

2021 CAFII Budget

	2016 Actual	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2020 YTD October 2020	2020 Revised Forecast	Recommended 2021 Budget (with No In-Person Meetings/Events; but Contingency Line Item To Provide For Possible Resumption Of In-Person Meetings/Events, Related Relationship-Building, and Related Travel At Some Point During The Year)	Comment/Rationale
Revenue									
Membership Dues	\$435,750	\$475,425	\$695,545	\$734,664	\$908,720	\$737,267	\$884,720	\$918,475	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 Seat Interest"	\$231	\$126	\$0	\$195	\$0	\$0	\$0	\$0	
	\$231	\$126	\$0	\$982	\$200	\$360	\$400	\$300	Interest from the Savings Account
TOTAL REVENUE	\$ 436,212	\$ 475,677	\$ 695,545	\$ 735,841	\$ 908,920	\$ 737,627	\$ 885,120	\$ 918,775	
EXPENSE									
Management Fees	\$279,042	\$442,012	\$460,299	\$465,134	\$474,989	\$398,776	\$476,844	\$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	\$10,565	\$2,954	\$563	\$0	\$20,000	\$28,975	\$28,975	\$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	\$13,560	\$14,271	\$14,432	\$14,799	\$15,247	\$14,201	\$16,743	\$16,743	Same as 2020 Forecast
Insurance	\$5,238	\$5,238	\$5,258	\$5,338	\$5,500	\$4,487	\$5,385	\$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	\$13,060	\$42,575	\$6,461	\$10,022	\$5,500	\$4,408	\$5,456	\$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	\$3,538	\$6,119	\$5,939	\$6,494	\$5,800	\$4,741	\$5,730	\$5,730	Includes Office Line (\$56.50 per month), Conference Line (\$47.46 per month) & Co-Eds phone and internet lines
Postage/Courier	\$180	\$380	\$458	\$159	\$250	\$53	\$53	\$150	Monthly Cheque Run and Ad Hoc Mailing
Office Expenses	\$5,257	\$1,312	\$2,423	\$2,025	\$2,000	\$1,971	\$2,080	\$5,000	Increased from 2020 Budget to cover possible replacement computer hardware and peripherals expenses in 2021 for the Co-Executive Directors
Bank Charges	\$25	\$38	\$23	\$112	\$190	\$236	\$236	\$470	Annual Credit Card Fee (\$190) plus a possible new digital/electronic Accounts Payable process in 2021 (\$280.00)
Depreciation Computer/Office Equipment	\$467	\$1,564	\$1,136	\$1,136	\$1,200	\$947	\$1,136	\$1,136	Same as 2020 Forecast
Miscellaneous Expense	\$0	\$433	\$0	\$0	\$500	\$0	\$500	\$500	Same as 2020 Forecast
Board/EOC/AGM									
Annual Members Luncheon	\$12,044	\$10,247	\$10,503	\$12,052	\$12,400	\$0	\$0	\$0	Not budgeted for. However, expenses for possible occurrence in 2021 provided for in Contingency line item below
Board Hosting (External)	\$19,407	\$7,500	\$19,515	\$14,001	\$22,500	\$0	\$0	\$0	Not budgeted for. However, expenses for possible occurrence in 2021 provided for in Contingency line item below
Board/EOC Meeting Expenses	\$8,145	\$25,493	\$20,715	\$35,419	\$39,500	\$5,559	\$9,991	\$0	Not budgeted for. However, expenses for possible occurrence in 2021 provided for in Contingency line item below
Industry Events		\$36	\$1,270	\$0	\$1,300	\$0	\$0	\$0	Not budgeted for. However, expenses for possible occurrence in 2021 provided for in Contingency line item below
EOC Annual Appreciation Dinner	\$2,079	\$8	\$763	\$2,193	\$4,244	\$4,244	\$4,244	\$0	Not budgeted for. However, expenses for possible occurrence in 2021 provided for in Contingency line item below
Speaker fees & travel	\$0	\$0	\$191	\$1,189	\$2,000	\$0	\$0	\$0	Not budgeted for. However, expenses for possible occurrence in 2021 provided for in Contingency line item below
Gifts	\$221	\$452	\$0	\$200	\$500	\$0	\$0	\$0	Same as 2020 Budget
