CIPP
IPPM

Annual Report 2026

About Us

The Civic Institute of Professional Personnel (CIPP) is the union for municipal professionals in the Ottawa region. We advocate for our members and for the kind of communities we know we can have – healthy, fair, and thriving.

CIPP members are the professionals who work for the people of Ottawa. Members work together to advocate for themselves, quality public services, and our community.



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President Report

Our union has grown by leaps and bounds over the last few years.

As your President, it has been inspiring to see hundreds of CIPP members come together to put pressure on your employer for better outcomes in bargaining.

Your bargaining team has continued to put forward strong, evidence-based bargaining proposals. And now, more than ever, the CIPP membership is standing with them to let the employer know that it's time for respect. Bargaining with the City of Ottawa has been our top priority for 2026. Your entire CIPP team has come together to represent you at the negotiating table and to support members to put pressure on the employer. We have made important advances in the strength that we bring to the bargaining table. It will be important that CIPP members continue to build our union's power for the years ahead and future rounds of bargaining.

> "It has been inspiring to see hundreds of CIPP members come together to put pressure on your employer for better outcomes in bargaining.

Through Connect, our new member network, over a hundred members have come together throughout the year in meetings and retreats to discuss bargaining, build union power and to take action that puts pressure on the employer. Hundreds of members joined Connect



in participating in our two days of action and the 2026 CIPP Van Tour. Through the Van Tour, Connect members and staff visited 18 worksites and met with over 300 CIPP members.

We continue to consult with the employer outside of the bargaining process to communicate your issues and concerns. And to ensure strong communication with your employer. We have ongoing consultation bodies with Ottawa Public Health, the Ottawa Paramedic Service, and Ottawa Community Housing (OCH).

And our Labour Relations team continues to be in close contact with any member who needs support with a work-related challenge or even just clarification of a collective agreement entitlement. We have a top-notch Labour Relations team that has been providing our members with expert advice for many years. Our team continues to support members facing challenges in terms of hybrid work. We continue to push on our policy grievance and to make individual grievances available to members. We have also resolved a number of hybrid work issues directly with management for a positive result.

Your CIPP board of directors continues to provide oversight and strategic direction for our union. This year, our board of directors is as strong as ever, improving our monitoring and evaluation of our progress in meeting strategic objectives and maintaining strong fiscal oversight.

CIPP members continue to come forward, contributing their time and energy to strengthening our union. Your investment in your union in 2026 has been unparalleled. And to continue to push for the results we want in bargaining, we will need to take it even further in 2027!

Beverley Croft
President



Executive Director Report

At the AGM in 2024, CIPP members passed a resolution to launch a member network. That was the beginning of major changes in your union.

Since then, we have hired a union organizer, built a structure for members to come together to build union power, and connected with hundreds of members. Many of these members had never had contact with the union before.

Your Labour Relations team continues to provide you with expert individual support to address challenges at work. And in 2026, the volume and variety of issues and cases our team assisted with was greater than ever. Whether you have questions about entitlements in your collective agreement, challenges accessing those entitlements or you need guidance to manage a challenging dynamic at work – our team is always there to support you.

And now you and your colleagues are focused on building union power.

We've seen the beginning of the results of this work. In the most recent round of bargaining with the City of Ottawa, the employer was at the negotiating table before the expiration of your contract with representatives who were empowered to bargain. This is a first in recent history. And this was only accomplished because CIPP members came together over the past couple of years to put pressure on the employer.

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Your employer is aware that CIPP members are paying attention and engaging in the bargaining process in a new way.

And this is just the very beginning. As CIPP members come together and forge strong connections, we will be able to put to use a wider range of tried and tested union tactics. Over the last year, CIPP members held our first rally, multiple days of action and came out across the city to participate in the 2026 Van Tour.

The Van Tour allowed us to connect with over 300 members in 18 workplaces. We were able to provide in-person updates on bargaining, discuss challenges faced by specific teams, and build relationships that make our union strong.

The message you have sent to the employer this year is clear – it is time for respect.

You expect and deserve fair pay and meaningful participation of your employer in the bargaining process.

Your union team has invested more than ever in making sure you have the information you need to understand and participate in the bargaining process. We provided regular townhall discussions, ongoing bargaining updates, and many in-person opportunities to discuss bargaining. We have updated the CIPP website to ensure the information you and your colleagues need is easily at hand.

