

ACEP
Association canadienne
des employés professionnels



CAPE
Canadian Association
of Professional Employees

Annual
Report
2021

**Building for
the Future**



Message from the President

As we crossed through 2020 with an enduring pandemic that still plagued us into 2021, it is an understatement to say it was another difficult year for all our members — balancing family, health, jobs, ever-changing situations, and tough decisions to make.

Compounding that, we know that millions of Canadians expected you, our members, to deliver on every front, no matter your personal or professional circumstances. Meanwhile, many of you

had hoped to improve your situation in the workplace and even pursue opportunities for professional growth and advancement, and some of you were forced to put those items on hold.

It is with this background in mind that in 2021 we took a deep dive to explore ways to be your best ally and champion in a changing world and in the face of current hardship. Both the directors of our National Executive Committee and members of the management team



In 2021, a gain we endeavoured to strengthen our ability to protect and defend your rights and interests, as well as to secure better collective agreements.

spent considerable effort rethinking our value proposition and service delivery and quality to better meet the needs and expectations of our membership — a conversation we had started in 2018 and has already led to some good outcomes.

In 2021, again we endeavoured to strengthen our ability to protect and defend your rights and interests, as well as to secure better collective agreements. We also invested in making our voice stronger in various ways with our elected officials to influence policy and guidelines impacting our members. We were also able to review and start improving our education portfolio to boost our offering to stewards but also to all members, keeping in focus their desire to grow as union leaders but also as professionals generally.

A significant highlight of 2021 was the strategic workshop for the National Executive Committee which brought together the members elected at the end of 2020 as well as members of the management team from the national office. The workshop helped establish

that all participants shared a common interest in investing more time, energy, and resources towards building a better association for its members.

Building for the Future sums up the theme of 2021 and sets the tone for the year to come. While 2018 to 2020 was about building stronger foundations and reaching a few milestones, last year we moved toward a new phase of development. We continually ask ourselves ‘How can we be an association that can bring the best value to all its members?’

Before we dive into the highlights from this past year, I would like to thank the members of the National Executive Committee, our local leaders, and our volunteers for their exceptional contribution to this association.

I would also like to thank our staff for their passion, energy, and dedication.

I thank you — all our members — for your support.

Greg Phillips
National President

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Section 1: Member Services

I. Labour Relations

Beyond the handling of the usual types of cases CAPE manages regularly, the labour relations team faced unique challenges in 2021 because of the pandemic. While CAPE was able to staff five additional positions by December 2021 to catch up in large part with the increasing need for labour relations to process new and special cases, particularly post-Phoenix, the measures taken by the Employer to manage the pandemic required quick adjustments.

In the summer of 2021, the lack of consultation followed by the quick announcement of the mandatory vaccination, and then the full adoption of the policy on October 6, saw a significant increase in the need for labour relations support. Following the announcement, CAPE received hundreds of requests for information and for assistance with the Employer's policy. Labour Relations

Officers were assigned to review those requests, and follow up with members when possible. By December, CAPE had filed over 30 formal grievances.

