



ANNUAL REPORT 2018

JANUARY – DECEMBER

STRENGTH IN UNITY



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MESSAGE FROM THE PRESIDENT

Dear members,

This report offers a quick review of what was achieved during my first year as president and how the association supported you—our members in 2018. These achievements would have been impossible without the help and support of our staff, the National Executive Committee (NEC) members and the many volunteers across Canada.

The year 2018 started with a newly elected NEC and a fresh three-year mandate. We started the mandate with an honest review of the association and its overall performance, always prioritizing our members' needs and interests. We focused on solutions to improve service delivery and effectiveness, member engagement and communications, advocacy and issue management. As well, we looked for ways to increase our resilience to financial, legal and reputational risks, while attending to internal disputes and legal issues.

Those first 12 months were incredibly challenging. Yet, with good will and perseverance, the association was able to make strides in several areas while providing our members with all the essential services to which they are entitled.

During this time, CAPE seized every opportunity to turn up the volume on issues affecting our members. We exerted more pressure on the government to address the botched Phoenix pay system. We sought adjustments and fixes to improve our members' well-being in the workplace. We helped members build productive relationships with their employers.

Finally, we created opportunities to engage with members across the country, both to get their feedback and to strengthen our community. We put members, individually and collectively, at the centre of everything that we did. This focus led to a sturdier and more cohesive association that lives up to the motto Strength in Unity, and helped CAPE be the association that our members deserve.

You have put your trust in us, and we will continue to do everything it takes to improve further and to deliver for our members.

Thank you for your support,

“ We put **members** individually and collectively, **at the centre of everything** that we did.



Greg Phillips
National President

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SECTION 1:

MEMBER SERVICES

Labour relations, collective bargaining, and advocacy are key pillars of CAPE's operations. We exist to represent our members by negotiating fair collective agreements and making sure those agreements—as well as human rights and labour laws—are respected. We also advocate on behalf of our members, exerting pressure when and where needed to address issues that affect or could affect our members. CAPE is dedicated to ensuring our members are treated fairly and enjoy a healthy and safe workplace. We are also committed to training our volunteers to ensure they are fully equipped for their role in our community.

Highlights of 2018:

I. LABOUR RELATIONS

CAPE's labour relations team is responsible for advising members experiencing workplace-related challenges and conflicts, as well as for supporting members through the complaint or grievance process, providing representation as needed.

This year, our 12 labour relations officers handled a total of 824 case files, with many stemming from the Phoenix pay system.

- **Phoenix, policy grievances:** CAPE has been dealing with Phoenix-related issues and filed four policy grievances related to pay and discrimination.
- **Phoenix: FPSLREB complaints:** CAPE filed a complaint for violation of the collective agreement and a complaint for unfair labour

practice with the Federal Public Sector Labour Relations and Employment Board (FPSLREB) to contest the employer's clear violation of the legislation to implement collective agreements by the agreed deadline.

- **Others:** CAPE assisted members dealing with issues related to the performance evaluation process, accommodation in the workplace, classification-related disputes and matters related to the rights and benefits that CAPE's bargaining units negotiated for our members.

Since 2015, we have had over 60 cases referred to the FPSLREB. CAPE continues to promote mediation wherever possible, and we have seen many settlements reached in favour of our members.

Caption: From left to right: Chris Aylward, President of PSAC; Debi Daviau, President of PIPSC; Dany Richard, President of ACFO; Greg Phillips, President of CAPE



II. COLLECTIVE BARGAINING

The negotiation of collective agreements is conducted by bargaining committees created for each round of bargaining and made up of CAPE employees and volunteer members. The issues to be negotiated are decided by the members through a survey. Preparations and negotiations generally begin between six to eight months prior to the expiry date of the agreements. The year 2018 was devoted to intense negotiations with the Treasury Board Secretariat, who represents “the Employer.”

Economics and Social Science Services (EC):

In June and July, the EC Bargaining Committee surveyed EC membership for direction regarding the 2019 bargaining round. Over 4,000 EC members selected salary increase as their top priority. Other key priorities included improvements to vacation leave, carry-over of family-related responsibility leave, improvement to anti-harassment policies, and Employment Insurance-related leave and allowances. CAPE took the EC members’ feedback and prepared a comprehensive package of proposals, which included these priorities. The committee submitted the package to the Employer at the first bargaining session, on October 19.

