

2021 CAFII Budget

	2016 Actual	2017 Actuals	2018 Actuals	2019 Actuals	2020 Budget	2020 YTD October 2020	2020 Revised Forecast	2021 Budget (with In Person Events)	2021 Budget (with Limited In Person Events in Q3/Q4)	Comment/Rationale
Revenue										
Membership Dues	\$435,750	\$475,425	\$695,545	\$734,664	\$908,720	\$737,267	\$884,720	\$918,475	\$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)
Luncheon 2019	\$231	\$126	\$0	\$195	\$0	\$0	\$0	\$0	\$0	
Interest	\$231	\$126	\$0	\$982	\$200	\$360	\$400	\$300	\$300	Interest from the Savings Account
TOTAL REVENUE	\$ 436,212	\$ 475,677	\$ 695,545	\$ 735,841	\$ 908,920	\$ 737,627	\$ 885,120	\$ 918,775	\$ 918,775	
EXPENSE										
Management Fees	\$279,042	\$442,012	\$460,299	\$465,134	\$474,989	\$398,776	\$476,844	\$487,780	\$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	\$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	\$16,743	Same as 2020 Forecast
Insurance	\$5,238	\$5,238	\$5,258	\$5,338	\$5,500	\$4,487	\$5,385	\$5,870	\$5,870	Increase 10% as a buffer for 2021 renewal starting in June 2021
Website Ongoing Maintenance	\$13,060	\$42,575	\$6,461	\$10,022	\$5,500	\$4,408	\$5,456	\$7,156	\$7,156	Includes CG Technology (\$233 per month (3% increase)), Contstant 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	\$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	\$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	\$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	\$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	\$1,136	Same as 2020 Forecast
Miscellaneous Expense	\$0	\$433	\$0	\$0	\$500	\$0	\$500	\$500	\$500	Same as 2020 Forecast
Board/EOC/AGM										
Annual Members Luncheon	\$12,044	\$10,247	\$10,503	\$12,052	\$12,400	\$0	\$0	\$12,400	\$12,400	Same as 2020 Budget whether held in early 2021 (Column M) or in Q4 2021 (Column N)
Board Hosting (External)	\$19,407	\$7,500	\$19,515	\$14,001	\$22,500	\$0	\$0	\$15,000	\$7,500	Two Board Meetings/Receptions \$7,500 each (Column M) or One Board Meeting/Receptions at \$7,500 held in Oct-Dec 2021 (Column N)
Board/EOC Meeting Expenses	\$8,145	\$25,493	\$20,715	\$35,419	\$39,500	\$5,559	\$9,991	\$25,000	\$10,000	Expenses related to Board Hosting reimbursement for two in-person Board Meetings/Receptions (Column M) or one Board Meeting/Reception at \$7,500 along with any hybrid event-related expenses (including streaming of a presentation) (Column N)
Industry Events		\$36	\$1,270	\$0	\$1,300	\$0	\$0	\$3,000	\$1,500	Increased to cover any catch-up, once in-person events are again permitted (Column M) or Online Events (Column N)
EOC Annual Appreciation Dinner	\$2,079	\$8	\$763	\$2,193	\$4,244	\$4,244	\$4,244	\$4,244	\$4,244	Same as 2020 Forecast wheather held in early 2021 (Column M) or later in 2021 (Column N)
Speaker fees & travel	\$0	\$0	\$191	\$1,189	\$2,000	\$0	\$0	\$2,000	\$2,000	Same as 2020 Budget
Gifts	\$221	\$452	\$0	\$200	\$500	\$0	\$0	\$500	\$500	Same as 2020 Budget
Networking Events	\$0	\$514	\$0	\$0	\$500	\$0	\$0	\$500	\$500	Same as 2020 Budget
CAFII Reception Events	\$0	\$0	\$0	\$0	\$900	\$0	\$0	\$0	\$0	
CAFII 25th Anniversary Celebration	\$0	\$26,495	\$0	\$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	\$62,644	\$38,644	
Provincial Regulatory Visits and Relationship-Building	\$10,395	\$11,011	\$11,230	\$16,833	\$12,875	\$983	\$983	\$12,875	\$8,000	Same as 2020 Budget (Column M) or reduced to cover travel only in Q3/Q4 (Column N)
Federal Regulatory Visits and Relationship-Building	\$0	\$0	\$0	\$442	\$7,500	\$540	\$3,750	\$7,500	\$5,000	Same as 2020 Budget (Column M) or reduced to cover travel only in Q3/Q4 (Column N)
Research/Studies	\$1,356	\$17,807	\$77,345	\$5,368	\$60,000	\$0	\$56,274	\$60,000	\$60,000	Same as 2020 Budget
Website SEO and Enhancements	\$0	\$0	\$21,702	\$40,914	\$41,950	\$22,104	\$41,950	\$41,950	\$41,950	Same as 2020 Budget
Regulatory Model(s)	\$0	\$15,001	\$6,490	\$7,555	\$15,000	\$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	\$0	\$0	\$67,800	\$51,415	\$67,800	\$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	\$0	
Media Outreach	\$27,408	\$44,023	\$6,883	\$5,683	\$8,980	\$350	\$350	\$6,000	\$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	\$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	\$5,000	Same as 2020 Budget
Tactical Communications Strategy	\$446	\$379	\$0	\$0	\$0	\$0	\$0	\$0	\$0	This line item is being removed/dispensed with, beginning with the 2021 CAFII budget
TOTAL EXPENSE	\$ 414,214	\$ 675,862	\$ 705,793	\$ 675,816	\$ 883,845	\$ 588,253	\$ 779,264	\$ 871,424	\$ 840,049	
Excess of Revenue over Expenses	\$21,998	(\$200,185)	(\$10,248)	\$60,025	\$25,075	\$149,373	\$105,856	\$47,351	\$78,726	
Unrestricted Net Assets (beginning of year)	\$358,991	\$380,758	\$180,447	\$170,198	\$230,223	\$230,223	\$230,223	\$336,079	\$336,079	
Unrestricted Net Assets (end of year)	\$380,989	\$180,573	\$170,198	\$230,223	\$255,298	\$379,596	\$336,079	\$383,430	\$414,805	

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
Minimum 3 months (25%) of Annual Operating Expenses =	\$103,554	\$168,966	\$176,448	\$168,954	\$220,961
Maximum 6 months (50%) of Annual Operating Expenses =	\$207,107	\$337,931	\$352,897	\$337,908	\$441,921
Actual/Forecasted Level of Financial Reserves:	\$380,758	\$180,573	\$170,198	\$230,223	\$255,298
Actual/Forecasted Level of Financial Reserves %:	92%	27%	24%	34%	29%

2020 Revised Forecast	2021 Budget	2021 Budget
\$194,816	\$217,856	\$210,012
\$389,632	\$435,712	\$420,025
\$336,079	\$383,430	\$414,805
43%	44%	49%

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