through per capita tax and accounts receivable. The National Defence Fund limits the amount of credit extended when considered necessary.

## 6. CAPITAL MANAGEMENT

The Union's objectives when managing capital are to safeguard its ability to continue as a labour organization in an effort to carry out its mission. Capital consists of the Fund balance. The Union is not subject to any externally imposed capital requirements or restrictions.

## 5. INSTRUMENTS FINANCIERS

### *Juste valeur*

Les instruments financiers de la Caisse nationale de défense comprennent l'encaisse, la capitation à recevoir, les débiteurs, les créditeurs et frais courus, les dus des (aux) autres Caisses et les dus aux sections locales pour les programmes à frais partagés. La juste valeur de ces instruments financiers est approximativement égale à leur valeur comptable compte tenu de leur brève échéance. La juste valeur des placements est divulguée à la note 4.

### *Risques de taux d'intérêt*

Les risques de taux d'intérêt, auxquels les bénéfices de la Caisse nationale de défense sont exposés, surviennent à cause des fluctuations des taux d'intérêt. Le Syndicat est exposé à des risques dus au taux d'intérêt de ses placements.

### *Risques de crédit*

Des risques de crédit se présentent lorsque certaines sections locales et autres groupes ne font pas face à leurs obligations. La Caisse nationale de défense est exposée au risque de crédit provenant de la capitation à recevoir et des débiteurs. La Caisse nationale de défense limite le montant de crédit avancé si nécessaire.

## 6. GESTION DU CAPITAL

Les objectifs du Syndicat quant à la gestion de son capital, sont de continuer à opérer comme organisme syndical afin de pouvoir réaliser sa mission. Le capital du Syndicat se compose du solde du Fonds. Le Syndicat n'est pas soumis à des exigences externes en matière de gestion du capital.







Schedule 1

**Canadian Union of Public Employees / Syndicat canadien de la fonction publique**  
**Cost-Sharing Programs / Campagnes à frais partagés**  
**For the period ended December 31, 2013 / Pour l'exercice se terminant le 31 décembre 2013**

**Atlantic**

Local 108 - NS Against contracting-out (2011)	\$ (11,336)	
Acute Care Locals / Fightback against "superboard" merger	75,635	
Acute Care Locals - NS / Mobilization and bargaining support, Phase II (2012)	(4,695)	
CUPE Newfoundland & Labrador / Increase Profile - Phase II	97,598	
TRIO Pension Plan / Prevent cuts to pension plan	<u>13,221</u>	\$ 170,423

**Maritimes**

Local 821 - N.B. - 50th Anniversary (2011)	\$ (1,385)	
Local 1870 - University of PEI - Prevent Layoffs and promote work of members	25,000	
NB Council of Hospital Unions / Against closures & privatization	100,000	
NB Council of School District Unions - Against contracting-out and P3s (2011)	(22,750)	
NB Council of School Board Unions / Against workload and understaffing	17,410	
PEI HCC - "Pension Fairness"	15,180	
PEI Education Locals (1145,1170,1775,3260) - Raise Awareness of H&S issues	<u>11,200</u>	144,655

**Quebec**

Local 301 - City of Montréal / "Nettoyons Montréal"	\$ 170,000	
Local 306 - City of Saint-Lambert - Against Reduction of Hours of school crossing guards	14,000	
Local 313 - Centre de la petite enfance Picasso - Bargaining Support	890	
Local 675 - S.R.C. - I love the CBC Campaign	6,150	
Local 1983 - CTCUM - Awareness campaign	134,000	
Local 2661 - University of Quebec - Increase awareness of University Lecturers	62,500	
Local 3332 - Achieve parity (2010)	(1,713)	
Local 4041 - Bargaining support (2010)	(12,471)	
CUPE - Quebec / Retirement at a better cost	322,500	
CUPE Quebec - Common front, phase III (2010)	(34,330)	
PCSA - Care-facilitators	<u>275,000</u>	936,526

**Ontario**

Local 82 - City of Windsor Outside Workers - "Windsor Works Better..."	\$ 10,170	
ODC - Day of Action (2012)	(2,773)	
ODC - Against possible service cuts (2011)	(8,036)	
Local 416 - Phase II - Contracting out (2011)	(35,391)	
Local 416 - Bargaining Support (2011)	(41,223)	
Local 1750 - Against job losses (2011)	(49,871)	
Local 1750 - No-fault system (2011)	(10,008)	
Local 1750 - Bargaining Support (2011)	(27,076)	
Local 2191 - Bargaining Support (2009)	(44,518)	
Local 2345 - Public image (2011)	(3,616)	
Local 3261 - Against outsourcing caretaking functions (2011)	(9,005)	
Local 5678 - Counter cutbacks (2011)	(1,321)	
Local 416 - Toronto Civic / Community Outreach	128,291	
Local 416 - Toronto Civic / Refine & Expand Voter Database	62,802	
Local 503 - City of Ottawa - "Working for You" campaign	110,175	
Local 543 - City of Windsor Inside Workers - "Windsor Works Better....."	43,279	
Local 4400 - Toronto District School Board / Against Job Cuts	300,000	
Local 4948 - Against Cuts - Phase IV	24,535	
Local 5100 - Grand Erie District School Board	2,147	
Ottawa District Council / Counter Austerity Measures	<u>9,040</u>	457,601

## Schedule 1 (cont'd)

**Canadian Union of Public Employees / Syndicat canadien de la fonction publique**  
**Cost-Sharing Programs / Campagnes à frais partagés**  
For the period ended December 31, 2013 / Pour l'exercice se terminant le 31 décembre 2013

**Manitoba**

Local 500 - City of Winnipeg - Positively Public Campaign (Phase III)	\$ 50,000	
Local 1550 - Increasing membership engagement (2011)	(12,000)	
School Division Sector - Awareness campaign (2011)	(40,643)	
Provincial Health Care Council - Bargaining Support (2011)	(50,000)	
CUPE Manitoba (LTC) - "Working Short" campaign	15,250	
CUPE Manitoba - Health Care Support Workers' Week	5,000	
CUPE Manitoba Provincial HCC - Increase Awareness	22,000	
CUPE Manitoba School Sector Committee - Defined Benefit Pension Plan Campaign	10,000	(393)

**Saskatchewan**

Health Care Council / Health Care Providers' Week	\$ 5,250	
Local 5512 - Prairie South School Division - Lack of Funding and cuts	10,000	
HCC - Bargaining Support - Phase II	128,550	
HCC - Health Care Provider Week	6,000	
Local 21 - Regina Civic / Fight privatization of water	150,000	
Local 21 - Public support (2010)	(12,271)	
CUPE Saskatchewan / Promote Members' Work	80,000	
CUPE Saskatchewan / Fightback Against Bill 85	40,000	
CUPE Saskatchewan EWSC / Against Funding Cuts	19,000	426,528

**Alberta**

Local 520 - Calgary Separate School Board / Annual run and walk event	\$ 2,500	
Locals 37-38-709 - City of Calgary / Fight Privatization - Phase II	150,000	
CUPE Alberta / Increase Profile within worksites	58,000	210,500

**British Columbia**

Local 15 - Vancouver Municipal / Raise profile of K-12 workers	\$ 10,000	
Local 50 - Victoria Civic / Against core services reviews	18,500	
Local 338 - Kelowna Civic / Promoting Members' Work	48,500	
Local 358 - Duncan & North Cowichan Civic / Neighbours working for Neighbours	21,250	
Local 556 - Courtenay Civic / "In Support of Public Water"	1,790	
Local 606 - Nanaimo-Ladysmith School District #68 / Raise public profile in community	8,000	
Local 626 - Vernon Civic / Against core services reviews	14,640	
Local 728 - Surrey School Dist. #36 / Raise profile of K-12 Education support workers	10,000	
Local 1004 - Vancouver Civic / Public Awareness	10,000	
Local 1091 - Delta School Board / Funding for Public Education	90,000	
Local 1936 - Vancouver Community Social Services / Raise awareness	22,500	
Local 402-01 - City of White Rock - Support of Public Water Delivery	15,000	
Local 2081 - Camosun College / "Play the Union Card" campaign	5,000	
Local 4500 - Against cuts (2012)	(15,000)	
Locals 116 & 2278 - Public Awareness (2007)	(3,386)	
Local 2262 - Castlegar Civic / Pro-public Campaign	5,000	261,789

**Airline**

CUPE Airline Division / 1:50 ratio fightback		100,000
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**H.E.U.**

HEU 2012	\$ (96,690)	
BCNU Raid (2010)	145,251	48,561

**Total - Cost-Sharing Programs**

**\$ 2,756,190**

**Canadian Union of Public Employees / Syndicat canadien de la fonction publique**  
**National Strategic Priorities / Priorités nationales en matière de stratégie**  
**For the period ended December 31, 2013 / Pour l'exercice se terminant le 31 décembre 2013**

		Actual/Actuel	Budget
<b><u>Sectors Issues / Meeting Membership Survey / Polling</u></b>			
National Environment Policy Meeting	\$ 47,841		
Young Workers Retreat	149,566		
OSBCC Strategy Meetings	3,262		
CCHR Sector Council	3,573		
Quebec Energy Board Consultations	31,257		
Ad Hoc Comm. Strike Meeting	316	235,815	\$ 100,000
<b><u>Promotions (Employers Meetings)</u></b>			
CLA Membership Fee	\$ 750		
CLA Annual Conference	1,841		
CLA Sponsorship	15,000		
CLA member registrations	4,478		
Early Childhood Educators - BC	1,500		
Union of N.S. Municipalities	6,000		
Canadian Association of Community Colleges	2,450		
FCM Industry Exchange	20,223		
CLC Convention Exhibition Booth	500		
Municipal Trade Workers Conference	6,491		
Economic Summit Meeting	30,000		
FCM Hospitality	27,565		
FCM Conferences	120		
QC Municipal Infrastructure	11,589		
FCM Exhibit Space	12,156	140,663	160,000
<b><u>Support to Bargaining</u></b>			
Ontario developmental social services		42,153	150,000
<b><u>Promotions (Web and Media)</u></b>			
10% Shift Expenses	\$ 30,000		
Straight Goods News Inc	20,000		
LabourStart	5,000		
Our Times Labour Magazine	5,000		
RadioLabour	5,000		
Rabble.ca	20,000	85,000	85,000
<b><u>Innovative Communication and Research</u></b>			
Flagship Sol Research Services	\$ 48,000		
CCPA NS	9,800		
CCPA - TIRP	12,000		
Our Water Poll	7,088		
Polaris-Research PPP Canada Inc	40,000	116,888	75,000

## Schedule 2 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique  
National Strategic Priorities / Priorités nationales en matière de stratégie  
For the period ended December 31, 2013 / Pour l'exercice se terminant le 31 décembre 2013

		Actual/Actuel	Budget
<b><u>Sponsorships</u></b>			
Ottawa Folk Festival	\$ 57,523		
Mayworks Festival Toronto	1,200		
AFN Chief's Reception	414		
Workers Art and Heritage Center	10,000		
Rideau Inst. Annual Gala	1,000		
LEAF Person's Day Breakfast	1,800		
CCPA 30th Anniversary Gala Dinner	5,000		
Heartspeak	1,000		
Gil's May Day Hootenanny	5,000		
Canadian Dimension Dinner	200		
Assembly of First Nations Gala	3,000		
Children's Water Festival	500		
Raging Asian Women Taiko Drummers	500		
Families of Sisters In Spirit	500		
County Kings & Anti-Discrimination Committee	1,000		
Canadian Housing & Renewal Assoc.	5,000		
Next-Up - The Network	10,000		
Spread the Net	1,000		
Prairie Sunset Sponsorship	5,000		
Women Transforming Cities	4,500		
Conservation Council Annual Fundraiser	500		
David Suzuki Event	2,500		
Public Policy Forum	2,500		
Egale OUTShine	1,050		
Canadian Treatment Action Council	4,000		
Common Front South Asian Awards	1,000		
OWN - Older Women's Network	500		
First Nation Child & Family Caring Society	1,000		
Under One Roof Properties	249		
Wisakedjak	2,500		
Healthy Minds Canada - Silver Dinner	2,500		
Manny McIntyre Memorial Dinner	300		
Honouring Indigenous Women	500		
Toronto Workers' Action Centre	1,000		
Halifax Mayworks Festival	1,000		
James Gordon - musical	2,000		
Elsipogtog Benefit Concert	2,500		
Ed Finn Retirement Dinner	5,000		
CUPE L306 - Conference Spons.	6,717		
Egale Canada	7,272		
Coalition of Black Trade Union	850		
	<hr/>	159,575	150,000

Schedule 2 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique  
National Strategic Priorities / Priorités nationales en matière de stratégie  
For the period ended December 31, 2013 / Pour l'exercice se terminant le 31 décembre 2013