Translation (TR): The TR Bargaining Committee met in June to analyse the results of the TR bargaining input questionnaire and started drafting bargaining proposals in July. CAPE met with the Employer on September 20 to exchange proposals. CAPE and the Employer spent over two days in negotiations at the end of October, with a positive overall tone during the proceedings. In December, the TR Bargaining Committee met with the Employer to begin consolidating their files to prepare the new collective agreement, and both parties filed their salary proposals. There was a notable gap between CAPE’s expectations and the Employer’s offer, which impeded progress at the bargaining table. They will meet again at the bargaining table next year.

Library of Parliament (LoP): The LoP collective agreement was signed on March 21, 2018 and was in effect until December 15, 2018. The bargaining process will start again next year.

Office of the Parliamentary Budget Officer

(OPBO): CAPE sought successor rights to represent its former members at the LoP who had been transferred to the Office of the PBO. On May 24, CAPE was certified as the bargaining agent for all employees of the PBO and soon after asked the NEC to approve the bargaining committee. In June, CAPE filed notice to bargain; negotiations began in October and will continue into 2019.



III. GOVERNMENT RELATIONS

Frequent interactions with the government are important to ensure that the interests of our members remain the priority of senior public servants and elected officials. They are also necessary to ensure that all legislation, policies, and structural and operational initiatives that may affect our members are considered in consultation with the association, and that our positions are communicated and heard in a timely manner. In 2018, CAPE seized many opportunities to meet with government and elected officials to advance and protect our members' interests.

Phoenix and the Standing Senate Committee on

National Finance: On February 7, CAPE and other public service unions spoke before the Standing Senate Committee on National Finance about public servants' experiences with the Phoenix pay system. CAPE's President testified alongside the Public Service Alliance of Canada (PSAC) and the Professional Institute of the Public Service of Canada (PIPSC), and delivered joint recommendations to alleviate some of the numerous problems affecting federal public service employees.

Bill C-62 on federal public sector labour relations:

On April 25, CAPE's President and other union and non-union representatives met with Members of Parliament to voice their opinions on Bill C-62, which proposed to amend the Federal Public Sector Labour Relations Act. This is also where CAPE learned that the government was making the right decision to take steps to repeal Bills C-4 and C-59. CAPE deemed Bill

C-4 problematic because of the undue leverage it gives the government in the collective bargaining system and because it withdraws the right to arbitration. CAPE's President also opposed Bill C-59, which was an attack on public servants' sick leave and disability programs.

Bill C-65 on anti-harassment and violence legislation:

On April 25, CAPE voiced its concerns about Bill C-65 before the House of Commons Committee. The bill amends the Canada Labour Code to strengthen the existing framework for the prevention of harassment and violence in the workplace. CAPE raised three main areas of concern: the failure to include a definition of harassment; the need to guarantee that employees have access to independent and impartial investigations of harassment complaints; the need to provide meaningful redress for victims of harassment. CAPE proposed a definition of harassment jointly developed with PSAC and pressured the Senate Committee to address CAPE's concerns.

Standing Committee on Government Operations

and Estimates: On October 9, CAPE's President spoke before the Standing Committee on Government Operations and Estimates (OGGO) on Parliament Hill. He participated in a panel discussion with leaders of the other major public service unions. The panel provided a briefing on the current state of the public service hiring process and discussed a variety of topics including the length of the hiring process and how it affects public servants.

IV. ADVOCACY

Defending the interests of our members is a daily task and is carried out through, for example, our participation in various forums, study groups and working groups. CAPE sits on several external committees to discuss issues that may affect our members. Our interventions are particularly aimed at protecting or improving their benefits and working conditions.

Phoenix Union Management Consultation Sub-

Committee on Damages: CAPE has been actively advising the Treasury Board Secretariat and the Next Generation Human Resources and Pay (NextGen HR and Pay) as part of the Phoenix Union Management Consultation Sub-Committee on Damages.

Discussions cover ways to reduce and eliminate the impact of the Phoenix pay system on members, appropriate compensation for damages incurred and options for the replacement of the current system.

Pension Advisory Committee: CAPE's President was nominated by unions in February and appointed by Order in Council in the summer of 2018. The committee provides advice to the President of the Treasury Board on matters relating to the public service pension plan's administration, benefit design and funding, as well as ensuring the voices of the members are heard.