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This work places us in a strong position as we prepare for our next round of bargaining with Ottawa Community Housing (OCH) in 2027. Our ongoing consultation body with this employer ensures that ongoing communication is maintained and that the CIPP team is informed about the experiences of members employed at OCH.

You and your colleagues have demonstrated that you are ready to take action to get better outcomes in bargaining. We have seen initial gains, and we will continue to work together to increase pressure on the employer to get the results you deserve.

Peter Bleyer
Executive Director



Treasurer Report

Q3 Report

The third quarter report for 2026 shows total revenue of $1,475,657 and expenses of $1,362,489. CIPP remains in good financial standing. Thanks to stable revenues and sustainable investments and with the benefit of strong and consistent oversight, CIPP's financial outlook continues to be positive.

Our Strategic Activities Reserve (SAR) is currently at the $2,350,000 cap set by the Board of Directors in 2022. This cap will rise to $3,500,000 at year end. The SAR is available to support priorities identified by the membership through the Board of Directors. It ensures that strategic and timely investment is made to meet immediate and evolving membership needs. These resources have most recently contributed to the work to build union power. CIPP's unallocated reserves have expanded from $1,864,556 at the end of 2025 to $1,975,260.

The Restricted Operating Reserve (ROR) remains at $350,000 and will rise to $500,000 at year end. The ROR ensures that our union is prepared to maintain a high standard of operations regardless of any organizational emergency. Both the SAR and ROR are critically important resources for our union.

2027 Budget

Our budget for 2027 reflects the ongoing work to build union power and ensure that members continue to have access to high-quality services when they need them. We are committed to continuing to build our power to push for better results in bargaining while also investing in the union's long-term financial health. The budget ensures that the labour relations services, that are at the core of CIPP work are well resourced. As well as continuing to invest in the tools and capacity that support our members to build power and advocate for your interests.

Finance Committee Members

Mike Bureau - Treasurer

Matthew Moore

Shen Bai

Wendy Schurman

Andrew Gleeson



Labour Relations Report

Your CIPP Labour Relations Team continues year after year to build capacity to continue to represent you at the negotiation table and with your individual concerns.

Your team of labour relations experts is available to ensure you are informed about your rights and options so that you can choose how to resolve any work-related challenge. We are focused on working with and for our members to achieve and negotiate positive and better outcomes for you.

> Your team of labour relations experts is available for you.

This year we welcome Luisa as a new Labour Relations Officer. She joined the team to support members' increased challenges with hybrid work and provided increased support during bargaining. This allows us to continue to provide consistent support to members on a range of increasingly common workplace issues, including workplace accommodations and workplace harassment and discrimination.

Hybrid work remains a priority for many members, as a majority of our membership employed at the City of Ottawa have hybrid work arrangements. In March, we met with all City General Managers to discuss the importance and value of hybrid work for our members. We continue to work with members to resolve individual issues with hybrid work arrangements. Where members have been denied their collective agreement right to be individually assessed and not be unreasonably denied hybrid work, we have escalated their issues, including filing of grievances.

Our members at Fleet Services have faced a complete pause in their access to hybrid work. This is not in keeping with our collective agreement. As a result, our team has been in the workplace meeting with members to ensure we have a clear understanding of what they are facing. We subsequently filed a policy grievance regarding hybrid work, to argue that a prohibition on hybrid work violates our members' collective agreement rights.

Beyond support for individual challenges, our team is in ongoing communication with your employers. We continued consultations with specific groups through 2026, including long-term care, Ottawa Public Health, Ottawa Paramedic Services, and Ottawa Community Housing. We advocated for specific issues affecting these groups through the consultation sessions and, where applicable, at the bargaining table.

In 2026, bargaining with the City of Ottawa was a top priority for our team. We started the year with a clear bargaining mandate from you: that it is time for respect, fair pay increases, and

entitlements that keep pace with the broader economic context and reflect our members' diverse needs.

We met with the City of Ottawa more than 12 times in 2026 to advance our members' demands through well-researched and evidence-based proposals. The bargaining team was strongly supported by our members, who proudly demonstrated their support for this ongoing round through initiatives such as the Bargaining Expectations Petition and Days of Action.

While real progress was made at the bargaining table, the City has not offered enough. As a result, we declared a bargaining impasse in July 2026. CIPP members and bargaining team continue to push hard for better results at the negotiating table.