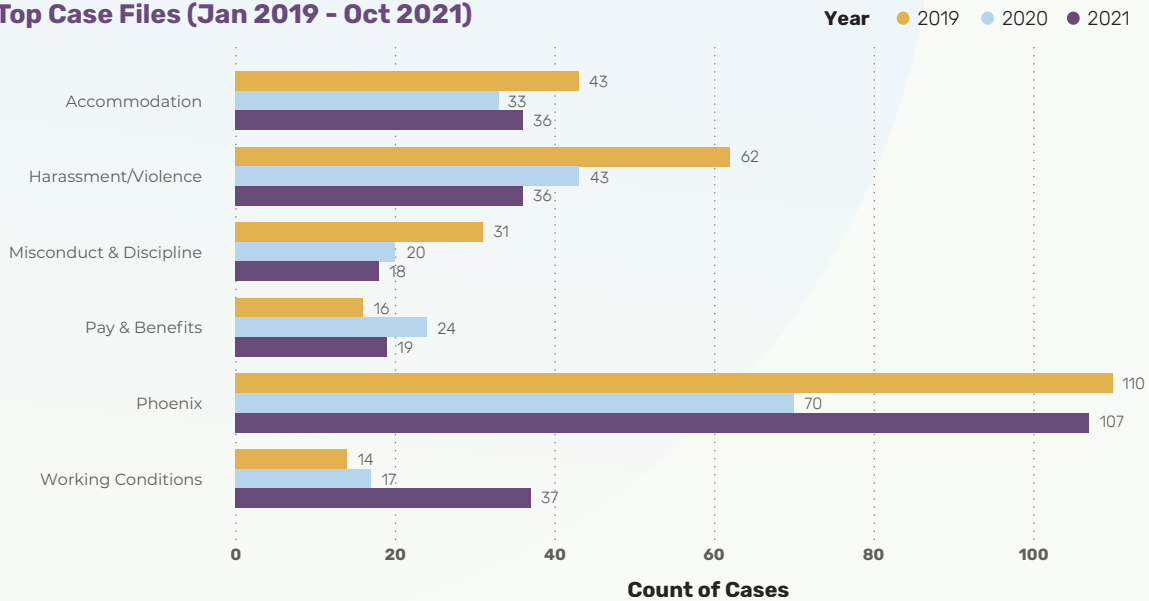
On other fronts, Labour Relations Officers saw a noticeable increase in the number of inquiries pertaining to racism and racial discrimination in the workplace, consistent with recent government efforts to address the issues more aggressively in the federal workplace. In that sense, CAPE noted greater awareness from some racialized members on their rights in the workplace and protections offered by the Canadian Human Rights Act, which translated into motivation to reach out to their association to seek guidance, a trend that will hopefully become a habit as CAPE also deploys more efforts to sensitize members on their rights and recourses.



II. Case Files

In 2021, CAPE opened 535 new cases. As illustrated in the chart below, in 2021 Phoenix issues, harassment and violence, and accommodation cases continued to make the top three of most common issues dealt with by Labour Relations Officers. While the number of cases related to Phoenix unexpectedly dipped by half in 2020, the following year they came back to numbers almost equal to those of 2019.

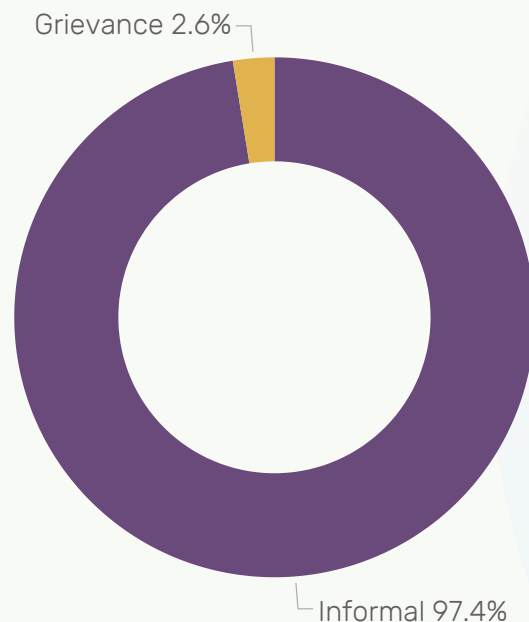
Top Case Files (Jan 2019 - Oct 2021)



Otherwise, while still a recurring issue, cases of harassment and violence have been steadily declining since 2019, which could be explained by the fact that members have been working from home since 2020 and are therefore less exposed to those risks. Worth noting is that the adoption of Bill C-65 could also have had some effect on workplace behaviour, but this is unverifiable. Please see [page seven](#) for an explanation of the bill.

For Phoenix, around 97% of cases managed were informal and less than 3% were grievances.

Phoenix Cases by File Type, October 2020 - October 2021



III. Advocacy

CAPE participated in a wide range of initiatives and discussion forums with other stakeholders to advocate for changes, improvements, and solutions to manage different issues impacting its membership. It also concluded various agreements and saw the results of years of advocacy around different initiatives it supports come to fruition in 2021, with others still ongoing.