		Actual/Actuel	Budget
<b><u>International Work</u></b>			
World Water Forum	\$ 10,660		
March 8 Int'l Women's Day	10,000		
Maquila Solidarity Network	10,000		
World Outgames and Conference	12,908		
CCIC	3,411		
Public Service Int'l Conf mtg	7,915		
Colombia Solidarity	8,282		
International Civil Liberties Monitoring Group (ICLMG)	7,500		
Union Rights (ICTUR)	1,267		
Honduras solidarity	3,050		
Philippines Elec Mon. Mission	3,753		
Mexico Tour-Unit. Steelworkers	2,187		
Haiti Solidarity	1,500		
Women's Human Rights Institute (WHRI)	7,500		
Kenya Contribution	1,000		
Native Women's Assoc of Canada	2,500		
Columbia FTA monitoring project	3,062		
Beyond Extraction Conference	500		
United Nations (UPR)	9,174		
Canadian Council - University Peer Review	14,187		
South African Solidarity	1,085		
Frontline Tour Colombie-CoDev	5,584		
OXFAM humanitarian - Syria	5,000		
Manila Trip	2,242		
Alternate ways - organisation public services conference	5,634		
PSI Global Energy Meeting	5,601		
Panzi Hospital - IWD 2014	10,000		
Bangladesh Project	1,055		
Fut Publ Water mtg-Barcelona	1,128		
U. Nations Comm Status Women	775	158,459	200,000
<b><u>Health Care &amp; Legal Interventions</u></b>			
Anti-Fracking/Shales Gas - NB	\$ 2,755		
Voter Suppression - Council of Canadians	10,000		
Nova Scotia Pension Services Corporation	5,509		
Costing Expert - SK	305		
CRAT Hydro QC Workers	100,000		
CUPE Quebec - Reference on Pay Equity	82,876	201,445	160,000

## Schedule 2 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique  
National Strategic Priorities / Priorités nationales en matière de stratégie  
For the period ended December 31, 2013 / Pour l'exercice se terminant le 31 décembre 2013

		Actual/Actuel	Budget
<b><u>Lobbying</u></b>			
CLC Lobby Day	\$ 1,322		
World Social Forum	25,000		
CUPE BC - Nat Strat Init Event	<u>50,000</u>	76,322	145,000
<b><u>Coalition Support</u></b>			
CCPA Alt Fed Budget	\$ 17,095		
ATTAC-Quebec	700		
CCPA Nova Scotia	5,000		
Parkland Inst. Conference	5,000		
Quebec coalition against sweatshop	2,500		
Council of Canadians	5,000		
CCPA The Monitor 1 issue	7,554		
Nova Scotia Citizens Health Network	10,000		
NB Common Front Social Justice	7,000		
Cdn Research Inst Adv Women	2,500		
Ntl Assoc Women and the law	5,000		
N.B. Pay Equity Coalition	3,000		
Children International Aid	2,500		
Aspen Found for Lbr Education	5,000		
Public Interest Alberta	5,000		
Friends of Medicare	5,000		
Journées Alternatives 2010	9,769		
Canadian Doctor for Medicare	7,500		
Voices-Voix	10,000		
Canadians for Tax Fairness	15,000		
Halifax Initiative Coalition	1,000		
Amnesty International	2,000		
Can. w/o Poverty-Advocacy Network	15,000		
IREC	50,000		
Mining Watch	10,500		
Canadian Center for Occupational H&S	3,000		
PEI Coalition Support	2,500		
Common Causes - CLC	9,090		
Cornell Global Labor Institute	5,188		
National Pension and Senior Citizens Federation	5,000		
Canadian Mobilization Educ Hub Society	7,500		
Pollution Probe	1,000		
CHC - 2012 Campaign	25,000		
Canadian Network Women Shelter/Transition House	5,000		
Canadian Peace Alliance	5,000		
Common Frontiers	13,000		
Canadian Health Coalition	35,000		
Fondation Léo Cormier	500		

## Schedule 2 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique  
National Strategic Priorities / Priorités nationales en matière de stratégie  
For the period ended December 31, 2013 / Pour l'exercice se terminant le 31 décembre 2013

		Actual/Actuel	Budget
<b><u>Coalition Support (cont'd)</u></b>			
Coalition "Eau Secours"	12,000		
Solidarité Santé	5,183		
Fondation Benoit Deshaies	1,000		
ICEA	1,000		
Ontario Health Coalition	13,000		
CCPA Manitoba	5,000	362,579	300,000
<b><u>National Report on Union Activities</u></b>			
Printing & Editing Costs	\$ 32,918		
Persons with Disability Work Group Video	8,400		
Post-Sec Education Booklet	6,260	47,578	50,000
<b><u>Initiatives and Campaigns</u></b>			
Ontario Pension Work Campaign	\$ 6,060		
Aboriginal Issues	13,214		
CUPE NFLD Public Images Cmpg	6,724		
SHARE (Columbia Institute)	5,000		
Disability Rights Campaign	14,274		
PEI Employment Insurance	6,764		
Quality Public Education	2,407		
Kids Not Cuts	10,307		
Child Care Campaign	81,369		
E.I. Reform Campaign NB	42,185		
"Coulérons-nous avec la 3e vague"	42,822		
NS Black History Month Celeb	3,061		
Hire your Own Boss (CEWS)	24,897		
L4227 - Franco Edu Authority	10,800		
2013 Day of Mourning Ads	8,395		
Nova Scotia Child Care Poll	11,884		
CUPE L4318 - Banff Ctr	5,000		
AdHoc Committee on Strike Fund	7,503		
Enough is Enough	15,260		
Secretary-Treasurer's Breakfast	27,741		
Nova Scotia - E.I. Campaign	2,314		
Prov Poll NFLD-Prov Bud & CPP	16,385		
Labour Day	34,944		
CUPE Alberta - Convention Video	30,000		
NS Workplace Campaign	9,028		
CUPE NB - 50th Anniv. Celeb.	20,000		
2013 Charbonneau Inquiry-Fees	7,476		
Ontario CSA Campaign	37,158		
Better Way Alberta	31,500	534,472	475,000
<b>Total - National Strategic Priorities</b>		<b>\$ 2,160,948</b>	<b>\$ 2,050,000</b>



Schedule 3

**Canadian Union of Public Employees / Syndicat canadien de la fonction publique**  
**Regional Strategic Priorities / Priorités régionales en matière de stratégie**  
**For the period ended December 31, 2013 / Pour l'exercice se terminant le 31 décembre 2013**

	Actual/Actuel	Budget
<b><u>Quebec</u></b>		
Fight against austerity measures	\$ 301,620	\$ 300,000
<b><u>Ontario</u></b>		
Campaign Coordinator	\$ 126,746	
Community Fightback	163,301	
Equality	84,160	
Building the Base	303,176	
Sector Bargaining & Support	<u>195,664</u>	
	873,048	810,000
<b><u>British Columbia</u></b>		
Strong Communities Campaign	375,000	375,000
<b><u>H.E.U.</u></b>		
Contracting-Out Campaign / Legal Services	<u>125,000</u>	<u>125,000</u>
<b>Total - Regional Strategic Priorities</b>	<b><u>\$ 1,674,668</u></b>	<b><u>\$ 1,610,000</u></b>

Schedule 4

Canadian Union of Public Employees / Syndicat canadien de la fonction publique  
 Major Organizing Campaigns/ Grandes campagnes d'organisation  
 For the period ended December 31, 2013 / Pour l'exercice se terminant le 31 décembre 2013

<u>National Initiatives</u>			
Material	\$	115,894	
Aboriginal Initiatives		7,735	
Supernumerary Organizer		213,782	
National/HEU/LPN campaign		2,124	
		<hr/>	
<b>Total - National Initiatives</b>	<b>\$</b>		<b>339,535</b>
<u>Atlantic</u>			
<i>Organizing</i>			
General Organizing	\$	8,133	
Nurses Week		9,550	
MVT Bus Inc.		2,931	
Central Region Waste Management Authority		211	
Grandview Manor Nursing Home		7,710	
Sagewood/Magnolia Continuing Care Ltd		12,717	
		<hr/>	
<b>Total - Atlantic</b>			<b>41,252</b>
<u>Maritimes</u>			
<i>Organizing</i>			
General Organizing	\$	11,703	
Central Carlton Nursing Home		3,593	
P.E.I. Substitute EAs and YSWs		94	
P.E.I. Substitute Teachers		94	
P.E.I. Substitute Bus Drivers		94	
P.E.I. Substitute Admin. Assist		94	
P.E.I. Sub. Custodian/Cleaners		199	
Shannex Inc - Embassy Hall		640	
Shannex Inc - Monarch Hall		3,407	
New Brunswick Community College		5,315	
Nursing Home Organizing in NB		4,070	
Riverside Court Retirement home		896	
EE of Shannex Inc - Concorde Hall		2,015	
ARAMARK Cdn Ltd. Cust. Serv.		79	
Shannex Inc - Thomas Hall Local 5103		551	
Shannex Inc - Canterbury Hall		3,331	
Cafeteria Workers PEI Schools		1,341	
LTC Organizing		(409)	
Local 5160 - Pine Grove Nursing Home		1,959	
		<hr/>	
<b>Total - Maritimes</b>			<b>39,066</b>

Schedule 4 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique  
 Major Organizing Campaigns/ Grandes campagnes d'organisation  
 For the period ended December 31, 2013 / Pour l'exercice se terminant le 31 décembre 2013

Quebec

**Organizing**

General Organizing	\$	5,723
Covitec		5,755
Municipality of Saint-Come		60,069
Readaptation Centre - Montreal		49,076
Hydro-Québec		17,023
TVA Access		13,919
City of Gatineau		16,139
Local 3939 - Montreal Casino		31,126
Local 4646 - Québecor		3,485
Radio-Canada-accreditation 6813-U		12,520
Quebec University Hospital - Accreditation AQ-2000-4716		9,291
Héma-Québec		287
Local 687 - Groupe TVA		22,521
Local 2184 - CSN Raiding		35,034
Local 301 - Montreal Botanical Garden		13,370
Local 1841 - Readaption Center West Montreal		345
Local 5159 - Logistec Corporation		2,142
Local 2252 - Division CFCM-TV/CKMI-TV		7,198
Local 9872 - STARF (Radio-Canada)		71,256
Local 307 - City of Longueuil		21,345
City of Laval		115
Local 4997 - Rehab Center West Montreal		428
Municipality of St-Liguori		532
Samares School Board		151
<i>Total Organizing - Quebec</i>		<u>398,850</u>

**Restructuring**

Local 429 - City of Beaconsfield-Raid	\$	271
Unit Front Against Raid in Public Sector		1,219
Montreal Casino		17,884
<i>Total Restructuring - Quebec</i>		<u>19,374</u>

**Total - Quebec**

**418,224**

Ontario

**Organizing**

General Organizing	\$	167,405
Long Term Care Campaign		7,439
Bell Mobility		315
Catholic Community Services - York Region		84

Schedule 4 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique  
 Major Organizing Campaigns/ Grandes campagnes d'organisation  
 For the period ended December 31, 2013 / Pour l'exercice se terminant le 31 décembre 2013

Ontario (cont'd)

*Organizing (cont'd)*

Nurses Week	1,994
Nucleus Independent Living	4,075
Tunney's Daycare	1,413
Algoma Health Unit	82
Valley Stream Manor	5,402
Local 787-The Gardens-Grand Prairie	955
Sherbert Heights Retirement Home	1,895
Community Living Upper Ottawa Valley	8,636
St Stephens Residence of Ottawa Inc	1,363
Cavan Township (Seasonal)	149
Christian Horizons employees	31,026
LaJoie Daycare	117
Municipality of Whitestone	5,859
Emterra Group - Waste Management	7,402
Township of Winchester	37,447
The National Township	40,641
Stillwater Creek Ret Residence	64,278
Horizons for Youth	1,528
McMaster University- post-docs	50,356
University Toronto - post-docs	9,503
Durham Catholic District School board	20
Town of St-Mary's	262
Revera Home Health	541
Forest Hill	1,098
City-Grimsby, Lincoln, West Lincoln	1,226
Fairfield Manor - Retirement Home	1,299
UOIT & Durham Coll Student Ass.	517
Villa Columbo - Vaughan Senior Center	401
Sandfield Place	13,020
Bairn Croft Residential Services	14,055
War Child	195
Local 905 - City Vaughan Preschools	495
Hamilton Aids Network	18
Canada Plan	1,703
CMHA Peterborough	1,642
Dump Ees-Glwy Cavendish Harvey	75
City of Ottawa Summer Employees	17,366
Trent University - RA	1,144
Family First Health Centre	2,960
Woods Park Care Centre	1,728
Barrhaven Manor	28,416
Prince of Wales Manor	28,002

Schedule 4 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique  
 Major Organizing Campaigns/ Grandes campagnes d'organisation  
 For the period ended December 31, 2013 / Pour l'exercice se terminant le 31 décembre 2013

Ontario (cont'd)

**Organizing (cont'd)**

Windsor Manor	27,170
Portobello Manor	27,170
Amica at Thornhill	87
San Romano Revit. Assoc.	36
Westmnt Grdns LTC Community	3,311
Adelaine Place	1,259
St.Catharine's (Aquatic)	115
The Village of Oxford Gardens	112
Green for Life	752
<i>Total Organizing - Ontario</i>	<u>\$ 625,560</u>

**Restructuring**

Ontario Hospital Project	\$ 1,479
Ontario Childrens Aid Services	43,615
Montfort/Horizon Renaissance	1,674
Brockville General Hospital	3,342
Credit Valley Hospital (L3252)	1,743
William Osler Hosp Raid L145	48,282
St.Peters at Shadoke	293
Timmins District CUPE Council	160
Sunnybrook Hospital & St-Johns Rehab	106,245
BlindRivHosp/Thess/Mattews Mem	9,474
PSLRTA - Cama Woodland/St.Olga	1,052
Hamilton Health Sciences	5,591
PLSRTA merge	3,787
<i>Total Restructuring - Ontario</i>	<u>\$ 226,738</u>