Julie Lallier-Michau
Labour Relations Team Lead



Connect Letters

Over the past year, the CIPP Connect Member Network has continued to grow. Across City of Ottawa worksites, members are taking on leadership and getting engaged in record numbers.

Hundreds of CIPP members participated in Days of Action by wearing their union blues, making your union strength visible across City of Ottawa worksites. Hundreds more came out to the CIPP Van Tour to connect with your bargaining team, discuss workplace concerns, and show your support for your bargaining demands.

CIPP Connect is what makes these events possible. Behind every blue shirt or CIPP lanyard is a Connect leader, raising awareness and bringing their colleagues onboard.

The following letters from Connect leaders highlight what we can accomplish when CIPP members get organized and take action together. There's a role for each and every member in building the union power needed to win the working conditions that you deserve. I encourage you to join us!

Hannah Kaya
Organizer









Allan Dykstra

Allan is a Strategic Program and Project Officer in Emergency Management with Ottawa Public Health

Like many folks, I have often found joy in connecting and collaborating with others to help shape the world around us into its healthiest, strongest, and most vibrant form. Community garage sales, sports teams, strawberry socials, and family reunions are the best kind of jam. Over time I learnt about unions and noticed they were often working in the same spirit. Union members helped shape labour protections, advance human rights, and organize people around shared goals.

I've had the chance to experience different roles in CUPE, OPSEU, and of course CIPP. Sometimes more extensive roles leading caucuses, serving as a steward, participating on bargaining teams, or sitting on a union executive. More often, I was simply a member.

Something that has become clearer to me is that many people think of unions transactionally. As organizations members pay to negotiate contracts, answer questions, represent members, and help resolve workplace disputes. Some people also worry that unions can protect employees who should not be given another chance or rely too heavily on seniority. And to be fair, unions find themselves in all those conversations.

That's said, I personally think that focus is off. Rather, at their heart unions are simply groups of people who work together to have a say in their workplace. Unions aren't something that exists apart from their members. The members are the union. Members elect leaders, set priorities, decide how resources are used, and help shape the organization's direction. They contribute not only dues, but also their time, complaints, experiences and perspectives. Whether through bargaining, grievances, townhalls, solidarity events, or everyday conversations, it's members working together to influence the workplace around them. The same members often collaborate internally in an organization and have success there as well. The union is just another powerful avenue to have impact.

> I've learned that data and arguments are helpful, but they don't matter much if you and I don't leverage our biggest strength: our numbers.

At CIPP, I've learned that CONNECT is a pathway into that conversation. I joined, and I've been fortunate to meet people from across the City who care about their coworkers, their workplace, and their community. They're not all leaders, activists, or experts. They're ordinary people contributing a little of their time and perspective because they want to make things better.

In many ways, that reminds me of those sports teams and strawberry socials. Just people coming together, contributing what they can, and helping shape the world around them into its healthiest, strongest, and most vibrant form.





Ann Jolly

Ann is an Epidemiologist with the Epidemiology and Evidence Unit at Ottawa Public Health.

I remember getting into the old propane fuelled bus in – 30 °C with 30 gold miners to go to Giant Yellowknife Mine. We extracted gold from the rock containing arsenic, using a cyanide solution to separate the gold dust from the rest of the rock. This was my first experience of a union, and it saved lives!

I am Ann Jolly and I am an epidemiologist with Ottawa Public Health (OPH); we compile, analyze, and interpret data on health and disease to guide health decisions. I am happy working with CIPP members to promote our needs in our workplaces. Through our union I attended training and learned to engage with colleagues from OPH and listen carefully to their experiences. Many have expressed frustration and indignation over workloads, compensation, and benefits. Some are anxious over childcare arrangements and the return to work policies, where 30 minutes delay in children's pick up and drop off makes a world of difference.

I have also met many times with other union members from across the City of Ottawa, including engineers, paramedics and communications staff. I enjoyed hearing perspectives from others, especially about their experiences of managements directives. Sharing that diversity makes us a stronger, more flexible union.

I am happy to have been able to speak with so many CIPP members and learn about what matters to them through the Bargaining Expectations Petition campaign. We celebrated the 70% of us who signed the petition, expressed our demand for respect, and solidified our resolve. The response to the petition from management was an important sign that our demands were being heard, and we started down a road to a better contract and recognition for the work we do.



Julian Alvarez-Barkham

Julian is a Planning Forester in Climate Change and Resiliency with Strategic Initiatives at the City of Ottawa.