COVID-19

CAPE has continued its participation in COVID-19-related conversations between the Employer and bargaining agents, facilitated by the National Joint Council, since March 2020. Much of the focus this year was on the temporary measures put in place because of the pandemic, the proposed workplace reintegration plans, the use of code 699, accommodation, the review of policy documents, and the introduction of the mandatory vaccination policy, among other policies.

During the 2021 consultations, CAPE reiterated its position prioritizing work from home as the option to maintain for the duration of the pandemic as being the most effective way to avoid the spread of the virus, and that accommodation should remain possible to enable those who wish to return to the workplace to do so. [CAPE, along with 12 other unions, joined together to send a letter to the president of the Treasury Board asking for centralized guidance regarding telework.](#) CAPE has also stated that it would oppose post-pandemic economic recovery measures that would cause job loss, a major concern for our membership.

CAPE has found the exchanges with the Employer this year to be at times mildly successful but often counterproductive, especially with regards to rushed consultation around new policies where unreasonable deadlines and little to no prior notice was given to allow bargaining agents to contribute to document reviews or get answers to questions or concerns — leaving no time to prepare members for upcoming changes or deal with their own inquiries.



Phoenix Memorandum of Understanding

On March 8, CAPE reached a deal with the Treasury Board providing for the compensation of its EC and TR members for damages suffered as a result of the late implementation of the Collective Agreement.

CAPE is an active participant on the Phoenix Damages Memorandum of Agreement Implementation Oversight Committee with the Treasury Board which is mandated to oversee and deal with any issues that arise with its implementation.

Leave Carry-over Memorandum of Understanding for EC and TR Members

CAPE, along with the other bargaining agents, signed a Memorandum of Understanding with the Treasury Board allowing for the progressive lifting of the automatic cash-out provisions in various collective agreements for unused vacation and compensatory leave. Rather than a complete end to the moratorium,

which would have meant a return to an automatic cash-out of excess leave beginning March 31, 2022, excess leave will be automatically cashed out at a rate of 20% per year beginning in March 2022 through to March 2026.

Employee Wellness Support Program

Back in December 2016, CAPE, along with other federal bargaining agents and the Treasury Board, signed a Memorandum of Agreement to work together on the development of the new Employee Wellness Support Program that would replace the current sick leave regime.

The memorandum was renewed in 2019, establishing the minimum standards for the Employee Wellness Support Program, and set the parameters for negotiating a final plan. However, five years after the original memorandum, negotiations

came to a halt. The Treasury Board refused to include the plan in CAPE's collective agreements, which was a key element of CAPE's initial proposal.

CAPE indicated its willingness to return to the table to resume negotiations to bring about long-needed improvements to members' sick leave coverage provided the Employer honours the agreements made in 2016 and 2019. Until then, the current sick leave regime remains in place.

Public Health Care Plan

After many years, the Treasury Board agreed to revive the negotiations of the Plan, which had not been meaningfully updated since 2006. Over the course of 2021, proposals were exchanged, and negotiations continued. Those proposals were developed through CAPE membership consultation via a

survey from 2017 to 2018. Vision care, paramedical maximums, coverage for psychological services and other benefits that impact members' health and well-being were some of the improvements pursued by bargaining agents.

Pay Equity Act

CAPE offered its initial perspective to the Treasury Board as part of a multi-bargaining agent effort regarding the implementation plans for the new Pay Equity Act that came into effect on August 31, 2021. Once established by the Employer, the Pay Equity Committee will have three years, as of August 31, 2021, to develop a pay equity plan.

Bill C-65

After several rounds of consultation to which CAPE contributed, Bill C-65 amending the Canadian Labour Code around harassment and violence finally came into force on January 1, 2021. In February 2018, CAPE's president had appeared as a witness before the House of Commons Standing Committee on Human Resources, Skills and Social Development and the Status of Persons with Disabilities to voice its opinion and to urge the adoption of Bill C-65. [Bill C-65](#) expands the obligations of federally regulated employers with respect to preventing and responding to harassment and violence in the workplace.