*Total - Ontario*

852,297

Manitoba

**Organizing**

General Organizing	\$ 8,202
G4S Security	47
Manitoba Child Care Assoc.Conf	1,125
Jobworks Adult Learning Centre	187
Local 5156 - U of M Student Union	363
Emterra Group	5,530
Manitoba Recruitment	36,624
Swampers and Drivers - Emterra Group	558
Wayfinders	47
Local 1629 - ArlingthonHaus	46
Winnipeg Association of Non-Teaching Employees	13,012
U of Man Res.Assist.Assoc.PD	512
Epic Opportunities	136
<i>Total Organizing - Manitoba</i>	<u>\$ 66,389</u>

Schedule 4 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique  
 Major Organizing Campaigns/ Grandes campagnes d'organisation  
 For the period ended December 31, 2013 / Pour l'exercice se terminant le 31 décembre 2013

Manitoba (cont'd)

**Restructuring**

Health Care	\$ 66,922
<i>Total Restructuring - Manitoba</i>	<u>\$ 66,922</u>

**Total - Manitoba**

133,311

Saskatchewan

**Organizing**

General Organizing	\$ 8,250
Aboriginal Initiatives	1,446
Martensville School	2,662
North East School Division	950
Light of Christ School Div.	47
Sunshine Haven Incorporated	1,243
<i>Total Organizing - Saskatchewan</i>	<u>\$ 14,598</u>

**Restructuring**

Health Care	\$ 76,203
LPN Campaign in Saskatchewan	97,775
<i>Total Restructuring - Saskatchewan</i>	<u>\$ 173,978</u>

**Total - Saskatchewan**

188,576

Alberta

**Organizing**

General Organizing	\$ 31,016
Water & Waste Operators Conf.	811
Strathcona Women's Shelter	318
Local 829 - Medicine Hat Cath. Board of Education	12,847
Support	(7,515)
Mmbr Org Training Nov30-Dec1/12	215
Town of Westlock(CI.Off.GSvcs)	31
Local 898 - Peace River-Mun. Workers	45
Local 3623 - Grand Spirit Foundation	206
Local 2158 - Grand Prairie Care Center	248
Local 787 - The Gardens Care Aides	79
Age Care Glenmore	551
TOK Transit Drivers	3,169
City of Lacombe	1,071
Revera Inc.	241
Family Resource Day Care	226
City of Leduc	7,889
Red Deer Catholic Schools	5,816
<i>Total Organizing - Alberta</i>	<u>\$ 57,263</u>

Schedule 4 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique  
 Major Organizing Campaigns/ Grandes campagnes d'organisation  
 For the period ended December 31, 2013 / Pour l'exercice se terminant le 31 décembre 2013

Alberta (cont'd)

**Restructuring**

Local 408 - Raid-St Michaels Health Center	\$	274
AUPE raid-L1158-Cap Care Group		37
First C/A support		266
City of Brooks-Town of Newell		222
Local 474 - Blackgold Regional Division		5,688
Local 474 - The Salvation Army		750
<i>Total Restructuring - Alberta</i>	\$	<u>7,237</u>

**Total - Alberta**

64,500

British Columbia

**Organizing**

General Organizing	\$	8,686
Fernie Library		788
University of Northern B.C.		100
Quesnel & District BC-SPCA		100
WCUMMS		100
Reg District Central Kootenay		400
Northern Family Health Society		300
University of British Columbia		100
Community Futures, Shuswap		100
S.S. Sicamous		100
Reg'l District Central Okanaga		100
Early Child Educ Surrey Newton		300
Strong Start SD70 - Pt Alberni		100
NDP		200
Whistler Municipal Public Workers		1,466
Local 1123 - Okanagan Librairies		100
Local 5142 - Vancouver Island Regional Library		1,683
Local 626 - Regional District N Okanagan		100
District of Barriere		100
New Westminster Library Workers		134
Local 3338 - Best Cleaners		592
Local 5155 - Ees Nisga'a Ts'amiksVan		100
		<u>100</u>

**Total - British Columbia**

15,746

Schedule 4 (cont'd)

Canadian Union of Public Employees / Syndicat canadien de la fonction publique  
 Major Organizing Campaigns/ Grandes campagnes d'organisation  
 For the period ended December 31, 2013 / Pour l'exercice se terminant le 31 décembre 2013

<u>Airline</u>			
<b>Organizing</b>			
Air Canada Decertification	\$	10,243	
Westjet		83,278	
Porter Airlines Flight Attendants		906	
Sunwing Airlines		157,927	
<i>Total Organizing - Airline</i>	<u>\$</u>	<u>252,354</u>	
 <b>Restructuring</b>			
Low Cost Carrier	\$	1,498	
Air Canada Rouge 2		1,767	
Porter Revocation		2,315	
<i>Total Restructuring - Airline</i>	<u>\$</u>	<u>5,580</u>	
<b>Total - Airline</b>			257,934
 <u>H.E.U.</u>			
<b>Organizing</b>			
LPN Campaign	\$	75,000	
H.E.U. Organizing		63,092	
<b>Total - H.E.U.</b>			<u>138,092</u>
 <b>Total - Major Organizing Campaigns</b>			 <u><u>\$ 2,488,533</u></u>
 <b>Total - Organizing</b>			 1,988,705
<b>Total - Restructuring</b>			<u>499,828</u>
<b>Total - Major Organizing Campaigns</b>		<u>\$</u>	<u><u>2,488,533</u></u>



**REPORT ON THE NATIONAL STRIKE FUND  
AS AT  
DECEMBER 31, 2013**

Sisters and Brothers:

You have before you the National Strike Fund Financial Statements for the year ended December 31, 2013. Note that the Balance Sheet, Statement of Income and Expenses, Changes in Fund Balance, Statement of Cash Flows and Notes to the Financial Statements have been audited by Deloitte LLP. In addition, we have included supplementary financial schedules that provide a more detailed picture of the revenue and expenses.

**BALANCE SHEET**

Total Assets in the Strike Fund as of December 31, 2013 were \$73.2 million, compared to \$62.8 million at December 31, 2012. These assets consisted of \$25.4 million in cash and short term investments, \$2.1 million in per capita and other receivables, and \$45.7 million in long term investments.

Total Liabilities in the Strike Fund as of December 31, 2013 were \$188,000 compared to \$227,000 at December 31, 2012 and consisted primarily of accounts payable and accrued liabilities.

At December 31, 2013, the Fund Balance was \$73.2 million, compared to \$62.6 million at December 31, 2012.

**STATEMENT OF INCOME AND EXPENSES**

The Statement of Income and Expenses shows revenue of \$15.1 million and expenses of \$2.5 million, resulting in a surplus for the year of \$12.6 million before taking into account unrealized losses on our investments. For the year ended December 31, 2013, investments earned \$2.6 million compared to \$2.0 million for the same period in 2012.

This concludes my report on the National Strike Fund Financial Statements for the year ended December 31, 2013.

Respectfully submitted,



CHARLES FLEURY  
National Secretary-Treasurer

*Financial Statements of  
États financiers de*

**CANADIAN UNION OF  
PUBLIC EMPLOYEES -  
NATIONAL STRIKE FUND**

**SYNDICAT CANADIEN DE  
LA FONCTION PUBLIQUE -  
CAISSE NATIONALE DE GRÈVE**

*December 31, 2013  
31 décembre 2013*

## Independent Auditor's Report

To the Members of  
Canadian Union of Public Employees

We have audited the accompanying financial statements of Canadian Union of Public Employees (the Union) - National Strike Fund, which comprise the statement of financial position as at December 31, 2013, and the statements of operations and changes in fund balance and of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditor's Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

## Rapport de l'auditeur indépendant

Aux membres du  
Syndicat canadien de la fonction publique

Nous avons effectué l'audit des états financiers ci-joints du Syndicat canadien de la fonction publique (le Syndicat) - Caisse nationale de grève, qui comprennent l'état de la situation financière au 31 décembre 2013, et les états des résultats et de l'évolution du solde du Fonds et des flux de trésorerie de l'exercice clos à cette date, ainsi qu'un résumé des principales méthodes comptables et d'autres informations explicatives.

### *Responsabilité de la direction pour les états financiers*

La direction est responsable de la préparation et de la présentation fidèle de ces états financiers conformément aux Normes comptables canadiennes pour les organismes sans but lucratif, ainsi que du contrôle interne qu'elle considère comme nécessaire pour permettre la préparation d'états financiers exempts d'anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs.

### *Responsabilité de l'auditeur*

Notre responsabilité consiste à exprimer une opinion sur les états financiers, sur la base de notre audit. Nous avons effectué notre audit selon les normes d'audit généralement reconnues du Canada. Ces normes requièrent que nous nous conformions aux règles de déontologie et que nous planifions et réalisons l'audit de façon à obtenir l'assurance raisonnable que les états financiers ne comportent pas d'anomalies significatives.

Un audit implique la mise en œuvre de procédures en vue de recueillir des éléments probants concernant les montants et les informations fournis dans les états financiers. Le choix des procédures relève du jugement de l'auditeur, et notamment de son évaluation des risques que les états financiers comportent des anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs. Dans l'évaluation de ces risques, l'auditeur prend en considération le contrôle interne de l'entité portant sur la préparation et la présentation fidèle des états financiers afin de concevoir des procédures d'audit appropriées aux circonstances, et non dans le but d'exprimer une opinion sur l'efficacité du contrôle interne de l'entité. Un audit comporte également l'appréciation du caractère approprié des méthodes comptables retenues et du caractère raisonnable des estimations comptables faites par la direction, de même que l'appréciation de la présentation d'ensemble des états financiers.

## Independent Auditor's Report (continued)

### *Auditor's Responsibility (continued)*

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of Canadian Union of Public Employees - National Strike Fund as at December 31, 2013, and the results of its operations and its cash flows for the year the ended in accordance with Canadian accounting standards for not-for-profit organizations.

## Rapport de l'auditeur indépendant (suite)

### *Responsabilité de l'auditeur (suite)*

Nous estimons que les éléments probants que nous avons obtenus sont suffisants et appropriés pour fonder notre opinion d'audit.

### *Opinion*

À notre avis, ces états financiers donnent, dans tous leurs aspects significatifs, une image fidèle de la situation financière du Syndicat canadien de la fonction publique - Caisse nationale de grève au 31 décembre 2013, ainsi que de ses résultats d'exploitation et de ses flux de trésorerie pour l'exercice clos à cette date, conformément aux Normes comptables canadiennes pour les organismes sans but lucratif.

*Deloitte LLP/S.B.N.C.R.L./s.n.l.*

Chartered Professional Accountants, Chartered Accountants  
Licensed Public Accountants

June 18, 2014

Comptables professionnels agréés, Comptables agréés  
Experts-comptables autorisés

Le 18 juin 2014

**CANADIAN UNION OF PUBLIC EMPLOYEES -  
NATIONAL STRIKE FUND  
Financial Statements  
December 31, 2013**

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**SYNDICAT CANADIEN DE LA FONCTION  
PUBLIQUE - CAISSE NATIONALE DE GRÈVE  
États Financiers  
31 décembre 2013**

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	<u>PAGE</u>	
Statement of Financial Position	1	État de la situation financière
Statement of operations and Changes in Fund Balance	2	État des résultats et de l'évolution du solde du Fonds
Statement of Cash Flows	3	État des flux de trésorerie
Notes to the Financial Statements	4 - 7	Notes complémentaires

**CANADIAN UNION OF PUBLIC EMPLOYEES -  
NATIONAL STRIKE FUND**  
Statement of Financial Position  
as at December 31, 2013

**SYNDICAT CANADIEN DE LA FONCTION  
PUBLIQUE - CAISSE NATIONALE DE GRÈVE**  
État de la situation financière  
au 31 décembre 2013

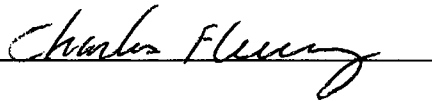
	<u>2013</u>	<u>2012</u> (restated) (restated) (note 3)	
<b>CURRENT ASSETS</b>			<b>ACTIF À COURT TERME</b>
Cash	\$ 13,072,228	\$ 5,934,443	Encaisse
Short-term investments (note 4)	12,333,243	9,293,385	Placements à court terme (note 4)
Per capita tax receivable	2,067,577	2,141,657	Capitation à recevoir
Due from General Fund	-	8,952	À recevoir de la Caisse générale
	<b>27,473,048</b>	<b>17,378,437</b>	
<b>INVESTMENTS (note 4)</b>	<b>45,708,646</b>	<b>45,454,712</b>	<b>PLACEMENTS (note 4)</b>
	<b>\$ 73,181,694</b>	<b>\$ 62,833,149</b>	
<b>CURRENT LIABILITIES</b>			<b>PASSIF À COURT TERME</b>
Accounts payable and accrued liabilities	\$ 179,044	\$ 170,800	Créditeurs et frais courus
Due to General Fund	9,187	-	Dû à la Caisse générale
Due to National Defence Fund	-	56,117	Dû à la Caisse nationale de défense
	<b>188,231</b>	<b>226,917</b>	
<b>FUND BALANCE</b>			<b>SOLDE DU FONDS</b>
Unrestricted	72,993,463	62,606,232	Non affecté
	<b>\$ 73,181,694</b>	<b>\$ 62,833,149</b>	

