

# CAFII

411 Richmond Street E, Suite 200  
Toronto, ON M5A 3S5

## Statement of Operations As at January 31, 2021

	Current Month	Budget Jan-21	Variance to Monthly Budget	Current YTD	Budget '21 YTD	Variance Budget to YTD	Budget 2021
<b>Revenue</b>							
Membership Dues	77,340	\$76,540	\$800	\$77,340	\$76,540	\$800	\$918,475
Luncheon Revenue	-	\$0	\$0	-	\$0	\$0	\$0
Interest Revenue	20	\$25	(\$5)	20	\$25	(\$5)	\$300
<b>TOTAL REVENUE</b>	<b>77,360</b>	<b>\$76,565</b>	<b>\$795</b>	<b>\$77,360</b>	<b>\$76,565</b>	<b>\$795</b>	<b>\$918,775</b>
<b>Expenses</b>							
Management Fees	41,585	\$40,648	(\$937)	41,585	\$40,648	(\$937)	\$487,780
CAFII Legal Fees/Corporate Governan	-	\$4,167	\$4,167	-	\$4,167	\$4,167	\$50,000
Audit Fees	1,395	\$1,395	\$0	1,395	\$1,395	\$0	\$16,743
Insurance	449	\$504	\$55	449	\$504	\$55	\$6,050
Website Ongoing Maintenance	681	\$596	(\$85)	681	\$596	(\$85)	\$7,156
Telephone/Fax/Internet	679	\$477	(\$202)	679	\$477	(\$202)	\$5,730
Postage/Courier	-	\$13	\$13	-	\$13	\$13	\$150
Office Expenses	298	\$417	\$119	298	\$417	\$119	\$5,000
Bank Charges	-	\$39	\$39	-	\$39	\$39	\$470
Miscellaneous Expenses	-	\$42	\$42	-	\$42	\$42	\$500
Depreciation Computer/Office Equipm	95	\$95	\$0	95	\$95	\$0	\$1,136
Provincial Regulatory Visits	-	\$0	\$0	-	\$0	\$0	\$0
Research/Studies	-	\$0	\$0	-	\$0	\$0	\$60,000
Website SEO and Enhancements	4,520	\$3,496	(\$1,024)	4,520	\$3,496	(\$1,024)	\$41,950
Regulatory Model(s)	-	\$0	\$0	-	\$0	\$0	\$0
Federal Financial Reform	-	\$0	\$0	-	\$0	\$0	\$0
CAFII Benchmarking Study/RSM Canada	-	\$0	\$0	-	\$0	\$0	\$67,800
FCAC Presentation	-	\$0	\$0	-	\$0	\$0	\$0
Media Outreach	81	\$500	\$419	81	\$500	\$419	\$6,000
Media Consultant Retainer	2,260	\$2,260	\$0	2,260	\$2,260	\$0	\$27,120
Marketing Collateral	-	\$417	\$417	-	\$417	\$417	\$5,000
Contingency Fund	-	\$0	\$0	-	\$0	\$0	\$50,000
CAFII Reception Events	-	\$0	\$0	-	\$0	\$0	\$0
<b>TOTAL EXPENSE</b>	<b>52,043</b>	<b>55,065</b>	<b>3,023</b>	<b>52,043</b>	<b>55,065</b>	<b>3,023</b>	<b>838,585</b>
<b>NET INCOME</b>	<b>25,318</b>	<b>21,499</b>	<b>3,818</b>	<b>25,318</b>	<b>21,499</b>	<b>3,818</b>	<b>80,190</b>

### Explanatory Notes:

- 1 - Amortization of office equipment based on 4 year straight line depreciation
- 2 - Management fees includes Managing Matters and Executive Director
- 3 - Website includes hosting cafii.com, subscription and website improvements

# CAFII

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## Balance Sheet As at January 31, 2021