Translation Bureau Chief Executive Officer (CEO) Advisory Panel: The CEO of the Translation Bureau invited CAPE's President to join the new Translation Bureau CEO Advisory Panel. The panel provides strategic advice to the Bureau's

CEO with respect to the organization's mandate, business model and services. Through this platform, CAPE will be able to better advance the interests of our TR members. Updates on the work of the panel will be available in 2019.

Joint Task Force on Mental Health: The Joint Task Force on Mental Health released a report with proposals to foster positive mental health in the workplace, including the identification and mitigation of hazards that can affect the psychological health and safety of employees in the workplace and establishing a centre of expertise on mental health in the workplace.

Other accomplishments:

- ☉ **Excess compensatory or unused vacation leave:** CAPE worked with the Treasury Board Secretariat (TBS) to allow members to carry over as many days as they have banked, or to cash them out if they choose to do so.
- ☉ **Changes to birth control coverage:** On April 1, all forms of contraceptives were covered under the Public Service Health Care Plan (PSHCP). Like other medications covered by the plan, contraceptives will be reimbursed at 80% of the usual and reasonable amount.
- ☉ **Dental plan benefits:** After months of negotiations with CAPE, PIPSC and other union partners, the Treasury Board finally approved improvements to dental plan benefits; these benefits will be offered through our members' dental plan starting in 2019.

V. STEWARD TRAINING

CAPE is always recruiting new stewards to widen and strengthen its community of volunteers across regions and departments with a view to improving support to other members.

CAPE stewards are members appointed to represent the union in the workplace. As official CAPE representatives, they communicate with the national office about workplace developments and changes, and they ensure our members are treated fairly at work. Stewards are key to building strong communities and a strong union.

CAPE trains stewards twice a year to make sure they are fully equipped with the knowledge and tools

needed to fulfill their duties. In 2018, a total of 50 stewards attended training during the spring and fall sessions, which were held in Ottawa.

- a. **Spring sessions (May 14-June 2):** A total of 15 members participated in the five-day training during the spring sessions.
- b. **Fall sessions (October 30-November 8)**
The fall training had 35 members in attendance, making it CAPE's most successful training to date. Members were pleased with the revised training materials, which dramatically improved their understanding of labour relations.

SECTION 2:

LEADERSHIP COMMUNITY

I. NATIONAL EXECUTIVE COMMITTEE (NEC) AND SUB-COMMITTEES

In December 2017, CAPE members elected Greg Phillips to serve as National President. For his three-year mandate, Greg and the newly elected NEC set out to take CAPE to a new level of engagement, including putting an emphasis on mobilizing the membership through the creation of three new sub-committees:

1. **Analytical Working Group**

This committee provides economic analysis, government policy analysis and Public Service Employee Survey (PSES) data review. As well, the Analytical Working Group can assist with the collective bargaining process by offering analysis and advice on issues such as pay raises and economic adjustments requested during bargaining.

2. **Volunteer Appreciation Activities Committee**

CAPE volunteers devote time, expertise and effort toward the common goals of the association, and CAPE started this committee to ensure they are

recognized for their valuable contributions. This committee is composed of NEC members, and its mandate is to put forth suggestions and methods of immediate commendation.

3. **Workplace Health and Wellness Committee**

This committee offers a platform for CAPE members to discuss and provide feedback on emerging issues related to occupational health and safety, as well as to broader wellness matters, including mental health. It also makes connections with other public service unions that share CAPE's vision on these issues. At the end of 2018, the committee was developing its Terms of Reference.

II. LOCALS

This year saw exciting growth and new initiatives taking place in locals in the National Capital Region (NCR) and across Canada, including:

a. **New Local 504, created for Royal Canadian Mounted Police-Civilian Members (RCMP-CIV)**

In 2018, CAPE welcomed 432 RCMP civilian members, who met CAPE President Greg Phillips at a meet-and-greet event in December.

b. **Atlantic Regional Council formed for regional locals**

CAPE launched the Atlantic Regional Council to improve communications and create opportunities for collaboration among our locals in Labrador, New Brunswick, Newfoundland, Nova Scotia and Prince Edward Island. The Council empowers regional locals to act as a single entity when confronting broad issues such as collective

bargaining, employee classification and Phoenix, but also to tackle issues unique to the Atlantic Region.

c. **Mental health in action at Transport Canada Local 506**

In consultation with managers, local leaders at Transport Canada Local 506 established a Mental Health Action Plan to improve working conditions for members.

d. **New Local 528 created for Heritage Canada**

CAPE finally has a local at Heritage Canada. This is another great achievement by our members, which will strengthen our community.