ON BEHALF OF THE NATIONAL EXECUTIVE BOARD

AU NOM DU CONSEIL EXÉCUTIF NATIONAL



Paul Moist  
National President, Président national



Charles Fleury  
National Secretary-Treasurer, Secrétaire-trésorier national

**CANADIAN UNION OF PUBLIC EMPLOYEES -  
NATIONAL STRIKE FUND**  
Statement of operations and  
Changes in Fund Balance  
year ended December 31, 2013

**SYNDICAT CANADIEN DE LA FONCTION  
PUBLIQUE - CAISSE NATIONALE DE GRÈVE**  
État des résultats et  
de l'évolution du solde du Fonds  
de l'exercice clos le 31 décembre 2013

	<u>2013</u>	<u>2012</u>	
		(restated) (redressé) (note 3)	
Revenue			Revenus
Per capita tax	\$ 12,586,996	\$ 12,333,576	Capitation
Investment income	2,561,076	1,970,838	Revenus de placements
	<b>15,148,072</b>	<b>14,304,414</b>	
Expenses			Dépenses
Strike benefits	682,606	2,472,520	Indemnités de grève
Strike averting	1,555,919	2,249,347	Dépenses reliés aux grèves évitées
Legal and arbitration	271,224	253,566	Frais juridiques et d'arbitrage
	<b>2,509,749</b>	<b>4,975,433</b>	
Excess of revenue over expenses before the undernoted items:	12,638,323	9,328,981	Excédent des revenus sur les dépenses avant l'incidence des postes ci-dessous :
Decrease (increase) in unrealized losses on investments	(2,251,092)	227,010	Diminution (augmentation) des pertes non réalisées sur placements
<b>EXCESS OF REVENUE OVER EXPENSES</b>	<b>10,387,231</b>	<b>9,555,991</b>	<b>EXCÉDENT DES REVENUS SUR LES DÉPENSES</b>
<b>BALANCE, BEGINNING OF YEAR AS PREVIOUSLY STATED</b>	<b>62,606,232</b>	<b>53,009,833</b>	<b>SOLDE AU DÉBUT, TEL QUE PRÉSENTÉ PRÉCÉDEMMENT</b>
Prior period adjustment (note 3)	-	40,408	Ajustement de l'exercice antérieur (note 3)
<b>BALANCE, BEGINNING OF YEAR AS RESTATED</b>	<b>62,606,232</b>	<b>53,050,241</b>	<b>SOLDE AU DÉBUT, TEL QUE REDRESSÉ</b>
<b>BALANCE, END OF YEAR</b>	<b>\$ 72,993,463</b>	<b>\$ 62,606,232</b>	<b>SOLDE À LA FIN</b>

**CANADIAN UNION OF PUBLIC EMPLOYEES -  
NATIONAL STRIKE FUND**  
Statement of Cash Flows  
year ended December 31, 2013

**SYNDICAT CANADIEN DE LA FONCTION  
PUBLIQUE - CAISSE NATIONALE DE GRÈVE**  
État des flux de trésorerie  
de l'exercice clos le 31 décembre 2013

	<u>2013</u>	<u>2012</u>	
		(restated)	
		(redressé)	
		(note 3)	
NET INFLOW (OUTFLOW) OF CASH RELATED TO THE FOLLOWING ACTIVITIES:			AUGMENTATION (DIMINUTION) DE L'ENCAISSE LIÉE AUX ACTIVITÉS SUIVANTES :
<b>OPERATING</b>			<b>EXPLOITATION</b>
Excess of revenue over expenses	\$ 10,387,231	\$ 9,555,991	Excédent des revenus sur les dépenses
Unrealized losses (gains) on investments	2,251,092	(227,010)	Pertes (gains) non réalisées sur les placements
Changes in non-cash operating working capital items listed below:			Variation des éléments hors caisse du fonds de roulement d'exploitation suivant :
Per capita tax receivable	74,080	(82,666)	Capitation à recevoir
Accounts receivable	-	88,574	Débiteurs
Accounts payable and accrued liabilities	8,244	(157,486)	Créditeurs et frais courus
	<b>12,720,647</b>	<b>9,177,403</b>	
<b>INVESTING</b>			<b>INVESTISSEMENT</b>
Acquisition of investments	(67,204,863)	(50,412,491)	Acquisition d'investissements
Disposal of investments	61,659,979	44,403,434	Cession d'investissements
	<b>(5,544,884)</b>	<b>(6,009,057)</b>	
<b>FINANCING</b>			<b>FINANCEMENT</b>
Due to National Defence Fund	(56,117)	44,840	Dû à la Caisse nationale de défense
Due from General Fund	8,952	(8,952)	Dû par la Caisse générale
Due to General Fund	9,187	(41,596)	Dû à la Caisse générale
	<b>(37,978)</b>	<b>(5,708)</b>	
NET CASH INFLOW	<b>7,137,785</b>	<b>3,162,638</b>	AUGMENTATION NETTE DE L'ENCAISSE
CASH, BEGINNING OF YEAR	<b>5,934,443</b>	<b>2,771,805</b>	ENCAISSE AU DÉBUT
CASH, END OF YEAR	<b>\$ 13,072,228</b>	<b>\$ 5,934,443</b>	ENCAISSE À LA FIN



**1. PURPOSE OF THE ORGANIZATION**

The Canadian Union of Public Employees (the Union) is a national labour organization representing workers in a variety of jurisdictions throughout the public sector and areas of the private sector. The Union is an unincorporated association with rights and responsibilities regulated by Provincial and Federal labour laws and is exempt from income tax as a labour organization under the Income Tax Act (Canada).

The National Strike Fund was established in 2002 through a transfer from the National Defence Fund, to provide financial assistance to members on strike or facing strike action.

**2. SIGNIFICANT ACCOUNTING POLICIES**

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

*Basis of accounting and presentation*

The financial statements have been prepared using the deferral method of accounting. Under this method, revenue and expenses are reflected in the accounts in the period in which they have been earned and incurred respectively, whether or not such transactions have been finally settled by the receipt or payment of money.

The Union has adopted fund accounting as a basis of reporting its activities and separate financial statements are prepared for the General Fund, National Defence Fund and National Strike Fund. The Union also prepares combined financial statements which includes the three funds. These financial statements present the activities of the National Strike Fund only.

*Financial instruments*

The Union initially measures its financial assets and liabilities at fair value. The Union subsequently measures all its financial assets and liabilities at amortized cost except for cash and investments which are measured at fair value. Changes in fair value are recognized in the statement of operations.

**1. NATURE DE L'ORGANISME**

Le Syndicat canadien de la fonction publique (le Syndicat) est un syndicat national qui représente les travailleuses et travailleurs d'une variété de champs dans le secteur public et de certains domaines dans le secteur privé. Le Syndicat est une association non constituée en société dont les droits et responsabilités sont réglementés par les lois du travail fédérales et provinciales et est exempt d'impôt selon la loi fédérale de l'impôt sur le revenu (Canada).

La Caisse nationale de grève a été établie en 2002 grâce à un transfert provenant de la Caisse nationale de défense, afin de fournir de l'aide financière aux membres en grève ou confrontés à des mesures de grève.

**2. PRINCIPALES MÉTHODES COMPTABLES**

Les états financiers ont été dressés conformément aux Normes comptables canadiennes pour les organismes sans but lucratif et tiennent compte des principales méthodes comptables suivantes :

*Méthode de comptabilité et présentation*

Les états financiers ont été préparés selon la méthode du report. Selon cette méthode, les revenus et les dépenses sont imputés à l'exercice où ils sont gagnés ou engagés, sans considération du moment où les opérations auxquelles ils se rapportent sont réglées par un encaissement ou un décaissement.

Le Syndicat a adopté la comptabilité par fonds comme norme de présentation de ses activités et des états financiers distincts sont préparés pour la Caisse générale, la Caisse nationale de défense et la Caisse nationale de grève. Le Syndicat prépare aussi des états financiers combinés qui incluent les trois fonds. Ces états financiers ne présentent que les activités de la Caisse nationale de grève.

*Instruments financiers*

Le Syndicat évalue initialement ses actifs financiers et ses passifs financiers à la juste valeur. Il évalue ultérieurement tous ses actifs et passifs financiers au coût après amortissement à l'exception de son encaisse et de ses placements qui sont évalués à la juste valeur. Les changements à la juste valeur sont enregistrés à l'état des résultats.

**2. SIGNIFICANT ACCOUNTING POLICIES (continued)**

*Revenue recognition*

The Union's principal sources of revenue consist of per capita tax and initiation fees and investment income.

Revenue from per capita tax and initiation fees is recognized over the period to which the revenue relates. Revenue received in advance is deferred to the period to which the revenue relates.

*Use of estimates*

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from these estimates. Assumptions are used in estimating the fair value of investments, the collectibility of accounts receivable and the amount of accrued liabilities.

**3. PRIOR PERIOD ADJUSTMENT**

The Union became aware that one of its Locals had miscalculated their Per Capita tax remittances since 2010. As per established policy, CUPE estimated the amounts receivable from the Local for the last three fiscal years. As such, the 2012 opening balance and the 2012 financial statements have been restated to correctly reflect the amounts receivable. The effect of the restatement as at January 1, 2012 and December 31, 2012 is summarized as such:

- Increase of \$40,408 in Unrestricted Fund Balance, beginning of the year 2012;
- Increase of \$40,408 in Per capita tax revenue and excess of revenue over expenses for the year ended December 31, 2012;
- Increase of \$40,408 in Per capita tax revenue and excess of revenue over expenses for the year ended December 31, 2013;
- Increase in Per Capita tax receivable as at December 31, 2013 of \$121,224 (December 31, 2012 of \$80,816 and January 1, 2012 of \$40,408).

**2. PRINCIPALES MÉTHODES COMPTABLES (suite)**

*Constatations des produits*

Le Syndicat a comme sources principales de revenus la capitation et droits d'initiation et les revenus de placements.

Les revenus de capitation et droits d'initiation sont constatés à la période à laquelle ils se rapportent. Les revenus reçus en avances sont reportés à la période à laquelle ils se rapportent.

*Utilisation d'estimations*

Dans le cadre de la préparation des états financiers, conformément aux Normes comptables canadiennes pour les organismes sans but lucratif, la direction doit établir des estimations et des hypothèses qui ont une incidence sur les montants des actifs et des passifs présentés et sur la présentation des actifs et des passifs éventuels à la date des états financiers, ainsi que sur les montants des produits d'exploitation et des charges constatés au cours de la période visée par les états financiers. Les résultats réels pourraient varier par rapport à ces estimations. Les estimations sont utilisées pour établir la juste valeur des placements, le recouvrement des comptes à recevoir et le montant des frais courus.

**3. AJUSTEMENT DE L'EXERCICE ANTÉRIEUR**

L'Union a appris que l'un de ses locaux avait mal calculé leurs versements de Capitation depuis 2010. Tel que convenu selon sa politique, le SCFP a estimé les montants à recevoir du local pour les trois derniers exercices. Donc, le bilan d'ouverture de 2012 et les états financiers de 2012 ont été retraités afin de refléter correctement les montants à recevoir. L'effet du retraitement au 1<sup>er</sup> janvier 2012 et le 31 décembre 2012 est résumé ainsi :

- Augmentation de 40 408 \$ du solde du fonds non affecté, au début de 2012;
- Augmentation de 40 408 \$ des revenus de Capitation ainsi que de l'excédent des revenus sur les dépenses de l'exercice clos le 31 décembre 2012;
- Augmentation de 40 408 \$ des revenus de Capitation ainsi que de l'excédent des revenus sur les dépenses de l'exercice clos le 31 décembre 2013;
- Augmentation de la Capitation à recevoir au 31 décembre 2013 de 121 224 \$ (31 décembre 2012 de 80 816 \$ et 1<sup>er</sup> janvier 2012 de 40 408 \$).

**CANADIAN UNION OF PUBLIC EMPLOYEES -  
NATIONAL STRIKE FUND**  
Financial Statements  
December 31, 2013

**SYNDICAT CANADIEN DE LA FONCTION  
PUBLIQUE - CAISSE NATIONALE DE GRÈVE**  
États Financiers  
31 décembre 2013

**4. INVESTMENTS**

Investments are summarized as follows :

	2013			2012			
	Fair Value	Cost		Fair Value	Cost		
	Juste valeur	Coût	%	Juste valeur	Coût	%	
Short-term investments	\$ 11,950,429	\$ 11,950,429	21	\$ 8,931,083	\$ 8,931,083	16	Placements à court terme
Accrued interest	382,814	382,610	1	362,302	362,302	1	Intérêts courus
Short-term investments	12,333,243	12,333,039	22	9,293,385	9,293,385	17	Placements à court terme
Bonds							Obligations
Government	15,152,618	15,606,202	26	11,918,464	11,349,335	22	Gouvernement
Corporate and others	30,556,028	30,705,540	52	33,536,248	32,457,177	61	Sociétés et autres
Long-term investments	45,708,646	46,311,742	78	45,454,712	43,806,512	83	Placements à long terme
Total investments	\$ 58,041,889	\$ 58,644,781	100	\$ 54,748,097	\$ 53,099,897	100	Total des placements

*Determination of fair values*

Short-term investments consist of Canada Treasury bills. The market value of these short-term investments is approximately equal to their cost.