Networking Events	\$0	\$514	\$0	\$0	\$500	\$0	\$0	\$500	Not budgeted for. However, expenses for possible occurrence in 2021 provided for in Contingency line item below
CAFII Reception Events	\$0	\$0	\$0	\$0	\$900	\$0	\$0	\$0	Not budgeted for. However, expenses for possible occurrence in 2021 provided for in Contingency line item below
CAFII 25th Anniversary Celebration	\$0	\$26,495	\$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
Total Board/EOC/AGM	\$41,896	\$70,745	\$52,957	\$65,053	\$83,844	\$9,803	\$14,235	\$500	
Provincial Regulatory Visits and Relationship-Building	\$10,395	\$11,011	\$11,230	\$16,833	\$12,875	\$983	\$983	\$0	Not budgeted for. However, expenses for possible occurrence in 2021 provided for in Contingency line item below
Federal Regulatory Visits and Relationship-Building	\$0	\$0	\$0	\$442	\$7,500	\$540	\$3,750	\$0	Not budgeted for. However, expenses for possible occurrence in 2021 provided for in Contingency line item below
Research/Studies	\$1,356	\$17,807	\$77,345	\$5,368	\$60,000	\$0	\$56,274	\$60,000	Same as 2020 Budget
Website SEO and Enhancements	\$0	\$0	\$21,702	\$40,914	\$41,950	\$22,104	\$41,950	\$41,950	Same as 2020 Budget
Regulatory Model(s)	\$0	\$15,001	\$6,490	\$7,555	\$15,000	\$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	\$0	\$0	\$67,800	\$51,415	\$67,800	\$67,800	Continuation of CAFII CPI Benchmarking Study with RSM Canada, estimated at \$60K plus HST.
FCAC Presentation	\$0	\$0	\$0	\$0	\$22,600	\$20,905	\$22,600	\$0	
Media Outreach	\$27,408	\$44,023	\$6,883	\$5,683	\$8,980	\$350	\$350	\$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	\$0	\$0	\$31,639	\$27,120	\$27,120	\$23,165	\$27,685	\$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	\$1,781	\$0	\$557	\$1,629	\$5,000	\$195	\$500	\$5,000	Same as 2020 Budget
Tactical Communications Strategy	\$446	\$379	\$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									
TOTAL EXPENSE	\$ 414,214	\$ 675,862	\$ 705,793	\$ 675,816	\$ 883,845	\$ 588,253	\$ 779,264	\$ 789,085	
Excess of Revenue over Expenses	\$21,998	(\$200,185)	(\$10,248)	\$60,025	\$25,075	\$149,373	\$105,856	\$129,690	
Unrestricted Net Assets (beginning of year)	\$358,991	\$380,758	\$180,447	\$170,198	\$230,223	\$230,223	\$230,223	\$336,079	
Unrestricted Net Assets (end of year)	\$380,989	\$180,573	\$170,198	\$230,223	\$255,298	\$379,596	\$336,079	\$465,769	

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	2016 Actual	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2020 Revised Forecast	2021 Budget
Minimum 3 months (25%) of Annual Operating Expenses	\$103,554	\$168,966	\$176,448	\$168,954	\$220,961	\$194,816	\$197,271
Maximum 6 months (50%) of Annual Operating Expenses	\$207,107	\$337,931	\$352,897	\$337,908	\$441,923	\$389,632	\$394,543
Actual/Forecasted Level of Financial Reserves	\$380,758	\$180,573	\$170,198	\$230,223	\$255,298	\$336,079	\$465,769
Actual/Forecasted Level of Financial Reserves	92%	27%	24%	34%	29%	43%	59%

**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 (Up	46,266	1	46,265.94
Initiation Members (Lo	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 (Up	46,266	1	46,265.94
Initiation Members (Lo	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**
**2020 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

**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  
Valeyo  
Cumis Group Ltd/Co-operators Life Insurance Co.

**2020 Initiation Members (Upper Tier)**

Sun Life Financial 2 Year

**2020 Associate**

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