	CAFII Operations		CCBPI Project		Combined	
	31-Jan 2021	31-Dec 2020	31-Jan 2021	31-Dec 2020	31-Jan 2021	31-Dec 2020
<b>ASSETS</b>						
<b>Current Assets</b>						
Bank Balance	\$262,984	\$308,624	\$0	\$0	\$262,984	\$308,624
Savings Account	\$102,298	\$102,278	\$12,151	\$12,151	\$114,449	\$114,429
Accounts Receivable	\$0	\$0	\$0	\$0	\$0	\$0
Prepaid Expenses	\$8,915	\$14,037	\$0	\$0	\$8,915	\$14,037
Computer/Office Equipment	\$8,014	\$8,014	\$0	\$0	\$8,014	\$8,014
Accumulated Depreciation -Comp/Equip	(\$6,972)	(\$6,878)	\$0	\$0	(\$6,972)	(\$6,878)
<b>Total Current Assets</b>	<b>\$375,239</b>	<b>\$426,075</b>	<b>\$12,151</b>	<b>\$12,151</b>	<b>\$387,390</b>	<b>\$438,226</b>
<b>TOTAL ASSETS</b>	<b>\$375,239</b>	<b>\$426,075</b>	<b>\$12,151</b>	<b>\$12,151</b>	<b>\$387,390</b>	<b>\$438,226</b>
<b>LIABILITIES</b>						
<b>Current Liabilities</b>						
Accrued Liabilities	\$33,597	\$32,852	\$0	\$0	\$33,597	\$32,852
Credit Card	\$458	\$352	\$0	\$0	\$458	\$352
Account Payable	\$9,346	\$9,012	\$0	\$0	\$9,346	\$9,012
Deferred Revenue	(\$77,340)	\$0	\$12,151	\$12,151	(\$65,189)	\$12,151
<b>Total Current liabilities</b>	<b>(\$33,938)</b>	<b>\$42,216</b>	<b>\$12,151</b>	<b>\$12,151</b>	<b>(\$21,787)</b>	<b>\$54,367</b>
<b>TOTAL LIABILITIES</b>	<b>(\$33,938)</b>	<b>\$42,216</b>	<b>\$12,151</b>	<b>\$12,151</b>	<b>(\$21,787)</b>	<b>\$54,367</b>
<b>UNRESTRICTED NET ASSETS</b>						
Unrestricted Net Assets, beginning of year	\$383,859	\$230,223	\$0	\$0	\$383,859	\$230,223
Excess of revenue over expenses	\$25,318	\$153,636	\$0	\$0	\$25,318	\$153,636
<b>Total Unrestricted Net Assets</b>	<b>\$409,177</b>	<b>\$383,859</b>	<b>\$0</b>	<b>\$0</b>	<b>\$409,177</b>	<b>\$383,859</b>
<b>Total Unrestricted Net Assets</b>	<b>\$409,177</b>	<b>\$383,859</b>	<b>\$0</b>	<b>\$0</b>	<b>\$409,177</b>	<b>\$383,859</b>
<b>TOTAL LIABILITIES AND UNRESTRICTED NET ASSETS</b>	<b>\$375,238</b>	<b>\$426,075</b>	<b>\$12,151</b>	<b>\$12,151</b>	<b>\$387,390</b>	<b>\$438,226</b>
<b>Financial Reserves Targets as per 2019 Budget:</b>						
Minimum 3 months (25%) of Annual Operating Expenses=	\$ 209,646					
Maximum 6 months (50%) of Annual Operating Expenses=	\$ 419,293					
<b>Current Level of Financial Reserves</b> (total unrestricted net assets):	<b>\$409,177</b>					
<b>Current Level of Financials Reserve (%)</b> :	<b>49%</b>					