Bonds are debt obligations of governments and corporate entities paying interest at rates appropriate to the market at their date of purchase. Bonds are valued at the year-end quoted market prices.

The bonds mature at face value on a staggered basis over the next 95 years (2013 - 96 years). Effective interest rates to maturity for these securities range from 1.5% to 9.9% (2.23% to 9.9%).

*Investment risk*

Investment in financial instruments renders the Fund susceptible to the potential risk arising from the failure of a party to a financial instrument to discharge its obligation when due. The maximum investment risk to the Fund is equal to the fair value of the investments.

*Concentration of risk*

Concentrations of risk exist when a significant proportion of the portfolio is invested in securities with similar characteristics or subject to similar economic, political or other conditions. Management believes that the concentrations described above do not represent excessive risk.

**4. PLACEMENTS**

Les placements se répartissent comme suit :

	2013			2012			
	Fair Value	Cost		Fair Value	Cost		
	Juste valeur	Coût	%	Juste valeur	Coût	%	
Short-term investments	\$ 8,931,083	\$ 8,931,083	16	\$ 8,931,083	\$ 8,931,083	16	Placements à court terme
Accrued interest	362,302	362,302	1	362,302	362,302	1	Intérêts courus
Short-term investments	9,293,385	9,293,385	17	9,293,385	9,293,385	17	Placements à court terme
Bonds							Obligations
Government	11,918,464	11,349,335	22	11,918,464	11,349,335	22	Gouvernement
Corporate and others	33,536,248	32,457,177	61	33,536,248	32,457,177	61	Sociétés et autres
Long-term investments	45,454,712	43,806,512	83	45,454,712	43,806,512	83	Placements à long terme
Total investments	\$ 54,748,097	\$ 53,099,897	100	\$ 54,748,097	\$ 53,099,897	100	Total des placements

*Détermination de la juste valeur*

Les placements à court terme sont composés de bons du Trésor du Canada. La valeur du marché des placements à court terme est comparable à leur coût.

Les obligations représentent des instruments d'emprunt de gouvernements et de sociétés par actions, produisant des rendements en intérêts comparables à ceux du marché au moment de leur achat. Les obligations sont évaluées au cours du marché en date de fin d'exercice.

L'échéance des obligations s'échelonne sur une période de 95 ans (2013 - 96 ans). Les taux d'intérêts effectifs pour ces titres varient de 1,5 % à 9,9 % (2013 - 2,23 % à 9,9 %) jusqu'à leur échéance.

*Risque lié aux placements*

En investissant dans des instruments financiers, le Fonds s'expose au risque inhérent qu'un émetteur d'instrument financier ne puisse faire face à ses obligations à la date convenue. Le risque maximum auquel s'expose le Fonds est égal à la juste valeur des placements.

*Concentration du risque*

Il y a concentration du risque lorsqu'une portion importante du portefeuille est constituée de placements dans des valeurs présentant des caractéristiques semblables ou sensibles aux mêmes facteurs économiques, politiques ou autres. La direction est d'avis que les concentrations décrites ci-dessus ne représentent pas de risque excessif.

## 5. FINANCIAL INSTRUMENTS

### *Fair value*

The National Strike Fund's financial instruments consist of cash, per capita tax receivable, accounts payable and accrued liabilities and receivable from or due to other Funds. The fair value of these financial instruments is approximately equal to their carrying amount given their short-term maturity. The fair value of investments is disclosed in note 4.

### *Interest rate risk*

Interest rate risk is the exposure of the National Strike Fund's earnings that arises from fluctuations in interest rates. The Union is exposed to interest rate risk on its investments.

### *Credit risk*

Credit risk arises from the potential that locals and other parties will fail to honour their obligations. The National Strike Fund is exposed to credit risk through per capita tax. The National Strike Fund limits the amount of credit extended when considered necessary.

## 6. CAPITAL MANAGEMENT

The Union's objectives when managing capital are to safeguard its ability to continue as a labour organization in an effort to carry out its mission. Capital consists of the Fund balance. The Union is not subject to any externally imposed capital requirements or restrictions. Should the National Strike Fund, at any time, be reduced below the level of \$15 million, an additional monthly per capita tax of 0.04% of the Local or Provincial Union's average monthly wages shall be levied and shall remain in place until such time as the National Strike Fund reaches the level of \$25 million.

## 5. INSTRUMENTS FINANCIERS

### *Juste valeur*

Les instruments financiers de la Caisse nationale de grève comprennent l'encaisse, la capitation à recevoir, les crédateurs et frais courus et les montants à recevoir des ou dus aux autres Caisses. La juste valeur de ces instruments financiers est approximativement égale à leur valeur comptable compte tenu de leur brève échéance. La juste valeur des placements est divulguée à la note 4.

### *Risques de taux d'intérêt*

Les risques de taux d'intérêt auxquels les bénéfices de la Caisse nationale de grève sont exposés surviennent à cause des fluctuations des taux d'intérêt. Le Syndicat est exposé à des risques dus au taux d'intérêt sur ses placements.

### *Risques de crédit*

Des risques de crédit se présentent lorsque certaines sections locales et autres groupes ne font pas face à leurs obligations. La Caisse nationale de grève est exposée au risque de crédit provenant de la capitation à recevoir. La Caisse nationale de grève limite le montant de crédit avancé si nécessaire.

## 6. GESTION DU CAPITAL

Les objectifs du Syndicat quant à la gestion de son capital, sont de continuer à être considéré comme organisme sans but lucratif pour pouvoir réaliser sa mission. Le capital du Syndicat se compose du solde du Fonds. Le Syndicat n'est pas soumis à des exigences en matière de capital d'origine externe. Si, à n'importe quel moment, la Caisse nationale de grève passait en dessous des 15 millions de dollars, une taxe de capitation mensuelle de 0,04 % du salaire mensuel des syndicats locaux et provinciaux sera perçue. Cette taxe sera maintenue jusqu'à ce que la Caisse atteigne à nouveau les 25 millions de dollars.







Schedule 1

Canadian Union of Public Employees / Syndicat canadien de la fonction publique  
 Strike Related Expenses / Dépenses reliées aux grèves  
 For the period ended December 31, 2013 / Pour l'exercice se terminant le 31 décembre 2013

**Matching Donations**

COPE Local 343 \$ 10,000

**Maritimes**

*Local*

4893 25,201

**Quebec**

*Locals*

1638	\$ 483	
4545	31,167	
5051	<u>2,160</u>	33,810

**Ontario**

*Locals*

966	\$ 47,845	
1001	11,520	
1281	5,110	
1393	278,277	
4616	80,748	
4989	<u>1,606</u>	425,106

**British Columbia**

*Locals*

339	\$ 3,451	
389	103,441	
523	235	
1858	37,680	
1936	15,441	
2262	2,680	
3376	253	
3999	528	
4775	168	
4951	6,392	
4964	<u>18,219</u>	<u>188,488</u>

**Total - Strike Related Expenses**

**\$ 682,606**



Schedule 2

Canadian Union of Public Employees / Syndicat canadien de la fonction publique  
Strike Averting Expenses / Dépenses pour éviter la grève

For the period ended December 31, 2013 / Pour l'exercice se terminant le 31 décembre 2013

**Atlantic**

*Locals*

Newfoundland/Labrador Provincial Locals	\$ 176,699	
759	11,936	
3890	1,196	
5054	18,982	\$ 208,814

**Quebec**

*Locals*

968	\$ 14,217	
1638	223	
3786	4,711	19,151

**Ontario**

*Locals*

1	\$ 426,860	
966	18,072	
1001	16,097	
1334	16,788	
1600	98,026	
1880	2,373	
2484	16,526	
2497	18,599	
2577	1,751	
4392	12,132	
4400	581,378	
4616	5,017	
5088	5,102	1,218,721

**Manitoba**

*Locals*

2719	\$ 6,658	
3729	885	7,543

**Saskatchewan**

*Locals*

9	\$ 5,235	
456	18,606	
2669	57,344	81,185

**British Columbia**

*Locals*

15	\$ 485	
389	12,456	
1048	3,789	
1123	3,774.64	20,505

**Total - Strike Averting Expenses**

**\$ 1,555,919**

Schedule 3

Canadian Union of Public Employees / Syndicat canadien de la fonction publique  
 Legal and Arbitration Expenses / Dépenses légales et d'arbitrage  
 For the period ended December 31, 2013 / Pour l'exercice se terminant le 31 décembre 2013

**Maritimes**

*Locals*

1123	\$	3,777	
1174		3,410	
3324		<u>2,230</u>	\$ 5,640

**Quebec**

*Locals*

301	\$	37,715	
4947		<u>57,995</u>	95,710

**Ontario**

*Locals*

146	\$	1,480	
1065		30,679	
1132		6,160	
1307		1,130	
1771		5,627	
2040		494	
2165		4,072	
2225-09		4,596	
2376		12,706	
2863		2,534	
2974		1,367	
3127		4,925	
3236		4,437	
3593		4,774	
3744		3,609	
3791		2,543	
3931		18,507	
4109		2,598	
4314		1,681	
4373		7,018	
4645		8,713	
4660		140	
4751		1,650	
4793		2,018	
4829		266	
4862		2,445	
4886		565	
4927		509	
5024		2,693	
5089		4,682	
6248		<u>23,730</u>	168,348

**B.C.**

*Locals*

4694	\$	1,527	<u>1,527</u>
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**Total - Legal and Arbitration Expenses**

**\$ 271,224**



**NATIONAL TRUSTEES' REPORT**  
**January 1 to December 31, 2014**

**INTRODUCTION**

This year's audit meeting took place at the CUPE National Office in Ottawa, from

May 11 to 15, 2015. We had an opportunity to meet with CUPE National Secretary-Treasurer Charles Fleury to review and discuss last year's Trustees' report. We also met with senior CUPE staff, external auditors and external actuaries.

To perform our audit, we had access to the minutes of all National Executive Committee (NEC) meetings, all National Executive Board (NEB) meetings and the draft financial statements dated December 31, 2014 for the General Fund, the Defence Fund and the Strike Fund. We also reviewed files on per capita payments and arrears, Strike

and Defence Funds, Defence Fund expenses, actuarial valuations of pensions and post-employment benefits for 2014 and any other documents deemed necessary for

our audit. We had a meeting with Deloitte (the accounting firm) and they presented

a draft of the financial statements to us. We met with a representative from the consulting and actuarial firm Eckler who brought us up to date on the actuarial assumptions and new methods underlying the present valuation of the CUPE staff pension plan. We also met with an actuary from Welton Parent Inc. who explained the actuarial valuation of the post-retirement and post-employment benefits for accounting purposes.

General Fund

The Trustees reviewed entries made to the General Fund and found them to be in good order.

Accounts	Balances
<b>National General Fund revenue</b>	\$ 184,784,762
<b>National General Fund expenses</b>	\$ 182,737,559
<b>Unrealized gains</b>	\$ 866,436
<b>Regional building fund restriction</b>	\$ 1,000,000
<b>Excess of revenue over expenses</b>	\$ 1,913,639
<b>Total assets</b>	<b>\$ 196,576,098</b>

National Defence Fund

The Trustees reviewed entries made to the National Defence Fund and found them to be in compliance with the National Defence Fund Regulations.

Accounts	Balances
<b>National Defence Fund revenue</b>	\$ 8,831,429
<b>National Defence Fund expenses</b>	\$ 8,378,147
<b>Unrealized gains</b>	\$ 76,374
<b>Excess of revenue over expenses</b>	\$ 529,656
<b>Total assets</b>	<b>\$ 8,287,599</b>

## National Strike Fund

The Trustees reviewed entries made to the National Strike Fund and found them to be in compliance with the National Strike Fund Regulations.

<u>Accounts</u>	<u>Balances</u>
<b>National Strike Fund revenue</b>	\$ 14,978,558
<b>National Strike Fund expenses</b>	\$ 10,784,055
<b>Unrealized gains</b>	\$ 2,143,710
<b>Excess of revenue over expenses</b>	\$ 6,338,213
<b>Total assets</b>	\$ 79,795,023

### FINDINGS

#### Per Capita Receivables, Per Capita Arrears

The per capita receivables as at December 31, 2014 were \$27,868,546. Only a small portion of that amount is actually in arrears (more than 60 days overdue).

#### Expense Forms

The Trustees reviewed the expense forms of the NEB members, the Executive Assistants and a random selection of staff expense forms. We found them to be in good order.

#### Cost-Shared Campaigns

The Trustees reviewed the cost-shared campaigns and found the files to be very well kept and in compliance with the regulations of the various funds.

#### Accrued Benefit Liability - Other Plans

In 2014, the accrued benefit liability amounted to \$170,326,478, of which CUPE reported \$82,962,840 on the balance sheet. The understatement of the accrued benefit liability is therefore \$87,363,638. This information can be found in the 2014 financial statements of the General Fund (please refer to note 7).

For the fiscal year ended December 31, 2014, the Union was required to adopt the new Chartered Professional Accountants of Canada Handbook sections 3462 and 3463 on employee future benefits. The impact of these policy changes eliminated the unamortized gains and losses on employee future benefits. The opening balances showing on Note 7 were restated. The impact of this restatement is

disclosed in Notes 2 and 3 of the General Fund financial statements.

The actuaries are using a discount rate to express future liability in today's dollars.