IV. Member Engagement

A few initiatives meant to solicit members' involvement or participation were launched to address issues related to members' health and safety or increase access to membership benefits.

Interpreters' Survey

CAPE conducted a survey of interpreters to capture the impact of remote interpretation on their working conditions since Parliament started virtual sittings because of the COVID-19 pandemic. The findings of the survey revealed a significant increase in remote simultaneous interpretation, unsafe working conditions which hurt or injured the interpreters or put them at risk of injury, and the gloomy outlook if working conditions do not improve.

Prior to this, CAPE had submitted a written [brief with six recommendations](#) to the House of Commons Standing Committee

on Official Languages (LANG) in the context of the study on Challenges of the Parliamentary Interpretation Service in the Context of COVID-19.

In May, the committee [tabled its report](#) to Parliament which mentioned CAPE and included one of its recommendations, however the matter is not yet resolved.

Member Registration

CAPE launched a nation-wide registration campaign by mail to reach non-registered members to make sure they learn more about CAPE and understand the need to register to enjoy the full benefits of their membership. More efforts involving locals will be deployed in 2022.

From this point onward, calls to register will be issued more regularly through CAPE's communication vehicles to the membership.

V. Collective Bargaining

2021 marked the beginning of the cycle for the renewal of all four collective agreements CAPE negotiates, all of which expire between September 2021 and June 2022.

All the collective bargaining committees for all four occupational groups CAPE represents, that is TR, EC, Library of Parliament and Office of the Parliamentary Budget Officer, were established and surveys were either rolled out or are in the process of being rolled out. The surveys are a key part of the bargaining process meant to ensure members can voice their asks and preferences ahead of each round of collective bargaining.

One of the top issues CAPE is putting on the table is its members' ability to continue to telework post-pandemic if they prefer.

The first collective agreement to expire was for the Office of the Parliamentary Budget Officer group on September 20, 2021. CAPE began negotiations in early August and reached a tentative agreement in November. The deal which includes an 8.4% wage increase over four years along with a \$1,000 signing bonus was ratified by the membership on December 8, 2021.

Notice to bargaining was also served on December 21, 2021, to commence the bargaining process for the TR group whose collective agreement is set to expire on April 18, 2022.

The bargaining committees have also been assembled for the remaining two bargaining units (EC and Library of Parliament) whose collective agreements are set to expire in June of 2022. The collective bargaining survey was launched in December for the EC group. The results of the survey will help the Collective Bargaining Committee set the list of proposals to bring to the table when it commences bargaining in early 2022.



VI. Education and Training

CAPE invested more resources in education and training to better meet the knowledge needs of National Executive Committee leaders, Local Presidents, Stewards and members in general.

Training and Information Sessions for National Executive Committee Members and Local Leaders

A brand new series of training and knowledge sessions were offered to National Executive Committee members. Those included a full day onboarding held on January 29, 2021, that covered a range of subjects including the fundamentals of board governance and fiduciary responsibilities.

National Executive Committee members were also offered training to help understand and better use Bourinot's

Rules of Order, which outlines the rules of procedures to manage meetings and members' interactions during meetings. The training was held on September 16.

In October CAPE offered information sessions about the legalities of the federal vaccination mandate, both to members of the National Executive Committee and to Local Presidents.

Knowledge Sharing: Bill C-65

In July, CAPE offered training on the new regulations on Harassment and Violence in the Workplace covered in Bill C-65, which had come into force on January 1, 2021. The training was extended to the National Executive Committee, as well as local leaders, with a total of four events in both official languages.

Speaker Series: Working in French in the Federal Public Service

As part of the Speaker Series launched in 2020, in March CAPE presented a panel discussion dedicated to the French speaking experience in the federal public service, with two guest experts on institutional bilingualism invited to discuss the challenges faced by Francophones in the federal workplace and discuss strategies to help improve their working conditions as Francophones.



Upgraded Steward and Local Leadership Training Program

It has been critical for a while now that CAPE review and improve the content of its leadership training program. CAPE prepared to launch a new set of Stewards and Local Officer training to meet the minimum of training required which will be rolled out January and March of 2022. The National Executive Committee has also now made Steward training mandatory.