Since joining the City of Ottawa's Natural Systems team as a Planning Forester, in late 2023, I've had the pleasure of meeting some wonderful people and learning about the valuable work they do for Ottawa and its citizens. As much as the complexity and scope of the work impresses me, the experience of working within such a large entity can sometimes feel daunting, and a bit alienating.

Initially, my engagement with CIPP membership was passive. I kept an eye on the CIPP newsletters and signed the 2026 Bargaining Expectations Petition when it was circulated during the spring of 2025. It was an easy step to take and aligned with my beliefs about the importance of unions in helping achieve better working conditions for their members, and ultimately all workers. Not to mention, it would be nice to have more coverage for the occasional massage visit.

In the lead up to the March 10th Day of Action, I swung by a CIPP tabling event - initially lured by the promise of coffee & donuts – and got the chance to chat with some members of the CIPP Team, and a particularly passionate member of the Connect team of volunteers. The idea of being able to support the work of our negotiation team, through engagement with other interested members, was highly appealing. Some of the highlights of this year have revolved around volunteering my time with the team and getting to know other members of CIPP. Through my involvement with Connect, I feel that I have gained a valuable sense of perspective about the organization as a whole and of my place within it. This awareness has deepened my appreciation for our city, and for the complexity and scale of what CIPP members (along with our CUPE colleagues) help achieve for our communities. As I go about my day, I notice and appreciate more deeply the results of that hard work, as well as the vast potential of our city.



Ahmad Luqman

Ahmad is a Program & Policy Consultant with the Community Safety & Well-Being Office at the City of Ottawa.

Thanks to CIPP Connect, I learned I had advocacy backwards. When I joined CSSD's Community Safety and Well-Being Office in 2023, after 15 years in social services, I thought I knew a thing or two about advocating for change. My formula was: get a seat at the table, use data to make a convincing argument, and make lots of noise. Right? Well, kind of...

Through CIPP Connect, I've come to see advocacy in a whole new light. I've learned that data and arguments are helpful, but they don't matter much if you and I don't leverage our biggest strength: our numbers.

> I've learned that data and arguments are helpful, but they don't matter much if you and I don't leverage our biggest strength: our numbers.

Under the guidance of CIPP's full-time organizer, Hannah Kaya, a small group of us joined Connect and started learning a method called Organizing for Power - you can check it out at organizing4power.org. This wasn't some boutique training dreamed up by a consultant. This is a science, developed over decades with huge numbers of workers, organized into clear, structured steps, and producing replicable wins around the world.

I was in this training with over 2,000 allies from around the world. It was simultaneously translated into 7 or 8 languages. We were all learning how different groups - farm hands, nurses, teachers, tenants - used the same principles to overcome steep odds and powerful institutions to change their lives for the better. I was really inspired!

Our approach in Connect is straightforward: we do member-to-member organizing. We find the organic leaders in our workplaces - the people our coworkers already go to for help or advice - we have real one-on-one conversations about what matters to people, and we show our collective power by taking action together, with each action a little bigger than the last.

Our first test of that was simple: could we get a supermajority (usually over 705%) of CIPP members to sign the Bargaining Expectations Petition to kick off contract negotiations by November 2025? Signing a petition with your coworkers might seem small, but it's how we prove to ourselves and to the employer how organized we really are.

To be honest, I wasn't sure we would get there. In August, we were only at about 25%. Reaching out to colleagues I know, and some I only know of, to ask them to sign was uncomfortable, but I knew it was necessary.

By sticking with the process (and with some help from stoked anger around the return-to-office mandate) you all responded in droves. By November, we reached that supermajority. Because you signed, the employer had to come to bargaining with a level of respect we hadn't seen in past rounds.

Now I wasn't just inspired, I was a full-on believer.

CIPP Connect continues to grow, and I'm so lucky to meet people from across the City who are determined to change their lives for the better.

The path is clear, and it starts with a simple realization: You are the Union.



Jared Mayhew

Jared is a Wastewater Process Engineer at the City of Ottawa

I joined the City of Ottawa in December 2019 as an Engineer in Training (EIT) with Wastewater Collection before achieving my P.Eng in 2021 and moving into a Process Engineer position with the same group. Throughout this time, I was passively aware of CIPP, I would read through the email updates, but I didn't really see my colleagues get involved or going to events. I was interested in doing more, but I wasn't sure if my participation would make a difference, and I was hesitant to be the only one going from Robert O. Pickard Environmental Centre (ROPEC).

