

2019 CAFII Budget

| | 2017 Actuals | 2018 Budget (25% Dues Increase & Scaled Back Expenses) | 2018 Actuals to date (Jan 01 2018 to Sept 30 2018) | 2018 Forecast (Jan 01 2018 to Dec 31 2018) | 2019 Budget (Base) | 2019 Budget Scenario 1 (5% Increase in Membership Dues) | 2019 Budget Scenario 2 (5% Increase in Membership Dues with 25% decrease in Website and Research) | 2019 Budget Scenario 3 (5% Increase in Membership Dues with 50% decrease in Website and Research) | 2019 Budget Scenario 4 (25% decrease in Website and Research) | Comment/Rationale |
|---|--------------------|--|--|---|-----------------------|---|---|---|---|---|
| Revenue | | | | | | | | | | |
| Membership Dues | \$475,425 | \$608,385 | \$521,658 | \$695,545 | \$695,545 | \$730,322 | \$730,322 | \$730,322 | \$695,545 | Based on 2018 Actuals - See breakdown in Member Dues Revenue Tab |
| Interest | \$126 | \$200 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | |
| TOTAL REVENUE | \$ 475,551 | \$ 608,585 | \$ 521,658 | \$ 695,545 | \$ 695,545 | \$ 730,322 | \$ 730,322 | \$ 730,322 | \$ 695,545 | |
| EXPENSE | | | | | | | | | | |
| Management Fees | \$442,012 | \$455,000 | \$348,966 | \$468,000.00 | \$476,714 | \$476,714 | \$476,714 | \$476,714 | \$476,714 | Includes MM Fees (3% increase) and two Co-Eds |
| CAFI Legal Fees/Corporate Governance | \$2,954 | \$5,000 | \$563 | \$563 | \$1,000 | \$1,000 | \$1,000 | \$1,000 | \$1,000 | |
| Audit Fees | \$14,271 | \$14,600 | \$10,785 | \$14,436 | \$14,600 | \$14,600 | \$14,600 | \$14,600 | \$14,600 | |
| Insurance | \$5,238 | \$5,500 | \$3,940 | \$5,258 | \$5,500 | \$5,500 | \$5,500 | \$5,500 | \$5,500 | Same as 2018 Budget |
| Website Ongoing Maintenance | \$42,575 | \$14,000 | \$4,746 | \$5,736 | \$5,330 | \$5,330 | \$5,330 | \$5,330 | \$5,330 | Includes CG Technology (\$250 per month), Translation (\$400), Domain (\$30) & CAFII Insurance |
| Website SEO and Enhancements | | \$14,220 | \$10,800 | \$16,701 | \$40,000 | \$40,000 | \$30,000 | \$20,000 | \$30,000 | Domain Name Renewal (\$999 USD) Continuing enhancements including videos Scenario 1 - 2-3 Videos Scenario 3 - 1 Video |
| Telephone/Fax/Internet | \$6,119 | \$5,800 | \$4,363 | \$5,513 | \$5,800 | \$5,800 | \$5,800 | \$5,800 | \$5,800 | Same as 2018 Budget |
| Postage/Courier | \$380 | \$400 | \$425 | \$450 | \$400 | \$400 | \$400 | \$400 | \$400 | Same as 2018 Budget |
| Office Expenses | \$1,312 | \$2,000 | \$2,086 | \$2,100 | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$2,000 | Same as 2018 Budget |
| Bank Charges | \$38 | \$50 | \$23 | \$30 | \$50 | \$50 | \$50 | \$50 | \$50 | Same as 2018 Budget |
| Amortization Expense | \$0 | \$0 | | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | |
| Depreciation Computer/Office Equipment | \$1,564 | \$1,200 | \$852 | \$1,136 | \$1,200 | \$1,200 | \$1,200 | \$1,200 | \$1,200 | Same as 2018 Budget |
| Miscellaneous Expense | \$433 | \$500 | \$0 | \$500 | \$500 | \$500 | \$500 | \$500 | \$500 | Same as 2018 Budget |
| Board/EOC/AGM | | \$0 | | | | | | | | |
| Annual Members Luncheon | \$10,247 | \$10,000 | \$10,503 | \$10,503 | \$12,000 | \$12,000 | \$12,000 | \$12,000 | \$12,000 | Increase to \$12,000 to cover costs |
| Board Hosting (External) | \$7,500 | \$15,000 | \$13,072 | \$23,118 | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$30,000 | Four events at \$7,500 |
| Board/EOC Meeting Expenses | \$25,493 | \$26,000 | \$14,958 | \$22,958 | \$26,000 | \$26,000 | \$26,000 | \$26,000 | \$26,000 | Same as 2018 Budget |
| Industry Events | \$36 | \$1,000 | \$1,243 | \$1,243 | \$1,300 | \$1,300 | \$1,300 | \$1,300 | \$1,300 | CAFI Purchase of full table of 11 seats at Economic Club of Canada Luncheon |
| EOC Annual Appreciation Dinner | \$8 | \$800 | \$763 | \$763 | \$800 | \$800 | \$800 | \$800 | \$800 | Same as 2018 Budget |
| Provincial Regulatory Visits | \$11,011 | \$12,000 | \$10,619 | \$12,000 | \$12,000 | \$12,000 | \$12,000 | \$12,000 | \$12,000 | Same as 2018 Budget |
| Research/Studies | \$17,807 | \$52,500 | \$18,187 | \$74,791 | \$60,000 | \$60,000 | \$45,000 | \$30,000 | \$45,000 | Pollara Proposal on Creditor's insurance research Scenario 1 - 1 Large Project or Two Small Projects Scenario 3 - 1 Small Project |
| Regulatory Model(s) | \$15,001 | \$27,000 | \$2,251 | \$10,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | 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 | \$500 | \$0 | \$0 | \$500 | \$500 | \$500 | \$500 | \$500 | Same as 2018 Budget |
| Media Outreach | \$44,023 | \$30,000 | \$31,742 | \$38,582 | \$35,000 | \$35,000 | \$35,000 | \$35,000 | \$35,000 | Includes Media Consultant's Monthly Retainer (\$2,260.00 per month) |
| Marketing Collateral | \$0 | \$2,000 | \$55 | \$1,055 | \$5,000 | \$5,000 | \$5,000 | \$5,000 | \$5,000 | |
| Tactical Communications Strategy | \$379 | \$0 | \$0 | | \$0 | \$0 | \$0 | \$0 | \$0 | |
| Media Relations | \$164 | | | | | | | | | |
| Speaker fees & travel | \$0 | \$2,000 | \$0 | \$600 | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$2,000 | Same as 2018 Budget |
| Gifts | \$452 | \$500 | \$191 | \$300 | \$500 | \$500 | \$500 | \$500 | \$500 | Same as 2018 Budget |
| CAFI 25th Anniversary Celebration (Formerly CAFI 20th Anniversary Celebration) | \$26,495 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | Deferred to 2022 |
| Networking Events | \$350 | \$500 | \$0 | \$200 | \$500 | \$500 | \$500 | \$500 | \$500 | Same as 2018 Budget |
| TOTAL EXPENSE | \$ 675,862 | \$ 698,070 | \$ 491,130 | \$ 716,535 | \$ 763,694 | \$ 763,694 | \$ 738,694 | \$ 713,694 | \$ 738,694 | |
| Excess of Revenue over Expenses | (\$200,311) | (\$89,485) | \$30,528 | (\$20,990) | (\$68,149) | (\$33,372) | (\$8,372) | \$16,628 | (\$43,149) | |
| Unrestricted Net Assets (beginning of year) | \$380,758 | \$180,447 | \$180,447 | \$180,447 | \$159,456 | \$159,456 | \$159,456 | \$159,456 | \$159,456 | |
| Unrestricted Net Assets (end of year) | \$180,447 | \$90,962 | \$210,974 | \$159,456 | \$91,307 | \$126,085 | \$151,085 | \$176,085 | \$116,307 | |