Knowledge Sharing

As part of CAPE's mandate to provide access to useful and relevant information, CAPE has been very keen on investing in knowledge products that members could use to navigate specific issues related to their collective agreements or the workplace generally, such as parental and maternity leave, performance reviews, right to refuse work, among others. CAPE published [a brief on Bill C-65](#) in late 2021, and with new resources envisaged to strengthen CAPE's offering on the knowledge front, plans to produce more in the future.

VII. Government Relations and Stakeholder Collaborations

Throughout the year, CAPE has connected with decision-makers and elected officials of various political affiliations and high-level public service officials to advance members' interest.

Elected and Government Officials

In February CAPE met with the [Honourable Erin O'Toole](#) in his capacity as the Leader of the Official Opposition. In March CAPE [met with Annamie Paul](#) in her capacity as leader of the Green Party of Canada.

On June 30, CAPE also met [with Brenda Lucki](#), RCMP Commissioner, and Gail Johnson, RCMP Chief Human Resources Officer, to raise concerns voiced by members including the deeming process. Commissioner Lucki reinforced her desire to work on a solution and committed to

continuing the dialogue. This meeting built on the various advocacy efforts by CAPE concerning the urgent need for consultations and communicating with their employees around the deeming process for RCMP civilian members.

The efforts also included meeting requests with Christine Donoghue, the new Chief Human Resources Officer, Treasury Board and Marie-Chantal Girard, Interim Assistant Deputy Minister, Employment Conditions and Labour Relations, Treasury Board.

Federal Election Questionnaire

In the lead-up to the federal election, CAPE reached out to all five political parties represented in Parliament with questions related to federal public service employees, and most relevant to members specifically. The questionnaire was not only a way to know where they stood on various issues of importance to members, but to bring CAPE's priorities to their attention and make an indirect statement. CAPE received responses from four of the five parties and all answers received were shared with members and [made public on CAPE's website](#).

Working Groups and Special Interest Groups

CAPE's involvement in working groups is essential to advancing its advocacy and knowledge objectives but also to forge strong partnerships and to position CAPE as policy leader and influencer. Working groups are forums that can help protect and

advance members' interests. CAPE's involvement also helps make sure member's voices are heard.

CAPE has increased its involvement with equity-deserving groups. CAPE met with the new president of the Federal Black Employee Caucus (FBEC), Jean-Sibert Lapolice, in December, during which it reaffirmed its commitment to collaborating with FBEC through its role on FBEC's Union Advisory Committee.

CAPE plans to roll out a plan in 2022 to connect with a broad range of special interest groups active within the federal government to better understand their unique challenges in the workplace and to motivate members of their communities – who are CAPE members – to get involved in union activities as a way to increase their representation and elevate their voice within CAPE's volunteer community.

Task Forces, Working Groups and Technical Committees

CAPE is involved in over 16 stakeholder groups at any given time. CAPE participates in various working groups to discuss technical issues like your healthcare plan, pension, sick leave, Phoenix, wellness and mental health, pay equity, employment equity, artificial intelligence as it relates to the workplace, the pandemic, and more.

National Joint Council Committees

In 2021 CAPE continued to be actively involved in the COVID-19 Task Force to deal with the pandemic, Code 699 problems, accommodation, and the mandatory vaccination policy. CAPE also participates in the following committees: Dental Care Board of Management, Government Travel, Joint Employment Equity, Official Languages, Relocation, Service-Wide Committee on Occupational Health and Safety, Work Force Adjustment, and the Public Service Commission.

Canadian Labour Congress

Further to the membership vote in favour of joining the Canadian Labour Congress (CLC) in 2020, CAPE joined CLC's activities as [new affiliate in January 2021](#). CAPE's president became a vice-president of the CLC and member of the Canadian Counsel. CAPE also later participated in the CLC convention in June – joining over 4,000 people virtually. CAPE employees also signed on to nine CLC committees to share knowledge and enhance their capacity on various fronts including the National Political Action Committee, the Employment Equity Working Group and the Health and Safety Advisor Committee. Our participation in these committees has been helpful especially in a year with a federal election and the challenges brought about by the COVID-19 pandemic.