## C A F I I

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### Membership Fees

		<b>Feb-21</b>		<b>Jul-21</b>	
		<u>To be billed</u>	<u>Received</u>	<u>To be billed</u>	<u>Received</u>
BMO Bank of Montreal	2021 Upper Tier Member	\$ 38,555		\$ 38,555	
CIBC Insurance	2021 Upper Tier Member	\$ 38,555		\$ 38,555	
RBC Insurance	2021 Upper Tier Member	\$ 38,555		\$ 38,555	
ScotiaLife Financial	2021 Upper Tier Member	\$ 38,555	18-Feb-21	\$ 38,555	
TD Insurance	2021 Upper Tier Member	\$ 38,555	12-Feb-21	\$ 38,555	
Desjardins Financial Security Life Assurance Company	2021 Upper Tier Member	\$ 38,555		\$ 38,555	
National Bank Life Insurance Company	2021 Upper Tier Member	\$ 38,555	12-Feb-21	\$ 38,555	
Manulife Financial	2021 Upper Tier Member	\$ 38,555		\$ 38,555	
The Canada Life Assurance Company	2021 Upper Tier Member	\$ 38,555		\$ 38,555	
Assurant Solutions	2021 Lower Tier Member	\$ 19,277		\$ 19,277	
Canadian Premier Life Insurance Company	2021 Lower Tier Member	\$ 19,277		\$ 19,277	
Cumis Group Ltd/Co-operators Life Insurance Co.	2021 Lower Tier Member	\$ 19,277		\$ 19,277	
Valeyo	2021 Lower Tier Member	\$ 19,277		\$ 19,277	
Sun Life Financial	2020 Initiation Members (Upper Tier)	\$ 23,133		\$ 23,133	
RSM Canada	Associate	\$ 4,800			
Willis Towers Watson	Associate	\$ 4,800			
KPMG MSLP	Associate	\$ 4,800			
Optima Communications	Associate	\$ 4,800			
RGA Life Reinsurance Company of Canada	Associate	\$ 4,800			
Torys LLP	Associate	\$ 4,800	11-Feb-21		
Dog and Pony Studios	Associate	\$ 4,800	11-Feb-21		
<b>Feb Invoices</b>		<b>\$480,837</b>		<b>\$447,237</b>	
<b>July Invoices</b>		<b>\$447,237</b>			
<b>Total Membership Fees</b>		<b>\$928,075</b>			
Total amount to realocate monthly Jan-Sept		<b>\$77,340</b>			
Total amount to realocate monthly Oct-Dec		<b>\$77,340</b>			

