

Toronto

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## Overview:

We continue to be extremely proud to work with CAFII and especially with the privilege of supporting, Brendan and Keith directly. Working with 2 professional and extremely proactive EDs makes our partnership a thriving one and we look forward to continuing this partnership into the future.

## Partnership Value Points:

- ✓ **Our benchstrength:** We continue to ensure that benchstrength is embedded into the CAFII/ MM team and that we are able to access additional resources at any time. This is a top priority as we endeavor to have back up team members for all roles.
- ✓ **Escalation point of service and support:** We continue to ensure that we have multiple avenues for escalation in our organization. These include the President, Talent Business Partner (from a talent & performance perspective) and our Head of Client Services and Business Delivery (satisfaction with performance and delivery methodology).
- ✓ **Specializations:** We continue to focus on the development and growth of our specialization areas. Over the past year we have significantly developed our Project Management division as well as Marketing and Communications division. This allows our client partners to tap into specific areas of expertise and talent, depending on their requirements.
- ✓ **Client-centric & Quality Talent:** MM has shifted to a client centric model of business, focusing on the meaning of our client missions, engaging the talent we recruit directly with the client in their particular specialization and fitting the skills and interests to the client mission above the client tasking. We firmly believe that this targeted talent approach will result in increased quality of talent for CAFII.
- ✓ **Managing Volatility:** Through the pandemic it has become apparent and essential that we progressively and proactively manage our recruitment and retention activities. Our Talent Business Partner was hired specifically with this in mind to assist in managing our key assets: our people.

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Role	Percentage of Time (FTE-Full Time Employee)	Base Year (2% increase) January 2021-December 2021	Year 1 (5% increase) January 2022 - December 2022	Year 2 (3% increase)	Year 3 (2% increase)	Important Notes
Executive Administrator	40%	\$3,920	\$4,116	\$4,239	\$4,324	Membership and Administrative
IT	10%	\$980	\$1,029	\$1,060	\$1,081	
Accountant	14%	\$1,372	\$1,441	\$1,484	\$1,513	Includes accounting for events
Event Manager	20%	\$2,261	\$2,374	\$2,446	\$2,495	3 receptions & Executive Luncheon
<b>Total FTE (Full Time Employees)</b>	<b>84%</b>					
<b>MM Staffing (monthly)</b>		<b>\$8,533</b>	<b>\$8,960</b>	<b>\$9,229</b>	<b>\$9,413</b>	
Administrative Charge	5%	N/A	N/A	N/A	N/A	
Overhead	5%	N/A	N/A	N/A	N/A	
Archive storage						*No charge
Computer Maint. and Support						*No charge
<b>Total Monthly (CAD)</b>		<b>\$8,533</b>	<b>\$8,960</b>	<b>\$9,229</b>	<b>\$9,413</b>	

<b>Total Annual</b>	<b>\$102,397</b>	<b>\$107,517</b>	<b>\$110,742</b>	<b>\$112,957</b>
<b>HST</b>	<b>\$13,312</b>	<b>\$13,977</b>	<b>\$14,396</b>	<b>\$14,684</b>
<b>Total Annual (plus HST)</b>	<b>\$115,709</b>	<b>\$121,494</b>	<b>\$125,139</b>	<b>\$127,642</b>

<b>Additional webinar management (per event)</b>	<b>20 hrs @ \$85</b>	<b>\$1,700</b>
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<b>25th Anniversary Event management</b>	<b>TBD based on scope and requirements as planning evolves</b>
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## Appendix A

### Points of interest from our business/ industry:

- ✓ **Talent (salaries).** Accounting roles are fiercely competitive and salaries are increasing significantly, even for entry level roles. Senior accounting roles are also dramatically increasing. Salaries for all other mid-to-entry level roles have also dramatically increased, especially in the GTA. The accounting industry in Canada, and specifically Toronto has seen a 3% increase in salaries. What we are experiencing at MM is an alignment to the industry standard – with more jobs than there are talent to fill the jobs, we are now competing in the same pool for applicants as all other forms of businesses, and we no longer have the luxury of lower wage ranges to serve the not-for-profit industry.
- ✓ **Recruiting new talent.** What used to be a simple exercise with 1-3 touch points before hire is now a lengthy process with 10-12 touchpoints that have become much more complex and time consuming. Negotiations are taking longer and candidates are demanding more, as above.
- ✓ **Professional Development.** We are investing more than ever in our PD budget to keep and retain our talent as well as deliver in an environment that now accelerates at 10 times the pace it was at just a year ago in technological advancement, client expectations for delivery and employee expectations for growth and development to meet the changing needs of their work.
- ✓ **Remote work costs.** Technology adoption and implementation.