The new standards allow them to use a discount rate in line with the rate of return of the organization's assets.

Actuaries no longer have to use a prescribed rate from the market (rate was 4.8% in 2013) to discount expenditures. They can now use the organization's rate of return on assets which is 5.9% in 2014. This is the rate recommended by the actuary.

The restatement considered the new rate.

#### Accounting Standards

CUPE is in compliance with the Canadian Accounting Standards for not-for-profit organizations, with a qualification with respect to the recognition and measurement of the employee future benefits referred to above, and an internal Fund restriction recorded in the statement of operations (please refer to the 2014 General Fund financial statements, Note 2, Note 3 and Note 7).

#### Actuaries

The Trustees discussed the future benefit liability with Welton Parent Inc. and discussed the CUPE Employees' Pension Plan with Eckler Consultants. They explained in detail the findings of their actuarial reviews.

#### Station 20 West (S20W)

At the December 10, 2014 National Executive Board meeting, the Board endorsed a resolution to forgive the loan of \$150,000 to Station 20 West. With the forgiveness

of the loan, the total amount of gifts and donations to Station 20 West stands at \$302,475.20. Station 20 West is now open and servicing the community.

### **RECOMMENDATIONS**

On an overview of the strike files and reports, it was noted that the forms required to be completed were at times not correctly filled out by local unions. A reassessment of the forms to make them more user friendly as well as training on strike reporting would help ensure all required information is contained within the file.

Where possible, the Trustees would like to receive Deloitte's reports of the year end communication and financial statements for the General, Strike and Defence Funds before we arrive in Ottawa. We would also like to receive ahead of our arrival Eckler's Actuarial Report for the Pension Plan, any new actuarial valuations, the most recent CEPP Report to Members and the Welton Parent

Inc. report on the Actuarial Valuation of Post-Retirement and Post-Employment Benefits for Accounting Purposes.

### Update for 2014

We are pleased that the NEB has acted upon many of our recommendations from previous years and our request to clarify the "living out of town expenses".

### **CONCLUDING REMARKS**

The Trustees found the books to be in excellent order. We congratulate Brothers Fleury and Moist for their efforts over the past year. We would also like to thank the CUPE staff in the Accounting and Communications branches who answered our questions quickly and accurately. Special thanks to Sisters Danielle Jennings, Lois Ann Graham, H el ene Chevalier-Lattanzio, Linda Marcoux, Rhonda Henry, Natalie Rocque, Tanya Lambert and Tammy Greaves and Brother Wes Payne.

Colin A. Pawson  
Mark Goodwin  
Christian Trudeau

**INTERNAL AUDIT PLAN 2014-15**

<b>AUDITABLE PROCESS OR UNIT</b>	<b>RELATIVE RISK RATING</b>	<b>NATURE OF WORK</b>	<b>KEY AUDIT AREAS OR ISSUES</b>	<b>SCHEDULE</b>	<b>TASKS</b>
Per Capita Arrears  Over 3 months	2012: Medium 2013: Medium 2014: Medium	Financial review	Membership stats	Three years	NEB + NEC Internal staff Reps Local union Trustees
	2012: Low 2013: Low 2014: Low				
Pension Liability	As a going concern: 2011: Low 2012: Low 2013: Low 2014: Low	Financial review	Review investment policy	Five years	NEB + NEC Trustees
	Solvency Report: 2011: Medium 2014: Medium				
Post-Retirement and Post-Employment Employee Benefits	2010: High 2011: Higher 2012: High 2013: Higher 2014: High	Financial review  See <i>Trustees' report</i>	Reviewed the investment policy 2014: Trustees met with the actuaries	Five years	NEB + NEC Trustees
	The solvency gap has expanded to 11.5%				



*Reports of  
the National Trustees*



**NATIONAL TRUSTEES' REPORT**  
**January 1 to December 31, 2013**

**INTRODUCTION**

This year's audit meeting took place at the CUPE National Office in Ottawa, from June 2 to 6, 2014. We had an opportunity to meet with CUPE National President Paul Moist and National Secretary-Treasurer Charles Fleury to review and discuss last year's Trustees' report. We also met with senior CUPE staff and external auditors.

To perform our audit, we had access to the minutes of all National Executive Committee (NEC) meetings, all National Executive Board (NEB) meetings, the draft financial statements dated December 31, 2013 for the General Fund, the Defence Fund and the Strike Fund. We also reviewed files on per capita payments and arrears, actuarial valuations of pensions and post-employment benefits for 2013 and any other documents deemed necessary for our audit. We had a meeting with the Deloitte accounting firm and they presented a draft of the financial statements to us, before presenting them to the NEB. We met with a representative from the consulting and actuarial firm Eckler who brought us up to date on the actuarial assumptions and methods underlying the present valuation of the pension plan. We also met with an actuary from Welton Parent Inc. who explained the actuarial valuation of the post-retirement and post-employment benefits for accounting purposes.

**General Fund and Per Capita**

The Trustees reviewed entries made to the General Fund and found them to be in good order.

National General Fund Revenue: .....	\$178,112,486
National General Fund Expenses:.....	\$182,477,741
Unrealized gains: .....	\$3,565,501
Regional building fund:.....	\$1,000,000
Deficiency of revenue over expenses: .....	\$1,799,754
Total assets:.....	\$183,655,715

**Per Capita Receivables, Per Capita Arrears**

The per capita receivables as at December 31, 2013 were \$27,918,829. Only a small portion of that amount is actually in arrears.

**National Defence Fund**

The Trustees reviewed entries made to the National Defence Fund and found them to be in compliance with the National Defence Fund Regulations.

National Defence Fund revenues: .....	\$8,616,068
National Defence Fund expenses: .....	\$9,080,339
Unrealized loss: .....	\$177,306
Deficiency of revenue over expenses:.....	\$641,577
Total assets:.....	\$8,224,168

**National Strike Fund**

The Trustees reviewed entries made to the National Strike Fund and found them to be in compliance with the National Strike Fund Regulations.

National Strike Fund revenue:.....	\$15,148,072
Total expenditures:.....	\$2,509,749
Unrealized loss: .....	\$2,251,092
Excess of revenue over expenses: .....	\$10,387,231
Total assets:.....	\$73,181,694

**RECOMMENDATIONS**

The Trustees would like to have clarification around the policy and guidelines for living-out allowance/expenses. The practice of paying full allowance/expenses after an employee moves into an apartment (as opposed to a short-term hotel stay) should be addressed.

Where possible, the Trustees would like to receive Deloitte's reports of the year end communication and financial statements for the General, Strike and Defence Funds before we arrive in Ottawa. We would also like to receive Eckler's actuarial report for the pension plan, any new actuarial valuations, the most recent CEPP report to members and the Welton Parent Inc. Report on the Actuarial Valuation of Post-Retirement and Post-Employment Benefits for Accounting Purposes ahead of our arrival.

**Update for 2013:**

We are happy that the NEB has acted upon many of our recommendations from previous years. The standardization of the expense forms used by National Servicing Representatives has made claims more transparent.

Making good use of the time that the NEB has together, by bringing in topical speakers who bring a fresh perspective to current issues, has also been beneficial.

## **FINDINGS**

### **Accrued Benefit Liability - Other Plans**

In 2012, the unfunded portion of this liability amounted to \$238,939,324, of which CUPE reported \$62,312,390 on the balance sheet. This year, it amounts to \$250,792,597 of which CUPE reported \$72,934,719 on the balance sheet. That makes the understatement of the accrued benefit liability \$177,857,878. This information can be found in the 2013 financial statement of the General Fund. Please see note 7.

### **Accounting Standards**

CUPE is in compliance with the Canadian Accounting Standards for not-for-profit organizations, with a qualification with respect to the understated accrued benefit liability referred to above, and an internal fund restriction recorded in the statement of operations (2013 General Fund, Note 2 and Note 7).

### **Cost-Shared Campaigns**

The Trustees reviewed the cost-shared campaigns and found the files to be very well kept and in compliance with the regulations of the various funds.

### **Inventory**

The Trustees were provided with a real estate holdings document, giving an inventory of buildings owned, leased-to-own and rented by CUPE.

We also received a printout listing all the furniture and equipment, tech hardware/ voicemail, software and leasehold improvements.

### **Expense Forms**

The Trustees reviewed the expense forms of the NEB members, the Executive Assistants and a random selection of staff expense forms. We found them to be in good order.

## **Actuaries**

The Trustees discussed the future benefit liability with Welton Parent Inc. and discussed the CUPE Employees' Pension Plan with Eckler Consultants.

### **Station 20 West (S20W)**

As at June 6, 2014, S20W has been gifted \$152,475.20 from CUPE and has been loaned \$150,000 from CUPE.

In a November 2013 report to CUPE from S20W, Len Usiskin, manager for Quint Development Corporation, gave an overview of progress to date with S20W. What was alarming was his candid admission that "our operating budget shows that we will not accumulate sufficient savings by 2016 to repay the loan". He requested that "CUPE consider forgiving the loan and turning it into a gift or donation".

CUPE responded "We would prefer for the time being to continue to let the loan run its term and to continue to receive the six-month updates that S20W committed to provide to CUPE as a condition of the loan."

### **Concluding Remarks**

The Trustees found the books to be in excellent order. We congratulate Brothers Fleury and Moist for their efforts over the past year. We would also like to thank the interpreters who worked with us and CUPE staff members who answered our questions quickly and accurately. Special thanks to Sisters Danielle Jennings, Rhonda Henry and Tammy Greaves and Brother Wes Payne.

Christian Trudeau  
Colin A. Pawson  
Mark Goodwin

**INTERNAL AUDIT PLAN 2013-14**

<b>AUDITABLE PROCESS OR UNIT</b>	<b>RELATIVE RISK RATING</b>	<b>NATURE OF WORK</b>	<b>KEY AUDIT AREAS OR ISSUES</b>	<b>SCHEDULE</b>	<b>TASKS</b>
Per Capita Arrears	2011: Medium 2012: Medium 2013: Medium	Financial review	Membership stats	Three years	NEB+NEC Internal staff Reps Local union Trustees
Over 3 months	2011: Low 2012: Low 2013: Low				
Pension Liability	As a going concern: 2010: Low 2011: Low 2012: Low 2013: Low	Financial review	Review investment policy	Five years	NEB+NEC Trustees
	Solvency Report: 2010: Medium 2013: Medium	The solvency gap has narrowed to 3.1%	Actuarial valuation 2013: Met with the actuaries	June 4, 2014	NEB Trustees
Post-Retirement and Post-Employment Employee Benefits	2010: High 2011: Higher 2012: High 2013: Higher	Financial review See <i>Trustees report</i>	Review investment policy 2014: Met with the actuaries	Five years	NEB+NEC Trustees





# *Report on Administrations*

## REPORT ON ADMINISTRATIONS

### **Local 21 – Saskatchewan – City of Regina Outside Workers**

Following a change of some executive officers at the June 2014 elections, the relationship between the new officers and incumbent officers became fractured. The new officers who are committed to transparency, accountability and proper use of dues money discovered questionable financial practices. Outdated bylaws that were seen as a guide rather than rules were not being followed. As a result, a certain dysfunction at the executive level precluded the local from moving forward in a positive way. Efforts to audit the books, update bylaws, and engage members has been held up by the antics of a few. Administration was imposed on February 17, 2015.

The administrator completed an audit of the grievance files and discovered that many of the grievances received little attention. Meetings with the employer are resolving some matters but the employer is taking the position that lack of action deems abandonment on the part of the local.

The local now has 19 stewards and the administrator has arranged training. An audit of the financial records by an outside firm is 90% complete, however, what remains to be completed will take some time to finalize. Communication materials, including a fact sheet and bargaining survey is nearing completion and will be distributed through a series of tailgate meetings. The bylaw review committee is making good progress and consulting with NPO as they work their way through amendments to present to members. The administration is ongoing.

### **Local 61 – New Brunswick – Saint John Police Protective Association**

Following the same practice as former members of the Grand Falls Police and Bathurst Police locals, members of Local 61 decertified from CUPE to form an association to be serviced by the New Brunswick Police Association resulting in Local 61 being placed under administration on June 1, 2010. As the former executive of Local 61 refused to cooperate with the administrator, CUPE was forced to turn to the courts to secure the local's assets.

The courts dismissed the application and an appeal of the original court decision was initiated and claims against the former officers of Local 61 were brought forward. The New Brunswick Court of Appeal heard the case on March 8, 2011 and dismissed the appeal. The appropriate civil action against the former officers of Local 61 has been filed

with the courts. Court action is still pending as we await a date. The administration is ongoing.

### **Local 408 – Alberta – Alberta Health Services Employees, Lethbridge and Area**

Local 408 was placed under administration on February 18, 2010 as a result of the Alberta government restructuring health care, reducing the current nine health regions into five zones and administering them all with one board, Alberta Health Services. What remained in this local were five bargaining units representing 300 full and part-time members. A new Executive Board was elected, however, unfortunately, the Extencicare Lethbridge Unit decertified leaving four units and the loss of the local's officers.

A new Executive Board was elected and training finalized for all positions. Ongoing mentoring of the newly elected officers, and members attending educationals resulted in the work of the local proceeding in a proper fashion. The local was successful in fending off two potential raids. Financially the local is in good shape and has added two more units. A final bylaw update and audit were completed and the administration was lifted on June 19, 2014.