2021 CAFII Budget

	2018 Actuals	2019 Actuals	2020 Actuals	CAFII 2021 Operating Budget	2021 YTD Jan 2021	2021 Forecast	Comment/Rationale
<b>Revenue</b>							
Membership Dues	\$695,545	\$734,664	\$884,721	\$918,475	\$77,340	\$928,075	See breakdown in Member Dues Revenue Tab (includes one new Member at Lower Tier Dues as CPL and Valeyo intend to become two separate CAFII Members)
Annual Members' Luncheon "Additional Seats" Revenue	\$0	\$195	\$0	\$0	\$0	\$0	
Interest	\$0	\$982	\$399	\$300	\$20	\$300	Interest from the Savings Account
<b>TOTAL REVENUE</b>	<b>\$ 695,545</b>	<b>\$ 735,841</b>	<b>\$ 885,120</b>	<b>\$ 918,775</b>	<b>\$ 77,360</b>	<b>\$ 928,375</b>	
<b>EXPENSE</b>							
Management Fees	\$460,299	\$465,134	\$476,844	\$487,780	\$41,585	\$487,780	Includes MM Fees (2.0% contractual increase) and two Co-Eds (2.5% increase each)
Legal and consulting costs associated with regulatory submissions and initiatives	\$563	\$0	\$28,975	\$50,000	\$0	\$50,000	For streamlining/simplicity, this line now includes expenses previously captured under Regulatory Model(s) (Row 39), where \$15,000 was budgeted in 2020. 2021 Budget amounts are based on 2020 actuals (recognizing that while in 2020, zero expenses will be incurred under Regulatory Models, that is largely due to the COVID-19 pandemic) and the expectation that CAFII will likely need to tackle heightened regulatory communications/submissions and advocacy/relationship-building work in 2021 as regulators clear their abeyance "backlog" caused by COVID-19.
Audit Fees	\$14,432	\$14,799	\$16,743	\$16,743	\$1,395	\$16,743	Same as 2020 Forecast
Insurance	\$5,258	\$5,338	\$5,385	\$6,050	\$449	\$6,050	Increase by 10% over 2020 Budget, as per advice from insurance broker Marsh, as a buffer for 2021 renewal in June 2021
Website Ongoing Maintenance	\$6,461	\$10,022	\$5,765	\$7,156	\$681	\$7,156	Includes CG Technology (\$233 per month (3% increase)), Constant Contact (\$62.83 per month (3% increase)), Soda PDF Premium (\$56.47), Zoom (\$237.60 per month), Survey Monkey (\$307.36), Virtual Platform (\$500)
Telephone/Fax/Internet	\$5,939	\$6,494	\$5,808	\$5,730	\$679	\$5,730	Includes Office Line (\$56.50 per month), Conference Line (\$47.46 per month) & Co-Eds phone and internet lines
Postage/Courier	\$458	\$159	\$53	\$150	\$0	\$150	Monthly Cheque Run and Ad Hoc Mailing
Office Expenses	\$2,423	\$2,025	\$2,158	\$5,000	\$298	\$5,000	Increased from 2020 Budget to cover possible replacement computer hardware and peripherals expenses in 2021 for the Co-Executive Directors
Bank Charges	\$23	\$112	\$236	\$470	\$0	\$470	Annual Credit Card Fee (\$190) plus a possible new digital/electronic Accounts Payable process in 2021 (\$280.00)
Depreciation Computer/Office Equipment	\$1,136	\$1,136	\$1,136	\$1,136	\$95	\$1,136	Same as 2020 Forecast
Miscellaneous Expense	\$0	\$0	\$0	\$500	\$0	\$500	Same as 2020 Forecast
<b>Board/EOC/AGM</b>							
Annual Members Luncheon	\$10,503	\$12,052	\$0	\$0	\$0	\$0	\$0 Not budgeted for in Recommended Option. However, expenses for possible occurrence in 2021 provided for in Contingency line item below
Board Hosting (External)	\$19,515	\$14,001	\$0	\$0	\$0	\$0	\$0 Not budgeted for in Recommended Option. However, expenses for possible occurrence in 2021 provided for in Contingency Expense line item at bottom.
Board/EOC Meeting Expenses	\$20,715	\$35,419	\$4,676	\$0	\$0	\$0	\$0 Not budgeted for in Recommended Option. However, expenses for possible occurrence in 2021 provided for in Contingency Expense line item at bottom.
Industry Events	\$1,270	\$0	\$0	\$0	\$0	\$0	\$0 Not budgeted for in Recommended Option. However, expenses for possible occurrence in 2021 provided for in Contingency Expense line item at bottom.
EOC Annual Appreciation Dinner	\$763	\$2,193	\$4,244	\$0	\$0	\$0	\$0 Not budgeted for in Recommended Option. However, expenses for possible occurrence in 2021 provided for in Contingency Expense line item at bottom.
Speaker fees & travel	\$191	\$1,189	\$0	\$0	\$0	\$0	\$0 Not budgeted for in Recommended Option. However, expenses for possible occurrence in 2021 provided for in Contingency Expense line item at bottom.
Gifts	\$0	\$200	\$0	\$0	\$0	\$0	\$0 Same as 2020 Budget
Networking Events	\$0	\$0	\$0	\$0	\$0	\$0	\$0 Not budgeted for in Recommended Option. However, expenses for possible occurrence in 2021 provided for in Contingency Expense line item at bottom.
CAFII Reception Events	\$0	\$0	\$0	\$0	\$0	\$0	\$0 Not budgeted for in Recommended Option. However, expenses for possible occurrence in 2021 provided for in Contingency Expense line item at bottom.
CAFII 25th Anniversary Celebration	\$0	\$0	\$0	\$0	\$0	\$0	This line item is a placeholder. But this expense will actually occur in 2022, CAFII's "silver anniversary" year
<b>Total Board/EOC/AGM</b>	<b>\$52,957</b>	<b>\$65,053</b>	<b>\$8,920</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
Provincial Regulatory Visits and Relationship-Building	\$11,230	\$16,833	\$983	\$0	\$0	\$0	\$0 Not budgeted for in Recommended Option. However, expenses for possible occurrence in 2021 provided for in Contingency Expense line item at bottom.
Federal Regulatory Visits and Relationship-Building	\$0	\$442	\$540	\$0	\$0	\$0	\$0 Not budgeted for in Recommended Option. However, expenses for possible occurrence in 2021 provided for in Contingency Expense line item at bottom.
Research/Studies	\$77,345	\$5,368	\$28,646	\$60,000	\$0	\$60,000	Same as 2020 Budget
Website SEO and Enhancements	\$21,702	\$40,914	\$31,144	\$41,950	\$4,520	\$41,950	Same as 2020 Budget
Regulatory Model(s)	\$6,490	\$7,555	\$0	\$0	\$0	\$0	\$0 Combined with Legal Fees; and this line item will be removed/dispensed with, beginning with the 2021 CAFII budget
CAFII Benchmarking Study/RSM Canada	\$0	\$0	\$68,365	\$67,800	\$0	\$67,800	Continuation of CAFII CPI Benchmarking Study with RSM Canada, estimated at \$60K plus HST.
FCAC Presentation	\$0	\$0	\$20,905	\$0	\$0	\$0	\$0
Media Outreach	\$6,883	\$5,683	\$350	\$6,000	\$81	\$6,000	Expenses related to CAFII Media Releases including Wire Service charges (new split into separate Media Outreach and Media Consultant Retainer (David Moorcroft's S2C retainer) expenses)
Media Consultant Retainer	\$31,639	\$27,120	\$27,685	\$27,120	\$2,260	\$27,120	Monthly retainer fees for David Moorcroft, S2C (new split into separate Media Outreach and Media Consultant Retainer (David Moorcroft's S2C retainer) expenses)
Marketing Collateral	\$557	\$1,629	\$845	\$5,000	\$0	\$5,000	Same as 2020 Budget
Tactical Communications Strategy	\$0	\$0	\$0	\$0	\$0	\$0	This line item is being removed/dispensed with, beginning with the 2021 CAFII budget
Contingency For Possible Resumption Of In-Person Meetings/Events, Etc. in 2021	\$0	\$0	\$0	\$50,000	\$0	\$50,000	Includes Annual Members' Luncheon (\$12,000); Board Hosting External (\$7,500); Board/EOC Meeting Expenses (\$13,500); Industry Events (\$1,000); EOC Annual Appreciation Dinner (\$3,000); Provincial Regulatory Visits and Relationship-Building (\$9,000); Federal Regulatory Visits and Relationship-Building (\$4,000)
<b>TOTAL EXPENSE</b>	<b>\$ 705,793</b>	<b>\$ 675,816</b>	<b>\$ 731,485</b>	<b>\$ 838,585</b>	<b>\$ 52,043</b>	<b>\$ 838,585</b>	
<b>Excess of Revenue over Expenses</b>	<b>(\$10,248)</b>	<b>\$60,025</b>	<b>\$153,636</b>	<b>\$80,190</b>	<b>\$25,318</b>	<b>\$89,790</b>	
Unrestricted Net Assets (beginning of year)	\$180,447	\$170,198	\$230,223	\$383,859	\$383,859	\$383,859	
Unrestricted Net Assets (end of year)	\$170,198	\$230,223	\$383,859	\$464,049	\$409,176	\$473,649	

