

Board-Endorsed 2018 CAFII Operating Budget, Updated To Reflect Economizing Measures And Known Current Reality; Board Approval Sought

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	2017 Actuals	2017 Budget	2017 Actuals to Budget Variance	2018 Budget (25% Dues Increase & Scaled Back Expenses)	Comment/Rationale
Revenue					
Membership Dues	\$475,425	\$559,125	-15.0%	\$608,385	Assumes 5 Members @ upper tier dues; 5 Members @ lower tier dues; and 12 Associates @ \$4800; for conservatism, does not assume any Member growth
Interest	\$126	\$250	-49.6%	\$200	
TOTAL REVENUE	\$ 475,551	\$ 559,375		\$ 608,585	
EXPENSE					
Management Fees ¹	\$442,012	\$500,115	-11.6%	\$455,000	includes two Co-Executive Directors, transition to Managing Matters AMC support @ 3 days per week; and new EOC meetings model (only 5 in-person meetings). See Explanatory Note #1 below.
CAFII Legal Fees/Corporate Governance	\$2,954	\$7,000	-57.8%	\$5,000	
Audit Fees	\$14,271	\$14,560	-2.0%	\$14,600	includes video content development; & SEO monitoring and reporting
Insurance	\$5,238	\$5,500	-4.8%	\$5,500	
Website Ongoing Maintenance	\$46,341	\$33,700	37.5%	\$14,000	
Website SEO and Enhancements				\$14,220	
Telephone/Fax/Internet	\$6,119	\$5,000	22.4%	\$5,800	
Postage/Courier	\$380	\$375	1.3%	\$400	
Office Expenses	\$1,286	\$3,300	-61.0%	\$2,000	
Bank Charges	\$38	\$40	-5.0%	\$50	
Amortization Expense	\$0			\$0	
Depreciation Computer/Office Equipment ²	\$1,603	\$468	242.5%	\$1,200	
Miscellaneous Expense	\$433	\$0		\$500	
Board/EOC/AGM				\$0	
Annual Members Luncheon	\$10,247	\$13,200	-22.4%	\$10,000	
Board Hosting (External)	\$7,500	\$15,000	-50.0%	\$15,000	
Board/EOC Meeting Expenses	\$25,493	\$11,000	131.8%	\$26,000	
Industry Events	\$36	\$2,000	-98.2%	\$1,000	
EOC Annual Appreciation Dinner	\$8	\$2,200	-99.6%	\$800	
Provincial Regulatory Visits	\$11,011	\$8,000	37.6%	\$12,000	includes \$17.5K for 2018 portion of refresh of Pollara travel insurance research; and provision for one(1) major new research project in 2018, rather than R&E Ctte's originally requested two(2) projects
Research/Studies	\$17,807	\$50,000	-64.4%	\$52,500	
Regulatory Model(s)	\$16,958	\$20,000	-15.2%	\$27,000	includes provision for legal advice re RIA representation on Sask, Alta, Manitoba; possible new RIA regime in BC; new single integrated regulators in Ontario and Alta; and additional provision re Regulations supporting Quebec Bills 141 and 150
Federal Financial Reform	\$0	\$2,000	-100.0%	\$500	includes media training session; and media consultant support but at a reduced level (down from \$3700/month to \$2000/month after Q1 2018); and no provision for outreach to key influencers budget provision requested by Media Committee
Media Outreach	\$40,256	\$20,000	101.3%	\$30,000	
Marketing Collateral	\$0	\$7,000	-100.0%	\$2,000	
Tactical Communications Strategy	\$379			\$0	
Media Relations, CAFII Consultant	\$164	\$0		\$0	
Speaker fees & travel	\$0	\$4,000	-100.0%	\$2,000	
Gifts	\$452	\$500	-9.6%	\$500	
CAFII 20th Anniversary Celebration	\$26,495	\$27,685	-4.3%	\$0	
Networking Events	\$350	\$0		\$500	
TOTAL EXPENSE	\$ 677,831	\$ 752,643	-9.9%	\$ 698,070	
Excess of Revenue over Expenses	(\$202,280)	(\$193,268)	4.7%	(\$89,485)	
Unrestricted Net Assets (beginning of year)	\$380,758	\$380,758		\$ 178,478	
Unrestricted Net Assets (end of year)	\$178,478	\$187,490		\$ 88,993	

Explanatory Notes:

(1) Assumes Two Co-Executive Directors, one @ 5 days per week; one @ 4.5 days per week; plus TO Corp Admin support for January @ 4 days per week and Managing Matters Admin support @ 3 days per week for Feb thru December in keeping with shift to only 5 in-person EOC meetings per year.

(2) Amortization of office equipment based on 4 year straight line depreciation

Actual/Forecasted Financial Reserves	2017 Actuals	2018 Budget Option; Including Incremental Membership Dues and All Expenses
Minimum 3 months (25%) of Annual Operating Expenses =	\$169,458	\$174,518
Maximum 6 months (50%) of Annual Operating Expenses =	\$338,916	\$349,035
Actual/Forecasted Level of Financial Reserves :	\$178,478	\$88,993
Actual/Forecasted Level of Financial Reserves %:	26%	13%