III. REGIONAL ANNUAL GENERAL MEETINGS

Every year, CAPE's President meets with regional locals, and with department locals in the NCR. During these meetings, the President discusses issues affecting overall CAPE membership, as well as matters specific to particular regions and departments.

IV. PRESIDENT'S COUNCIL AND LOCAL LEADERSHIP COUNCIL

In 2018, the President's Council and the Local Leadership Council both grappled with the challenge of connecting with members in remote and geographically far-flung locations.

President's Council: Made up of the President, national vice-presidents and local presidents, this committee meets twice a year to discuss association matters. The key issue discussed during 2018 meetings was that members felt their voices weren't being heard, especially in the Atlantic region.

CAPE's President had discussions with regional local representatives about starting regional councils to better serve members by facilitating collaboration among locals and increasing member participation and presence in CAPE activities. These discussions led to the formation of the Atlantic Regional Council later in the year.

Local Leadership Council (LLC): The Local Leadership Council is made up of the President, national vice-presidents and members of the executive committees of locals, and all stewards. Members meet twice a year to discuss matters of importance to the local leadership, which provides the opportunity to coordinate mobilization campaigns among locals.

A key concern in 2018 was engaging with members in remote areas, specifically locals in Nunavut, the Northwest Territories and Yukon. Members in these regions feel isolated from the rest of the CAPE membership and the LLC discussed how to resolve this issue. Suggestions were proposed, including using a communications platform and videoconferencing that would enable the council to meet more than twice a year. The LLC closed 2018 with the commitment to investigate cost-effective methods of bridging this communication gap.

Caption: EC directors' debate, elections 2018.



SECTION 3:

OPERATIONAL UPDATES

I. WORKFORCE PLANNING

A review of CAPE's organizational chart, skills and competencies was undertaken to identify gaps and weaknesses at the management level. A lack of resources and competencies was revealed in communications, finance and legal advisory services. As a result, three new senior positions were created and filled on the management team: Director of Communications, Director of Finance and General Counsel. These new positions were created to help provide strategic direction, as well as to adopt more sophisticated approaches and practices, to modernize the association's systems and processes, to recruit new talent and strengthen existing talent, and to reduce dependence on external firms and vendors.

1. **Director of Communications:** This role will create a centre of excellence for communications, member engagement and public affairs. As such, it will help CAPE improve advocacy and government relations efforts, while increasing member outreach activities and information and knowledge sharing.
2. **Finance Director with Certified Public Accountant (CPA) Designation:** This role will create a solid finance and accounting foundation to ensure resources are managed properly and according to legal requirements by streamlining finances, and by integrating new systems, processes, protocols and controls.
3. **General Counsel:** This role will bring legal expertise in-house, whereas it was previously outsourced to external firms, and will provide important support on legal matters on a day-to-day basis.

II. INTERNAL POLICIES

CAPE adopted several new internal policies in 2018 to improve the way we serve our members. These new protocols and controls ensure the smooth running of CAPE activities and union business:

Travel Policy applies to CAPE members travelling on authorized union business and ensures consistent application of entitlements.

Reimbursement of Lost Salary Policy for Members on Union Business ensures members who volunteer to carry out authorized union work are reimbursed for lost salary.

Donation Policy ensures consistent and transparent application of principles when the NEC decides to provide support to other organizations or groups.

Security and Privacy Policy establishes guidelines that protect confidential and proprietary information; it also provides direction on the proper use of CAPE technology and network resources.

III. IT AND MEMBER MANAGEMENT SYSTEMS

CAPE conducted a review of its information technology and member management systems and concluded that they were outdated, inefficient and presented vulnerabilities. CAPE concluded that significant changes and upgrades were required.

Plans are underway to guide the next steps for the implementation of new systems and upgrades that will address these issues and offer members a better platform to access CAPE services.