Explanatory Notes:

- (1) Assumes Two Co-Executive Directors, one @ 5 days per week; one @ 4.5 days per week; plus Managing Matters Admin support
- (2) Amortization of office equipment based on 4 year straight line depreciation
- (3) \$45,000 Legal Expense for Marc Dequette/Norton Rose Fulbright to complete legal opinion re: AMF Spousal Coverage Issue. Alternative for paying for legal opinion is to use the remaining funds from the CCPBI Special Project Fund

Actual/Forecasted Financial Reserves	2018 Actuals	2019 Actuals	2019 Actuals	2021 Operating Budget	2021 Forecast
Minimum 3 months (25%) of Annual Operating Expenses =	\$176,448	\$168,954	\$182,871	\$209,646	\$209,646
Maximum 6 months (50%) of Annual Operating Expenses =	\$352,897	\$337,908	\$365,742	\$419,293	\$419,293
Actual/Forecasted Level of Financial Reserves:	\$170,198	\$230,223	\$383,859	\$464,049	\$473,649
Actual/Forecasted Level of Financial Reserves %:	24%	34%	52%	55%	56%

### 2019 Operational Budget - Member Dues Breakdown

#### 2018 Member Dues Breakdown

Upper Tier Member	73,438.00	5	367,190.00
DFS	55,079.00	1	55,079.00
Lower Tier Member	36,719.00	4	146,876.00
Initiation Members	44,000.00	2	88,000.00
Associate	4,800.00	8	38,400.00
			695,545.00

#### 2019 (Base) Member Dues Breakdown

Upper Tier Member	73,438.00	6	440,628.00
Lower Tier Member	36,719.00	4	146,876.00
Initiation Members	44,000.00	3	132,000.00
Associate	4,800.00	8	38,400.00
			757,904.00

### 2019 Operational Budget - Member Dues Breakdown - Revised

#### 2019 Member Dues Breakdown

Upper Tier Member	73,438	6	440,628.00
National Bank	55,079	1	55,079.00
Lower Tier Member	36,719	3	110,157.00
Initiation Members	44,000	2	88,000.00
Associate	4,800	8.5	40,800.00
			734,664.00