Section 2:

Leadership Community

I. National Executive Committee

A new [National Executive Committee](#) was elected in December 2020 with new and returning members. Resuming National Executive Committee meetings in January 2021, members then met monthly to fulfill their fiduciary duties. The National Executive Committee also created new sub-committees, received training, and participated in a strategic workshop that helped deliver clear direction for the next three years.

New Sub-committees

Adding to the [list of sub-committees](#) already in place, the National Executive Committee created three new ones to tackle emerging issues:

1. The [Digital Disruption and Transformation Sub-committee](#) will consider the future of an enhanced workforce given the ongoing digital transformation, implications to the Public Service of Canada and the need to start focusing on the impacts of digital disruptions to the system and to employees on a short- and long-term basis.
2. The [Equity, Diversity and Inclusion Sub-committee](#) was created to develop an action plan, for approval by the National Executive Committee, for CAPE to produce better diversity, equity and inclusive outcomes in its services to members and as an employer, and to boost diversity amongst its volunteer community.
3. The [Voting Sub-committee](#) was created to address low voting turnout within CAPE's member community by examining voting initiatives and incentives used by other unions to learn and build upon their engagement strategies.

National Executive Committee Strategic Workshop

Members of the National Executive Committee participated in a two-day strategic workshop in September, with the purpose to consolidate CAPE's vision toward 2023 and to establish priorities for the next three years. Improving the quality of member support and representation was identified as top priority by both the National Executive

Committee and the management team, as well as the need to create more value for the entire membership. The necessity to mobilize additional resources was recognized as key to supporting CAPE's modernization and growth, which led to a decision to propose a dues increase to the membership.

II. Locals, Regional Councils, Presidents' Council and Local Leadership Council

President Greg Phillips participated in 29 virtual AGMs this year. The turn out was lower than in-person meetings, likely due in large part to the virtual nature and the pandemic. The president was happy to meet with members from the NCR and regional locals.

The president also met with the local leadership council, the Presidents' Council and the Regional Councils in the Atlantic region and Quebec to go over topics like budget, COVID-19, and Bill C-65. The top issues discussed with members were the impact of the pandemic on members' workplace situation and next steps, the mandatory vaccination policy, and the dues increase proposal, among others.

CAPE offered an information session about the legal aspects and implications of the mandatory vaccination policy to the Local Leadership Council, offered by CAPE's lawyers at Goldblatt Partners.



Section 3: Operational Updates

I. Management

In May, the **management team** launched a full review of CAPE's organizational effectiveness, which involved a review of corporate priorities in the short term. The question that launched this process was 'how do we build an association that meets its mandate, while managing competing priorities and striving to meet our members' expectations, when dealing with limited resources?' This led to delivering a list of member-focused strategic priorities that were presented to the National Executive Committee at their strategic workshop in September.

Those are:

- Strengthening membership representation and legal advocacy
- Ensuring robust collective bargaining preparation and commencement
- Ensuring timely and relevant communications and reporting
- Conducting key advocacy initiatives and campaigns
- Continuing work to increase influence within the National Joint Council, with other bargaining agents, and across the union community and the government in general
- Conducting key education and training to empower leaders, locals, volunteers, and members in general
- Continuing work to ensuring quality support the National Executive Committee
- Developing policies and procedures to ensure clarity and transparency

II. Workforce Planning

New Hires

CAPE filled five vacant positions and hired six more experts in areas of education, communication, finance, representation and management. CAPE also hired five term employees for short term projects including data entry and the implementation of the employer's COVID-19 vaccination policy. Recruitment has been challenging due to market conditions

putting recruiting organizations at a disadvantage, especially in the crowded Ottawa labour sector where all the major federal unions compete for similar skills and expertise. CAPE will be exploring new recruiting strategies in 2022 and look at adopting a new approach to talent recruitment and retention.