V. LEGAL MATTERS

1. **Statement of Claim:** In July 2018, the organization was served with a Statement of Claim by the legal representatives of the former President. CAPE has since been working with legal advisors to formulate a response to this lawsuit, and to diligently defend CAPE and its officers. Although costs are covered by CAPE's insurance and non-punitive damages are also covered by our insurance, our rate increased as well as our deductible.
2. **Unsupported Expenses:** The NEC was first made aware of the financial irregularities in late May 2017. As soon as these irregularities were discovered and the NEC became aware of the missing funds, CAPE consulted with financial experts, sought legal advice, contacted the Ottawa police and quickly established measures to ensure the security of membership dues. The new security measures exceed industry standards and should prevent such incidents from happening again. CAPE froze all worldwide assets belonging to the person identified as responsible for the unsupported expenses pending resolution, and actively pursued avenues to recoup the funds. This case is expected to be heard in 2019.

From left to right: Natalie Malcom, Anna Eyrich, Krista Clark, Madeleine Tweel, Alain Poirier, Lisa Taggart, Greg Phillips, Jennifer Smith, Sophia Nicole Ir, Fred Phelan, Jim Bradley, Mireille Valliere, Scott Crawford



SECTION 4:

FINANCE & BUDGET

I. BUDGET UPDATE

Earnings from collected dues totaled **\$7,972,912**. CAPE is still owed retroactive union dues by the Treasury Board Secretariat because of Phoenix-related issues and incorrect data.

For the reviewed and approved budget, please see *Appendix I*.

The budget was reviewed by the NEC and the finance committee and was presented to members as part of the annual Members Budget Meeting. It was then approved by the NEC and the membership after the 2018 AGM.

II. PROTOCOLS AND CONTROLS

Following an initial review of the association's accounting and financial systems and processes, CAPE identified vulnerabilities, gaps and irregularities that exposed it to financial risks. The new Director of Finance has begun looking into short- and long-term fixes, which include the implementation of new accounting protocols and financial controls.

ACKNOWLEDGMENTS

This year was dedicated to listening to our members and learning where we need to improve. We would like to thank all our members for sharing questions and concerns, and for the many frank discussions held at various events and meetings. We have already started implementing changes based on your feedback and CAPE will continue to evolve into the efficient and effective organization you deserve.

CAPE would like to express its gratitude for the invaluable contributions and support of its volunteers, stewards, local leaders and representatives, sub-committee members and staff. They exemplify our motto—Strength in Unity—and their generous commitment of time, effort and expertise enables CAPE to serve our hard-working members in every corner of our nation.

CAPE IN NUMBERS



MEMBERS

15,066



60%
women



40%
men

824

CASES MANAGED



TOP 5 LARGEST LOCALS IN NUMBERS

1. Local 503 - Statistics Canada: **2,277**
2. Local 512 - Health Canada and Public Health Agency of Canada: **1,235**
3. Local 514 - Employment and Social Development Canada: **1,056**
4. Local 900 - Translation Bureau: **838**
5. Local 527 - Treasury Board of Canada Secretariat and Finance Canada: **611**

YEARLY BUDGET

\$7,900,000 FOR FISCAL YEAR 2018-19
(MAY 1, 2018 TO APRIL 30, 2019)

39 AGMs ACROSS CANADA



NATIONAL EXECUTIVE COMMITTEE

2018-2020

#	Name	Role	Affiliation	Category
1	Greg Phillips	President	Statistics Canada	EC
2	André Picotte	Vice-President	Translation Bureau- Public Services and Procurement Canada	TR
3	Nick Giannakoulis	Vice-President	Health Canada	EC
4	Kelly Mansfield	Director	Indigenous Services Canada	EC
5	Nicolas Bois	Director	Translation Bureau- Public Services and Procurement Canada	TR
6	Anthony Coles	Director	Health Canada	EC
7	Howard Delnick	Director	Statistics Canada	EC
8	Camille Awada	Director	Statistics Canada	EC
9	Francis Lord	Director	Library of Parliament	LoP
10	Olivier Alarie	Director	Translation Bureau-Public Services and Procurement Canada	TR
11	Granda Kopytko	Director	Statistics Canada	EC
12	Ann Kurikshuk-Nemec	Director	Statistics Canada	EC
13	Mathieu Stiermann	Director	Health Canada	EC
14	Andreas Trau	Director	Statistics Canada	EC
15	Elizabeth Venditti	Director	Transport Canada	EC
16	Jamie Lafontaine	Director	Indigenous Services Canada	EC
17	Charlene Lonmo	Director	Statistics Canada	EC
18	Sami Rehman	Director	Health Canada	EC
19	Hailin Collins (Wang)	Director	Infrastructure Canada	EC
20	Janet Akins	Director	Health Canada	EC