### 2020 Operational Budget - Member Dues Breakdown - 5% Dues Increase

#### 2020 Member Dues Breakdown

Upper Tier Member	77,110	9	693,989.10
Lower Tier Member	38,555	3	115,664.85
Initiation Members (Uj	46,266	1	46,265.94
Initiation Members (Lc	23,133	0	0.00
Associate	4,800	11	52,800.00
			908,719.89

### 2020 Operational Budget - Member Dues Breakdown - 5% Dues Increase

#### 2020 Member Dues Breakdown

Upper Tier Member	77,110	9	693,989.10
Lower Tier Member	38,555	3	115,664.85
Initiation Members (Uj	46,266	1	46,265.94
Initiation Members (Lc	23,133	0	0.00
Associate	4,800	6	28,800.00
			884,719.89

#### 2020 Upper Tier Member

BMO Bank of Montreal  
CIBC Insurance  
RBC Insurance  
ScotiaLife Financial  
TD Insurance  
Desjardins Financial Security Life Assurance Company  
National Bank Life Insurance Company  
Manulife Financial  
The Canada Life Assurance Company

#### 2020 Lower Tier Member

Assurant Solutions  
Canadian Premier Life Insurance Company  
Cumis Group Ltd/Co-operators Life Insurance Co.

#### 2020 Initiation Members (Upper Tier)

Sun Life Financial

#### 2020 Associate

RSM Canada  
Willis Towers Watson  
KPMG MSLP  
Optima Communications  
RGA Life Reinsurance Company of Canada  
Torys LLP

\*TBC

\*TBC

\*Associate Candidates - Stikeman Elliott, Norton Rose, Deloitte, Dog and Pony - To be confirmed

Did not renew in 2020

PWC  
Munich Reinsurance Company Canada Branch (Life)  
RankHigher.ca

### 2021 Operational Budget - Member Dues Breakdown - No Dues Increase

#### 2021 Member Dues Breakdown

Upper Tier Member	77,110	9	693,989.10
Lower Tier Member	38,555	4	154,219.80
Initiation Members (Upper Tier)	46,266	1	46,265.94
Initiation Members (Lower Tier)	23,133	0	0.00
Associate	4,800	5	24,000.00
			918,474.84

#### 2021 Upper Tier Member

BMO Bank of Montreal  
CIBC Insurance  
RBC Insurance  
ScotiaLife Financial  
TD Insurance  
Desjardins Financial Security Life Assurance Company  
National Bank Life Insurance Company  
Manulife Financial  
The Canada Life Assurance Company

#### 2021 Lower Tier Member

Assurant Solutions  
Canadian Premier Life Insurance Company  
Valeyo  
Cumis Group Ltd/Co-operators Life Insurance Co.

#### 2021 Initiation Members (Upper Tier)

Sun Life Financial

2 Year

#### 2021 Associate

RSM Canada  
Willis Towers Watson  
KPMG MSLP  
Optima Communications  
RGA Life Reinsurance Company of Canada  
Torys LLP

### 2021 Forecast

#### 2021 Member Dues Breakdown

Upper Tier Member	77,110	9	693,989.10
Lower Tier Member	38,555	4	154,219.80
Initiation Members (Upper Tier)	46,266	1	46,265.94
Initiation Members (Lower Tier)	23,133	0	0.00
Associate	4,800	7	33,600.00
			928,074.84

#### 2021 Upper Tier Member

BMO Bank of Montreal  
CIBC Insurance  
RBC Insurance  
ScotiaLife Financial  
TD Insurance  
Desjardins Financial Security Life Assurance Company  
National Bank Life Insurance Company  
Manulife Financial  
The Canada Life Assurance Company

#### 2021 Lower Tier Member

Assurant Solutions  
Canadian Premier Life Insurance Company  
Valeyo  
Cumis Group Ltd/Co-operators Life Insurance Co.

#### 2021 Initiation Members (Upper Tier)

Sun Life Financial

2 Year

#### 2021 Associate

RSM Canada  
Willis Towers Watson  
KPMG MSLP  
Optima Communications  
RGA Life Reinsurance Company of Canada  
Torys LLP  
Dog and Pony Studios