### **Local 416 – Ontario – City of Toronto Outside Workers**

Local 416 was placed under administration on January 30, 2015 at the request of three members of the Executive Board. A leadership vacuum in the local is apparent due to the frequent, legitimate and lengthy absences of the president. As a result, others have had to assume more and more responsibility on a daily basis.

Certain expenses not provided for in the bylaws are being allowed by executive board motion. While some members of the Executive Board have attempted to hold fellow board members accountable for book-offs, this has been largely met with unexplained absences.

Some members of the Executive Board have openly threatened to decertify and move to LIUNA at the first possible opportunity. All of this is going on when the local is fighting major privatization battles and getting ready for what will be a very difficult round of bargaining.

Bargaining surveys have been completed. Community engagement continues as does the plan to oppose privatization of garbage.

#### **Local 558 – New Brunswick – Edmundston City Police**

Local 558 was placed under administration on October 30, 2012 after the regional director received confirmation that this local was in discussions with the New Brunswick Police Association to leave CUPE. The local had cut all contact with the national representative and had cancelled all bargaining meetings.

The New Brunswick Police Association was certified to represent this bargaining unit in January 2013. There was some difficulty in securing the assets, and as a result the matter was placed before the courts during which time the assets were held in trust.

A hearing was held and the courts found that the former officers of the local breached the terms of the CUPE Constitution and Local 558 bylaws by transferring money to their new association. The defendants have launched an appeal with the New Brunswick Court of Appeal and have been given until June 26, 2015 to submit to the Court the appropriate documents, or the appeal will be dismissed. The administration is ongoing.

#### **Local 1004 – British Columbia – Vancouver Civic Employees (outside)**

As a result of executive dysfunction, threatening behaviour, and improper conduct at both executive and membership meetings, Local 1004 was placed under administration at the request of the president and other members of the executive on May 27, 2013. The regional director had corroborated the position of the local's president as he personally had attended a number of meetings where the dysfunction of the local was front and centre.

Significant work was completed on many fronts, including substantive bylaw amendments, training of over 80 stewards, and work on a backlog of grievances with success on some very difficult issues. With a strong steward network in place, progress on bargaining of expired collective agreements was made ensuring that all units had full representation. Financial audits for 2012 and 2013 fiscal years were also completed with no financial improprieties. Revised bylaws were completed and longstanding issues that impeded representation were dealt with. The local concluded elections and all positions were filled. Training of the new officers was completed and the administration was lifted on March 10, 2015.

#### **Local 1044 – New Brunswick – Institut de Memramcook Institute**

Local 1044 was placed under administration on July 11, 2013 after the employer went bankrupt and out of

business resulting in all members being laid off. Efforts were made to secure members' final pay and severance. It was discovered that the pension plan had a \$2.2 million shortfall on wind-up, reducing any potential benefits to 50% of entitlement. No further efforts could be made to recoup the employer's underfunding of the pension plan. The bank accounts were closed and the funds forwarded to the National Secretary-Treasurer. The administration was lifted on March 13, 2014.

#### **Local 1184 – Alberta – Golden Hills School Division Custodians**

Due to a lack of government funding, this employer decided to contract out the work of the bargaining unit to save money. The local did not have contracting out language in their collective agreement and were unable to convince the employer to reverse its decision. As a result, the local was placed under administration on June 26, 2013 as there were no longer any members left. After all financial matters of the local were finalized, the administration was lifted on December 19, 2013.

#### **Local 1461 – Alberta – Smoky Lake Foundation, Eagle Hill Foundation, and Heritage House Long Term Care Facilities**

Local 1461 was placed under administration on October 30, 2003 after losing most of its members in the health care representation votes. There were three long-term care homes left in this local, but they were unable to elect a full executive. This local faced huge geographical challenges and as a result, reaching quorum for membership meetings was extremely difficult. Several worksites had no union representation and the administrator continued to deal with workplace problems and grievances. Site meetings were scheduled with a view to resolve the issue of lack of representatives and electing bargaining committees. An audit of the books was completed and sent to the National Secretary-Treasurer.

After ten years of administration the local finally elected in April 2014, a functional executive who were trained and capable of leading the local. A core group of activists also received training and continued to advocate for participation by members including new young members. The administration was lifted on September 25, 2014.

#### **Local 1483 – Ontario – Dufferin –Peel Catholic District School Board**

Dysfunction within the executive of the local resulted in some Executive Board members requesting administration. This dysfunction was negatively affecting meetings, representation of members and functioning of the local. There were accusations of harassment and

racism at the executive level. Administration was imposed on May 15, 2014.

As no financial records could be located, the administrator obtained records from the bank for the past two years which were turned over to an outside firm to carry out a forensic audit. The audit is nearing completion with a view to providing a transparent report to the membership. Results show that approximately \$25,000 was improperly paid out.

Education courses are being made available to members, with a high level of participation by many members for the first time. Proposed bylaw amendments have been reviewed by the office of the National President and found to be in order. The amended bylaws are to be presented to the members for approval no later than September. Unfortunately members are still pursuing charges under the CUPE Constitution. There will be a total of five separate trials all involving former executive officers only. The administration is ongoing.

#### **Local 1637 – Manitoba – Manitoba Teachers' Society Employees**

Local 1637 was placed under administration on August 28, 2012 as a result of the members filing an application with the Manitoba Labour Relations Board seeking cancellation of their certification. The application came as a surprise as staff were unaware of any difficulties with respect to the representation they were receiving.

Several meetings were held with the members to discuss issues of concern, particularly around the matter of the joint pension plan. Notwithstanding CUPE's efforts to persuade the members otherwise, a labour board-supervised vote was held on October 29, 2012 resulting in an order issued on December 19, 2012 revoking the CUPE certificate. An audit of the Local 1637 books was completed with no financial irregularities found. The administration was lifted on December 19, 2013.

#### **Local 1961 – Alberta – Elk Island Catholic Separate Regional Division #1 Employees**

Local 1961 was placed under administration on October 16, 2012 as two of the executive officers had refused to hand over financial records to the trustees of the local, raising concerns of possible inappropriate expenditures. The officers did eventually cooperate and an audit of the financial records determined that no theft had occurred, although the local did have poor accounting practices.

The trustees' recommendations were implemented. Elections for a new Executive Board were held in 2013, and

amended bylaws developed in 2014. Contract negotiations were concluded and a new collective agreement was ratified.

The elections held in 2013 were done inappropriately and had to be re-done. Amended bylaws have been approved by the National President. Finances are in good shape. Elections for all positions were held in May 2015, and following a period of training it is anticipated that administration may be lifted in September 2015. The administration continues.

#### **Local 2020 – British Columbia – Haida Gwaii\Queen Charlotte Islands School District #50**

Troubling issues first arose in this local in February 2013 when a steward of the local undertook actions and roles not authorized by the executive and members. Actions were contrary to privacy legislation, local bylaws and the CUPE Constitution. Mediation within the local failed to stop the in-fighting and as a result the incumbent executive decided not to run for re-election. This local was placed under administration on November 12, 2013.

The administrator has taken a very active role in getting out to meet the membership and when requested, meeting individually with members to discuss concerns. The administrator has been proactive in trying to solve issues and has provided a number of workshops and educational opportunities for members. A new collective agreement is now in place, and bylaws have been reviewed and are going to the members for approval at the next membership meeting. Shop steward elections and follow up training are taking place, and a financial audit is underway. The administration continues.

#### **Local 2191 – Ontario – Community Living Toronto Employees**

Letters were received from some Executive Board members requesting that their local be placed under administration. In their request for administration, the Executive Board members cited failure of the local to follow bylaws, executive board decisions, and failure to follow membership direction either completely or in a timely fashion. Upon review it was determined that there was validity to these allegations and Local 2191 was placed under administration on April 12, 2012.

A forensic audit of finances and computers was completed and the report presented at two separate membership meetings. A consultant's report with respect to ongoing racial issues in the local was sent to all members. New bylaws are now in place which include built-in checks and balances to hold all those elected, responsible and



accountable for the responsibilities of their positions. Elections were completed and those elected reflect the diversity of the membership. Newly elected board members have received appropriate training and the local is now fully functional. The administration was lifted on December 19, 2013.

#### **Local 2268 – Saskatchewan – St. Paul’s Roman Catholic Schools School Division 20**

Local 2268 was placed under administration on March 19, 2015 after all of the executive officers except for the president resigned. The failure of the president to work with the other officers led to their resignations. The ability to hold by-elections was compromised because quorum could not be achieved without the requisite number of Executive Board members.

The National President convened a conference call with the Executive Board in October 2014, with a commitment to provide conflict resolution which occurred in December. It was clear to the facilitator during the conflict resolution process that the local president had no intention resolving the issues. Bylaws for this local are currently being reviewed by the National President’s Office. The administration is ongoing.

#### **Local 2283 – Manitoba – McCreary Alonsa Health Centre Employees**

Local 2283 was placed under administration on March 17, 2013 as members of this local were lost in a representation vote required as a result of government restructuring. The local had a sizeable bank account and assets that required oversight through the transition period so as to ensure that all expenditures were proper.

The administrator paid all bills and all financial matters were concluded including an audit, with funds sent to the National Secretary-Treasurer to hold in trust. The administration was lifted March 13, 2014.

#### **Local 2509 – Manitoba – Seven Oaks General Hospital**

Member complaints with respect to the inappropriate behaviour of the local president and an ineffective working relationship between the president and the Executive Board led five of six officers to request that their local be placed under administration rather than go through a series of divisive trials. The dysfunction of the executive was serious enough that the ability to represent members effectively was significantly impaired. The administration was imposed on February 6, 2014.

Disrespect at membership meetings is a large concern and has halted the business of the local. The local is also having trouble meeting quorum at its membership meetings. Members originally interested in steward training and conflict resolution training failed to register in large numbers when the training was offered.

An advisory committee has been formed and meets once a month to review grievances, issues and plan events. The administrator, with assistance from the health care coordinator has held information sessions with members to explain the collective agreement, health care arbitration and other matters. Participation is not high but for those who do attend, the information received is invaluable. Bylaws continue to be under review with members providing input at meetings they attend. It is anticipated that final amendments will be brought to the members for approval in the very near future. The administration is ongoing.

#### **Local 2756 – Québec – Employés du Centre d’accueil Normand**

The constant criticism of a small group of members moved the executive of the local to resign for a second time. As there were no other members willing to run for positions on the executive, Local 2756 was placed under administration on May 9, 2012.

The administrator has been fully engaged doing the work of the executive, holding membership meetings, and communicating with members on a regular basis. In fact, the administrator’s work has allowed the membership to become too reliant such that no one is willing to step forward to take a leadership role, especially in light of upcoming representation votes as a result of Bill 10. It is anticipated that a representation vote will happen soon with a merger in the region. Some members are interested in being stewards but none wish to serve on the executive. The administration continues.

#### **Local 2771 – Alberta – Lakeland Lodge and Housing Foundation Employees**

All but two members of this local were part-time and 75% of the members were either new or temporary. Due to the make-up of this local, and a high staff turnover rate, it had become increasingly difficult to keep executive officers. No members were willing to take office. The financial records of the local were not being kept up to date. Local 2771 was placed under administration on March 23, 2011.

Discussions with respect to mergers with other locals are ongoing. Contract negotiations have concluded and two agreements ratified. While participation in the local

continues to be very low, some members have become interested, and possible educational opportunities for members who continue to be reluctant to participate. The administrator continues to build relationships and capacity with the members. The administration is ongoing.

#### **Local 3197 – Alberta – Edmonton Emergency Services Employees**

Local 3197 was placed under administration on February 18, 2010 as a result of the Alberta government's restructuring of health care, reducing the current nine health regions into five zones and administering them all with one Board, Alberta Health Services.

All relevant files were turned over to the new bargaining agent and the administrator continued to work with the four remaining sub-units as well as administering the building. Three of the four sub-units were locked into significant issues in front of the Alberta Labour Relations Board affecting their certification.

The Alberta Labour Relations Board released its decision with respect to Associated Ambulance consolidating CUPE locals under one collective agreement including future certifications. As a result, these units will be housed in Local 4351. The administrator organized six new EMS bases increasing the membership by 50 new members. The sub-units were all transferred to their own locals and the administration was lifted December 11, 2014.

#### **Local 3234 – British Columbia – Stikine School District #87**

This local was placed under administration on October 10, 2013 as trustees' reports had not been filed since 2008, and per capita in arrears since approximately November 2010. The assigned servicing representative had reason to believe that the individual purporting to be president was retired and no longer a member of CUPE. The positions of treasurer and recording secretary were vacant and the trustee advised that she was unable to obtain any of the financial records.

This local union is situated in a very remote part of British Columbia and covers a very huge geographical area that at the best of times is difficult to travel into. The administrator with the assistance of National Office has put in place a website so that members who are spread over a very large geographic area will have the ability to communicate. Education opportunities for members across a number of communities continue to be provided and positive progress is being made towards the local regaining control over its affairs. The local has been able to successfully conclude a collective agreement and resolve a number of grievances. Finances are in very good shape and

the administrator is hopeful an executive can be elected in the very near future. The administration is ongoing.

#### **Local 3341 – Alberta – Edmonton Women's Shelter; Camrose Women's Shelter and Strathcona Women's Shelter**

Local 3341, comprised of three bargaining units representing employees at three different women's shelters, was placed under administration on February 20, 2013 at the request of the executive and bargaining committee. They became concerned as two of the Executive Board members were very uncooperative, and a further investigation revealed that the local had been defrauded of almost all of its funds.