New Positions

Due to increased membership, which has caused a lagging behind in the ratio of members to Labour Relation Officers, new positions were required to meet the demand and service needs of the membership. The National Executive Committee approved the creation of six additional positions in May and the membership approved the creation of ten additional positions included in the budgets adopted in November. Staffing of the ten additional positions was postponed to 2022.

Office Relocation

For over a decade, CAPE had been exploring the possibility of relocating its headquarters to better manage the limitations of its current office. CAPE sought outside expertise to find options that delivered greater value for money. With a few options on the table, in October the National Executive Committee approved a decision to relocate in 2022, settling on an office previously rented by a federal government agency in downtown Ottawa. The pandemic led to a sudden peak in downtown office vacancies which gave CAPE negotiation leverage to secure a new space that better serves our needs at a competitive cost.

III. Information Technology and Management

MS Dynamics - New Membership Portal

The MS Dynamics project is a new member portal launched in December after a few years in the making. The new member portal is designed to ease member registration, to help members access information that matters to them, and to manage their account. The new portal also relies on technology built to offer greater cyber security.

IM and IT Security Upgrades

With a risk management approach to cyber security, CAPE has updated several of its security systems and implemented new tools and technologies to better manage its operations and better serve its members.

Section 4:

Finance and Budget

CAPE is working to ensure that its resources are used efficiently and appropriately. Over the course of the last year, the Finance department has done extensive work to strengthen CAPE's internal controls, minimize risk, and document all major policies and procedures. These steps are moving the finance department towards its overarching goal of becoming a "best in class" business partner to CAPE and its members.

CAPE closed out the 2020-2021 fiscal year with an excess of revenues over expenses in the amount of \$3.3M. CAPE received membership dues totaling \$11.6M, which represents approximately 22,000 members. The ongoing COVID-19 pandemic resulted in a temporary decrease in expenses, as CAPE has not been incurring costs related to travel or in-person meetings.

CAPE's restricted and unrestricted funds invested with Cumberland Private Wealth Management continue to perform strongly. The investments earned a combined amount of \$488,000 in interest, which translates to a return of 1.95% on the original funds invested. As of December 31, 2021, the restricted (or defense) fund had \$7.8M in assets invested and the unrestricted fund had \$7.6M in assets invested.

CAPE in numbers

TOTAL MEMBERS **22 466**

21 045

EC MEMBERS

829

TR MEMBERS

458

RCMP MEMBERS

115

LIBRARY OF PARLIAMENT
MEMBERS

19

OFFICE OF THE
PARLIAMENTARY BUDGET
OFFICER MEMBERS

Budget 2021

CAPE Fiscal Year is May 1 to April 30. Budgets for each fiscal year included in the calendar year are reflected here.