| Actual/Forecasted Financial Reserves | 2017 Actuals | 2018 Budget Option; Including Incremental Membership Dues and All Expenses | 2018 Actuals (Jan 01 2018 to Jun 30 2018) | 2018 Forecast (Jan 01 2018 to Dec 31 2018) | 2019 Budget (Base) | 2019 Budget Scenario 1 (5% Increase in Membership Dues) | 2019 Budget Scenario 2 (5% Increase in Membership Dues with 25% decrease in Website and Research) | 2019 Budget Scenario 3 (5% Increase in Membership Dues with 50% decrease in Website and Research) | 2019 Budget Scenario 4 (25% decrease in Website and Research) |
|---|--------------|--|--|---|-----------------------|---|---|---|---|
| Minimum 3 months (25%) of Annual Operating Expenses = | \$168,965 | \$174,518 | \$122,783 | \$179,134 | \$190,923 | \$190,923 | \$184,673 | \$178,423 | \$184,673 |
| Maximum 6 months (50%) of Annual Operating Expenses = | \$337,931 | \$349,035 | \$245,565 | \$358,268 | \$381,847 | \$381,847 | \$369,347 | \$356,847 | \$369,347 |
| Actual/Forecasted Level of Financial Reserves : | \$180,447 | \$90,962 | \$210,974 | \$159,456 | \$91,307 | \$126,085 | \$151,085 | \$176,085 | \$116,307 |
| Actual/Forecasted Level of Financial Reserves %: | 27% | 13% | 43% | 22% | 12% | 17% | 20% | 25% | 16% |

| | | | |
|------------|-----------|---|--------------|
| Member | 73,438.00 | 5 | 367,190.00 |
| DFS | 55,079.00 | 1 | 55,079.00 |
| Member | 36,719.00 | 4 | 146,876.00 |
| Initiation | 44,000.00 | 2 | 88,000.00 |
| Associate | 4,800.00 | 8 | 38,400.00 |
| | | | \$695,545.00 |