MANAGEMENT TEAM

Claude Vézina – Executive Director, IT and Privacy Officer

Deborah Cooper – General Counsel

Claude Danik – Director of Policy

Katia Theriault – Director of Communications

Omid Kahriz – Director of Finance

Julie Courty – Executive Assistant to the President, NEC Secretary

ANNEX – Budget 2018

Line #		2018/2019	2019/2020
1	Revenue	7,972,912	8,230,200
	1.1 Dues	7,926,912	8,179,200
	1.2 Associate dues	1,000	1,000
	1.3 Interest (Investments)	45,000	50,000
	1.4 Recovery of unsupported expenses	-	
2	Salaries & Benefits	4,446,370	4,654,335
	2.1 Management	772,000	
	2.2 Staff	2,455,000	
	2.3 Pension	461,700	
	2.4 Benefits	677,670	
	2.5 Comp/Vacation	80,000	
3	Staff Severance Pay	47,000	48,000
4	Management Severance Pay	64,000	75,000
5	Communication	127,000	132,000
	5.1 External Printing	5,000	
	5.2 Postage	5,000	
	5.3 Translation	50,000	
	5.4 Telephone	40,000	
	5.5 Internet	7,000	
	5.6 Promotional Material	20,000	
6	Training and Development	215,000	
	Members' and Stewards' Training		
	6.1 Accommodations/Food	25,000	
	6.2 Travel	20,000	
	6.3 Salary reimbursement	30,000	
	6.4 Staff development	60,000	
	6.5 Mgt. Development	30,000	
	6.6 Language training	50,000	
7	Professional Fees	795,000	
	7.1 Legal - Members	200,000	
	7.2 Legal - Bylaw 5, Constitution	100,000	
	7.3 Legal - Internal	100,000	
	7.4 Legal - Contingency Fund	85,000	
	7.5 Mgmt fees - Cash and Pension Investments	150,000	
	7.6 Consultants fees	120,000	
	7.7 Audit	40,000	
8	Office Expense	135,000	
	8.1 Supplies	60,000	
	8.2 Rental of equipment	3,000	
	8.3 Reference material	20,000	
	8.4 Repairs and maintenance	15,000	
	8.5 Delivery	3,000	
	8.6 Insurance	20,000	
	8.7 Bank charges	4,000	
	8.8 Miscellaneous	10,000	
9	Capital Asset Purchases	55,000	
	9.1 Business Equipment	15,000	
	9.2 Office Furniture	15,000	
	9.3 Computers and related equipment amortization	25,000	
10	Rent and Operating Expenses	827,647	
	10.1 Rent	399,747	
	10.2 Operating	427,900	
11	Computer Expense	232,000	
	11.1 Web site/DLT	30,000	
	11.2 Maintenance	160,000	
	11.3 Minor capital Purchases (<\$1,000)	2,000	
	11.4 Software	20,000	
	11.5 Programming	20,000	
12	Travel	70,000	
	12.1 Member serv. & consultation	35,000	
	12.2 Conferences	20,000	
	12.3 President travel	15,000	
13	Meetings	318,500	
	13.1 AGM/MBM	50,000	
	13.2 National Executive	60,000	
	13.3 Committees	15,000	
	13.4 LLC / Presidents Council	30,000	
	13.5 Transportation	7,000	
	13.6 Salary reimbursement	100,000	
	13.7 Business Luncheons	2,500	
	13.8 Staff	4,000	
	13.9 Mobilization, Engagement, Educ.	30,000	
	13.10 Candidate's Forum	5,000	
	13.11 Constitution & ByLaw Review	15,000	
	13.12 Regional councils		
14	Collective Bargaining	100,000	
15	Fees Affiliation	10,000	
16	Local Rebates	107,000	
	16.1 Local Rebates	17,000	
	16.2 Nationally Managed Local Exp.	90,000	
17	Contributions	1,000	
18	Defence Fund 1	-	
19	Contingency	450,000	
	19.1 Executive		
	19.2 Administrative		
	19.3 Leasehold improvements		
Total expenses		8,000,517	
Surplus (deficit) end of period		-27,605	



ACEP CAPE
Association canadienne des employés professionnels / Canadian Association of Professional Employees

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