Line #		2020/2021	2021/2022
1	Revenue	9,732,422	12,470,000
	1.1 Dues	9,522,022	11,920,000
	1.2 Associate dues	-	-
	1.3 Interest (Investments)	200,000	550,000
	1.4 Recovery of unsupported expenses	10,400	-
2	Salaries & Benefits	5,340,095	7,150,000
	2.1 Management	1,089,512	1,650,000
	2.2 Staff	2,912,713	3,920,000
	2.3 Pension	669,125	820,000
	2.4 Benefits	550,000	410,000
	2.5 Comp/Vacation	88,745	350,000
	2.6 Vice-Presidents	30,000	-
3	Staff Severance Pay	58,202	110,000
4	Management Severance Pay	94,925	200,000
5	Communication	193,000	295,000
	5.1 External Printing	-	5,000
	5.2 Postage	3,000	20,000
	5.3 Translation	75,000	50,000
	5.4 Telephone	50,000	55,000
	5.5 Internet	10,000	10,000
	5.6 Promotional Material	55,000	155,000
6	Training and Development	250,000	355,000
	Members' and Stewards' Training	-	-
	6.1 Accommodations&Food	25,000	50,000
	6.2 Travel	65,000	90,000
	6.3 Salary reimbursement	30,000	55,000
	6.4 Staff development	60,000	75,000
	6.5 Mgt. Development	25,000	40,000
	6.6 President Development	10,000	10,000
	6.7 Language training	35,000	35,000
7	Professional Fees	995,000	1,780,000
	7.1 Legal - Members	200,000	360,000
	7.2 Legal - Bylaw 5, Constitution	100,000	100,000
	7.3 Legal - Internal	200,000	325,000
	7.4 Legal - Contingency Fund	85,000	85,000
	7.5 Mgmt fees - Cash and Pension Investments	200,000	200,000
	7.6 Consultants fees	150,000	650,000
	7.7 Audit	60,000	60,000
8	Office Expense	134,000	206,000
	8.1 Supplies	40,000	50,000
	8.2 Rental of equipment	10,000	12,000
	8.3 Reference material	20,000	30,000
	8.4 Repairs and maintenance	5,000	5,000
	8.5 Delivery	5,000	-
	8.6 Insurance	30,000	50,000
	8.7 Bank charges	4,000	4,000
	8.8 Miscellaneous	20,000	55,000
9	Equipment	155,000	55,000
	9.1 Business Equipment	105,000	55,000
	9.2 Office Furniture	50,000	-
10	Rent and Operating Expenses	861,400	861,400
	10.1 Rent	425,000	425,000
	10.2 Operating	436,400	436,400
11	Computer Expense	312,500	312,500
	11.1 Web site/DLT	60,000	20,000
	11.2 Maintenance	190,000	160,000
	11.3 Minor capital Purchases (<\$1,000)	15,000	2,000
	11.4 Software	27,500	-
	11.5 Programming	20,000	-
12	Travel	135,000	145,000
	12.1 LRO representational services	50,000	75,000
	12.2 Conferences	73,000	50,000
	12.3 President travel	12,000	20,000
13	Meetings	546,500	550,000
	13.1 AGM/MBM	100,000	60,000
	13.2 National Executive	200,000	150,000
	13.3 Committees	45,000	45,000
	13.4 LLC / Presidents' Council	15,000	15,000
	13.5 Transportation	7,000	-
	13.6 Salary reimbursement	102,000	125,000
	13.7 Business Luncheons	5,000	5,000
	13.8 Staff	7,500	10,000
	13.9 Mobilization, Engagement, Educ.	10,000	20,000
	13.10 Candidate's Forum	15,000	15,000
	13.11 Regional councils	35,000	20,000
	13.12 President Regional Council Travel	-	5,000
	13.13 NEC Special Meetings	5,000	80,000
14	Collective Bargaining	75,000	150,000
15	Fees Affiliation	25,000	275,000
	15.1 CLC per capita taxes	-	225,000
	15.2 CLC Convention	-	50,000
16	Local Rebates	160,000	190,000
	16.1 Local Rebates	35,000	40,000
	16.2 Nationally Managed Local Exp.	100,000	115,000
	16.3 Travel to Locals: President	25,000	35,000
17	Contributions	2,500	2,500
19	Contingency	350,000	650,000
	19.1 Executive	150,000	300,000
	19.2 Administrative	100,000	150,000
	19.3 Leasehold improvements	100,000	200,000
Total expenses		9,688,122	13,156,900
Surplus (Deficit) Operational		-	(686,900)
20	Amortization	-	100,000
Surplus (Deficit) End of Period		44,300	(786,900)

National Executive Committee 2021-2023

CAPE held elections in November 2021 for the following vacancies: two EC directors, two TR directors, one Library of Parliament director and one Office of the Parliamentary Budget Officer director. We only received nominations for the EC director positions.

#	Name	Role	Affiliation	Category
1.	Greg Phillips	President	President	
2.	Camille Awada	Vice-President	Statistics Canada	EC/Library of Parliament/Office of the Parliamentary Budget Officer
3.	André Picotte	Vice-President	Translation Bureau-Public Services and Procurement Canada	TR
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23.	Alexander Butler*	Director	Public Services and Procurement Canada	EC
24.	Pinelopi Makrodimitris*	Director	Transport Canada	EC

*Mandates began in 2022

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Audrey Lizotte – Director, Policy and Negotiations, and General Counsel

Jennifer George – Senior Advisor to the President

Katia Theriault – Director of Communications

Sharon Salter – Director of Finance

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