It appears from day one that the three units in this local had been operating as three local unions. As a result, the relationship became clouded and two of the three units voted to separate, one to the Camrose municipal local, and the other to a new local, Local 5241, leaving the Edmonton Women's Shelter as the sole unit in Local 3341. Cooperators paid out \$28,448.61 as settlement of the fraud claim and an agreement was reached on the equitable allocation of the funds and assets. Amended bylaws were approved and Local 3341 is financially healthy. All elected positions were filled and officers have received the necessary training. The Edmonton police are in discussions with the Crown to determine whether fraud charges will be laid against a former officer. The administration was lifted on June 11, 2015.

#### **Local 3421 – Alberta – Emergency Medical Services – City of Calgary**

Local 3421 was placed under administration on February 18, 2010 as a result of the Alberta government restructuring health care, reducing the current nine health regions into five zones and administering them all with one board, Alberta Health Services. They also added emergency medical services (EMS) to Alberta Health which moved paramedics from municipalities into direct government service.

The last remaining unit, Fort MacLeod Emergency Medical Services (Local 3421-03) was to receive its own charter but it was also lost to restructuring on June 1, 2012. The financial issues for this sub-unit have been finalized and funds remitted to the National Secretary-Treasurer to hold in trust. Administration work was ongoing, managing the property owned by the former local. Unfortunately CUPE was unable to attract someone to lease the property on a month-to-month basis as required, and with the five-year period approaching, the administration was lifted on

December 11, 2014 and the property, which has remained vacant for five years, was to be put up for sale.

**Local 3907 – Ontario – University of Toronto (Ontario Institute for Studies in Education)**

Local 3907 was placed under administration on December 3, 2014 when the Executive Board became dysfunctional to the point that their lack of attendance at membership meetings resulted in failure to meet quorum. In addition, there had been no Executive Board meetings held since July 2014. Recall petitions for all officers had been submitted in accordance with the bylaws but could not proceed due to the failure to call membership meetings or achieve quorum. As a result, the work of the local stopped and members rightfully complained about the lack of representation.

There have been a series of membership meetings held with high participation rate. Members have deferred approving bylaw amendments and elections until the fall as there are very few members available between May and September. Financial work that had been lacking has all been carried out bringing the local current with its bills and obligations. An audit is still required which is difficult as there are seven months of records missing. Members of the local continue to participate, attending relevant conferences and conventions. The administration is ongoing.

**Local 4091 – Quebec – Air Canada Montreal**

Shortly after elections in February 2013, Local 4091 experienced significant internal operational difficulties. Five officers of the local became the subject of formal notice and threats of a lawsuit from another officer. It became apparent that the local could not function in the best interests of its members, and as a result, Local 4091 was placed under administration on October 10, 2013.

Weekly written membership communications were sent to all members and the members were fully represented and consulted on bargaining strategies. Membership meetings were held and a series of educational workshops aimed at raising support for the local were held. Although participation was low, those who attended appreciated the course and will likely take an active role in gaining control of their local.

A functioning executive was elected with conditions in place ensuring a smooth transition from administration to the newly elected officers who will take full advantage of CUPE education. The finances of the local are in order. With close monitoring of the local by the servicing

representative, the administration was lifted September 25, 2014.

**Local 4214 – Manitoba – Interlake Regional Health Authority Employees**

Almost all members of this local were lost in a representation vote required as a result of government restructuring, and Local 4214 was placed under administration on March 27, 2013. The local had a sizeable bank account and assets that required oversight through the transition period. What remains now is a 13-member bargaining unit representing Diagnostic Services Manitoba. A fully functional and trained executive has now been elected and is participating in conventions, conferences and educationals. The administration was lifted September 25, 2014.

**Local 4228 – New Brunswick – Maison de Passage House Inc.**

This is a very small group working for an employer with financial difficulties. There is no functioning executive and the last remaining supporter, the recording secretary, brought all union property to the Bathurst Area Office including cards signed by all members asking for their local to be decertified. No doubt pressure at the bargaining table in the form of many concessions and consistent demands for reduced wages by the employer resulted in these members turning against their union. Administration was imposed on April 30, 2014.

On July 16, 2014 CUPE was advised that we are no longer the bargaining agent for this unit of employees. The administrator has finalized the financial affairs of the local and has remitted the treasury to the National Secretary-Treasurer. The administration was lifted on March 12, 2015.

**Local 4242 – Manitoba – Brandon Regional Health Authority Employees**

Local 4242 was placed under administration on March 27, 2013 as members of this local union were lost in a representation vote required as a result of government restructuring. The local had a sizeable bank account and assets that required oversight through the transition period so as to ensure that all expenditures were proper. A small number of members of this local and other locals were not affected by the vote and plans were made to address this. The administrator paid all bills, closed the bank account, and transferred the funds to CUPE National. The administration was lifted on December 29, 2013.

**Local 4443 – New Brunswick – Sodexo Canada Ltd. at University of Moncton**

Sodexo had been providing food services at the University of Moncton for 30 years, and when the university switched to another food service provider, all 18 members of Local 4443 lost their jobs. The local was placed under administration on November 9, 2013 as the local is now defunct. The bank accounts have been closed and the money forwarded to the National Secretary-Treasurer to hold in trust. The administration was lifted December 19, 2013.

**Local 4519 – Manitoba – United Church Halfway Homes Inc. Employees**

Local 4519 was placed under administration on March 28, 2013 as a lack of interest and participation by members in the affairs of the local led the members themselves to request that they be placed under administration so that they could educate and organize themselves. There had been no executive in place for some time and in fact members actually believed that they had already been placed under administration in 2011.

The local is preparing for bargaining and now has two stewards in place. A merger with Local 2348 is currently under discussion, and once the paperwork is submitted and the merger approved, the administration can be lifted. Administration is ongoing.

**Local 4537 – Québec – Laboratoire Technicolor du Canada**

With the closing of the employer operations, the local was moving to distribute all monies to the members, therefore Local 4537 was placed under administration on July 29, 2011 to secure the assets. While it was doubtful that we would have been able to save the plant, litigation may have led to enhanced severance. The local president did not wish to file the necessary grievances.

The administrator did file the necessary contracting out grievances, but they were lost at arbitration with no chance of appeal. A final membership meeting was held in October 2014, and an audit was completed and the monies sent to CUPE National to be held in trust. The administration was lifted December 11, 2014.

**Local 4558 – New Brunswick – City of Miramichi Firefighters**

Local 4558 was placed under administration on January 16, 2015 after members voted unanimously to leave CUPE. They felt they would be better serviced by IAFF. The vote took place at their December membership meeting, and

subsequent to this vote the local filed for decertification at the New Brunswick Labour Relations Board. They are now asking the NBLRB to certify IAFF as their bargaining agent. The administrator is completing the financial audit. The administration is ongoing.

**Local 4593 – Manitoba – Assiniboine Regional Health Authority Employees**

Local 4593 was placed under administration on March 27, 2013 as members of this local were lost in a representation vote required as a result of government restructuring. The local had a sizeable bank account and assets that required oversight through the transition period so as to ensure that all expenditures were proper. There remain 14 members who it appears will merge with Local 4214 and other smaller pockets of DSM Manitoba to create one local. Three attempts have been made to convene a meeting to vote on a merger and unfortunately no quorum was available to conduct the meeting. Notice of motion has now been given in each local and voting is underway. Once the paperwork is submitted and the merger approved, administration can be lifted. The administration is ongoing.

**Local 4666 – Saskatchewan – Centre Éducatif Félix le Chat**

The employer for this small childcare local had extremely high staff turnover which resulted in disinterest in the local. The last remaining officer of the local, the president, was terminated. With no interested members and repeated requests for information with respect to processes for decertification, it was unlikely that a functioning executive would be achievable in the near future. As a result, Local 4666 was placed under administration on May 23, 2012.

An audit of the finances was completed with no irregularities. While the administrator has had substantial difficulty in finding members with an interest in collective bargaining and to run for executive positions, some members have come forward and the local now has four table officers who have received some training, and are requesting more. Language has been a barrier in getting the local back on its own feet, however, those elected are keen to take the necessary training. A new director hired by the employer has proven to be respectful of the local, consults regularly with the administrator, and is working well with the officers. If additional training is provided soon, it is anticipated that the administration could be lifted. The administration is ongoing.

**Local 4780 – New Brunswick – The Salvation Army Centre of Hope**

This local was placed under administration on May 6, 2014 after the employer closed its doors and ceased operations

due to financial difficulties. The employer will not re-open and all employees were terminated due to lack of work. As a result, the local had no members left and ceased to exist. The administrator finalized the financial affairs of the local and remitted the treasury to the National Secretary-Treasurer. The administration was lifted on March 12, 2015.

**Local 4822 – Alberta – Employees of Sodexo (Rockyview General Hospital, Peter Lougheed Centre)**

This local was placed under administration on May 12, 2011 after internal fighting amongst the executive led to the resignation of three out of four officers. Typically elections would have been held to establish a new executive, however, concurrently with the resignations the employer's contract with Alberta Health Services expired and tenders had been sent out. It was conceivable but not likely that the employer would cease to exist prior to holding elections.

After two years, the employer signed a five-year service agreement with Alberta Health Services. An executive is now in place and contract negotiations have been completed with an agreement being ratified. With the executive fully trained and able to function on their own, the administration was lifted December 19, 2013.

**Local 5042 – Ontario – Centre Passage Parallèle des Ressources Familiales du Nipissing Inc.**

Local 5042 was placed under administration on October 13, 2013 after this very small local of childcare workers decertified on September 25, 2013, less than two years after it was certified. The decertification was a surprise as there was no indication that members were dissatisfied with the representation they had been given. The financial affairs of the local were finalized and the books found to be in order. The bank account was closed and the monies and charter sent to the National Secretary-Treasurer. The administration was lifted on December 19, 2013.

**Local 5067 – Ontario – Porter Airlines Inc.**

This local was placed under administration on June 13, 2013 after a majority of the employees voted to decertify and remain non-unionized. From the date of certification, support for CUPE was lukewarm as the original group who pushed for certification left the employer, and employees continued to turnover at a very high rate.

The administrator finalized all financial transactions of the local union and sent all monies to the National Secretary-Treasurer. The administration was lifted on September 26, 2013.

**Local 5082 – New Brunswick – Shannex Long Term Care**

This newly certified local union had faced a number of challenges, most notably the lack of an executive after two members were terminated and not reinstated. As a result, other members of the executive resigned leaving the local without a functioning Executive Board. Local 5082 was placed under administration on November 15, 2012.

A first collective agreement was ratified and notice of motion given to merge with Local 5023. The merger with Local 5023 was approved by the National Secretary-Treasurer's office, and the administration lifted on September 26, 2013.

**Local 5103 – New Brunswick – Shannex Thomas Hall Nursing Home**

Local 5103 was placed under administration on May 7, 2015 after application for decertification was made on April 23. The collective agreement had expired in December 2014 and during the ensuing period, two of the senior officers of the local were off on extended leave. It is believed that non-bargaining unit members were the driving force behind the decertification application. The administration is ongoing.

**Local 5119 – New Brunswick – Shannex Parkland Canterbury Hall**

This local was chartered in 2012 and successfully negotiated a first collective agreement. The growing pains of a newly-formed local resulted in some discontent amongst members. During the absence of Executive Board members for vacation, and as a result of reduced hours, the seeds of decertification were planted by those opposed to the formation of a union. As a result, an application for decertification was made. Administration was imposed on August 8, 2014.

The New Brunswick Labour and Employment Board confirmed on September 23, 2014 that members voted to decertify. The administrator finalized the financial affairs of the local and remitted the treasury to the National Secretary-Treasurer. The administration was lifted on March 12, 2015.

**Local 5130 – Alberta – St. Paul and District Ambulance Services Employees**

This local was a sub-unit of Local 3197 placed under administration February 18, 2010. Employees of Local 5130 were told by the employer that the ambulance service would no longer exist beyond March 31, 2015. As

a result, the local became defunct. The administration was lifted March 31, 2015.

**Local 5156 – Manitoba – University of Manitoba Student Union**

Local 5156 was placed under administration May 20, 2015 after an application for decertification was made and members voted to decertify. The administrator is now finalizing all of the affairs of the local union. The administration continues.

**Local 5241 – Alberta – Strathcona Women's Shelter**

This local transferred its jurisdiction from Local 3341, placed under administration on February 20, 2013, to its own charter as approved by the National Executive Board. Bylaws have been approved by members and are awaiting approval by the National President. An executive has been elected and the transfer of some funds from Local 3341 is imminent. Training of the new officers and orientation of

members to their local is a priority. The administration continues.

**Local 5959 – Québec – Chauffeurs de la Société de Transport de Laval**

This local faced a significant divide, with some supporting CUPE and others supporting CSN. The president was at the centre of the turmoil and had been suspended twice by the employer. The president cannot be in the presence of two members. Financial management is sub-standard, creating an atmosphere that allows CSN supporters to make hostile interventions towards CUPE. Two petitions have been submitted calling for a referendum on removing the president. All of this is happening at a time when the employer is set to create 200 permanent positions. The need for solidarity and a common vision is required by a stable local. Administration was imposed on April 23, 2015 and is ongoing.