In 2024 I saw that the CIPP AGM was within walking distance of my home and I thought "Ok, I really don't have an excuse this time, I should probably check this out!" So, I went by myself (although I met some amazing CIPP members while I was there!) and witnessed the launch of CIPP Connect. CIPP Connect was presented as a way to have members throughout CIPP regularly engage with other members in their workplaces to drive progress on our union's goals and priorities. It seemed like something tangible that I could actually help with, and a way to get our workplace more involved. So shortly after I signed up to be a CIPP Connect member.

> Immediately upon joining, I felt incredibly welcomed by the group of CIPP staff and the other Connect members!

Immediately upon joining, I felt incredibly welcomed by the group of CIPP staff and the other Connect members! At these early meetings we discussed the idea of the CIPP Bargaining Expectations Petition and how we could reach out to our coworkers, and having a manageable goal of reaching out to a small number of people felt like a way to actually start making a difference.



Once I started reaching out to my colleagues, I was amazed at how eager many of them were to not only sign the petition, but to help reach out to people they knew in other departments to see if they would sign as well. I was seeing the power of CIPP Connect and union membership in real time!

Throughout the drive to get petition signatures I was also starting to notice that members at ROPEC were becoming more engaged in CIPP news and events. I had colleagues who hadn't shown much interest in the union before beginning to ask me when the next union event was going to be and what they could do to help! It really began to feel like the union membership was activated and ready to drive change, and that growing momentum resulted in over 70% of members signing the Bargaining Expectations Petition before negotiating began!

I'm excited to see how far participation in our union has already grown over the past couple of years, and I know that we can keep building on this energy to accomplish a lot more! A union's ability to achieve its members' goals is dependent on the entire membership being active, engaged, and working towards building community and solidarity with each other and workers worldwide. I would highly encourage you to sign up for CIPP Connect to do your part to help, and to be an active member of your union!



Scholarship Committee Report

Each year our union awards scholarships to support our members' children in pursuing their dreams of attending a college or university.

In 2026, it was decided to increase the number of scholarships and the monetary value of the award. Four scholarships of $2500 are now annually available to the children and wards of CIPP members attending post-secondary education at a Canadian educational institution.

As always, we were pleased to receive many excellent applications. 41 submissions containing an original essay, transcript and references were carefully reviewed by the Scholarship Committee. This year, each applicant was asked to write an essay that answered the question: In 2026, how do unions contribute to improving the lives of their members and strengthening the communities they are a part of?

Since 2012, CIPP has awarded over $54,000 in scholarships to 40 students. We are pleased to include this year's recipients Andrew Qiu, Kenny Le, Sofia Hayley, and Tabeeb Howlader on that list.

Andrew is in his second year at the University of Toronto studying Computer Science and Mathematics. Kenny is studying Applied Science Software Engineering at the University of Ottawa. Sofia is entering her first year at McGill and is working on achieving an Honours Bachelor of Science in Geology. And Tabeeb is in his third year of an Honours Bachelor of Science in Translational and Molecular Medicine at the University of Ottawa.

If your child is pursuing post-secondary education in 2027, we would encourage you to have them apply for a scholarship next year.

Scholarship Committee Members

Shen Bai - Chair

Krishon Walker

Sara Mashaie

Andrew Gleeson

Laura Pedneault-Roussel

Lola Dubé-Quibell

Alison Lynch

Mike Ostrom

Governance and Human Resources Committee Report

The Governance and Human Resources Committee plays an important role in overseeing the administration of CIPP. The committee is tasked with reviewing CIPP bylaws and policies and where necessary presenting them to the board of directors for revision. Their work is an essential component in maintaining good governance of our union.

This year, the committee reviewed three policies as per the annual schedule and adjusted our Health and Safety and Respectful Union policies. The policies were updated to take full account of hybrid work and ensure that we are keeping up with best practices. The committee also continued consideration of the broader governance model of the union.
The committee ensured that the new expanded voting process for the election of the CIPP board of directors that was adopted at the 2025 AGM was implemented in time for this year's Annual General Meeting.

Transparent and effective governance continues to be a priority for CIPP. As the nature of our work and the work of our members evolves, we will remain conscious of reviewing policies and procedures to best support our membership.

Governance and Human Resources Committee Members

Wendy Schurman - Chair

Leo Cardinal

Matthew Moore

Mike Bureau



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