

2023 CAFII Budget
In \$ Cdn

	2019 Actuals	2020 Actuals	2021 Actuals	2022 Actuals	CAFII 2023 Budget	2023 YTD February 2023	2023 Forecast	Comment/Rationale
Revenue								
Membership Dues	734,664	884,721	955,970	991,653	929,964	158,850	929,964	Member Dues Revenue Tab
Interest	982	399	236	2,579	5,500	1,634	5,500	Same as budget
CCBPI Revenue + one time event fees	195	-	-	12,511	-	-	-	
TOTAL REVENUE	735,841	885,120	956,206	1,006,743	935,464	160,484	935,464	
EXPENSE								
Office Costs								
Management Fees (CAFII staff and Managing Matters)	465,134	476,844	486,711	507,904	538,784	88,724	538,784	Same as budget
New hire for 6 months overlap					102,895	-	102,895	Same as budget
Audit Fees	14,799	16,743	13,224	15,187	16,402	2,610	16,402	Same as budget
Insurance	5,338	5,385	5,877	6,275	6,902	\$1,051	6,902	Same as budget
Member Communication and Technology Tools	10,022	5,765	6,958	7,990	8,810	2,104	8,810	Same as budget
Telephone/Fax/Internet	6,494	5,808	6,799	5,935	5,789	208	5,789	Same as budget
Postage/Courier	159	53	-	60	86	-	86	Same as budget
Office Expenses	2,025	2,158	2,694	7,898	10,751	102	10,751	Same as budget
Bank Charges	112	236	663	548	628	61	628	Same as budget
New Office Equipment				-	-	-	-	Same as budget
Depreciation Computer/Office Equipment	1,136	1,136	1,136	716	2,821	119	2,821	
Miscellaneous Expense	-	-	-	283	500	-	500	Same as budget
Total Office related expenses	505,219	514,128	524,061	552,796	694,369	94,979	694,369	
Legal and consulting costs associated with regulatory submissions and initiatives	-	28,975	74,221	-	90,400	-	90,400	Same as budget
Board/EOC/AGM								
Annual Members and Associates Luncheon	12,052	-	-	13,147	16,120	-	16,120	Same as budget
Board Hosting (External)	14,001	-	-	203	24,075	-	24,075	Same as budget
Board/EOC Meeting Expenses	35,419	4,676	1,822	11,361	31,089	362	31,089	Same as budget
Industry Conferences and Events	-	-	-	615	3,627	\$0	3,627	Same as budget
EOC Annual Appreciation Dinner	2,193	4,244	-	2,501	5,676	-	5,676	Same as budget
Speaker fees & travel	1,189	-	-	-	1,500	-	1,500	Same as budget
Gifts	200	-	-	765	1,284	-	1,284	Same as budget
Networking Events	-	-	-	1,854	5,650	-	5,650	Same as budget
CAFII 25th Anniversary Celebration	-	-	-	15,315	-	-	-	
Total Board/EOC/AGM	65,053	8,920	1,822	45,761	89,021	362	89,021	Same as budget
Regulatory and Industry								
Provincial Regulatory Visits and Relationship-Building	16,833	983	-	9,205	41,000	89	41,000	Same as budget
Federal Regulatory Visits and Relationship-Building	442	540	-	-	5,000	\$0	5,000	Same as budget
Research/Studies	5,368	28,646	75,473	73,026	67,800	-	67,800	Same as budget
Webinar Fees				7,684	15,368	1,921	15,368	Same as budget
Website SEO and Enhancements	40,914	31,144	50,737	45,200	45,200	-	45,200	Same as budget
CAFII Benchmarking Study/RSM Canada	-	68,365	67,800	67,800	71,190	-	71,190	Same as budget
Media Outreach	5,683	350	9,542	2,779	9,040	\$679	9,040	Same as budget
Media Consultant Retainer	27,120	27,685	29,792	37,331	37,500	5,085	37,500	Same as budget
Marketing Collateral	1,629	845	717	1,787	7,000	-	7,000	Same as budget
Total Regulatory and Industry	105,543	179,462	254,966	244,812	299,098	7,774	299,098	Same as budget
TOTAL EXPENSE	675,816	731,485	855,070	843,368	1,172,888	103,115	1,172,888	
Excess of Revenue over Expenses	60,025	153,636	101,136	163,375	(237,424)	57,369	(237,424)	
Unrestricted Net Assets (beginning of year)	170,198	230,223	230,223	505,900	621,727	669,275	669,275	
Unrestricted Net Assets (end of period)	230,223	383,859	331,359	669,275	384,303	726,643	431,851	

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

Actual/Forecasted Financial Reserves	2019 Actuals	2020 Actuals	2021 Actuals	2022 Actuals	CAFII 2023 Budget	2023 YTD February 2023	2023 Forecast
Minimum 3 months (25%) of Annual Operating Expenses =	\$168,954	\$182,871	\$213,767	\$210,842	\$293,222	\$293,222	\$293,222
Maximum 6 months (50%) of Annual Operating Expenses =	\$337,908	\$365,742	\$427,535	\$421,684	\$586,444	\$586,444	\$586,444
Actual/Forecasted Level of Financial Reserves:	\$230,223	\$383,859	\$331,359	\$669,275	\$384,303	\$726,643	\$431,851
Actual/Forecasted Level of Financial Reserves %:	34%	52%	39%	79%	33%	62%	37%

2019 Operational Budget - Member Dues Breakdown

2018 Member Dues Breakdown				
Upper Tier Member	73,438.00	5	367,190.00	
DFS	58,076.00	1	58,076.00	
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	5	440,629.00	
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	73,438.00	5	440,629.00	
National Bank	59,079.00	1	59,079.00	
Lower Tier Member	36,719.00	3	110,157.00	
Initiation Members	44,000.00	2	88,000.00	
Associate	4,800.00	8	40,800.00	
			734,664.00	

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

2020 Member Dues Breakdown				
Upper Tier Member	77,110.00	5	693,985.10	
Lower Tier Member	38,555.00	3	115,594.85	
Initiation Members (U)	46,266.00	1	46,265.94	
Initiation Members (L)	23,133.00	0	0.00	
Associate	4,800.00	11	52,800.00	
			908,719.89	

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

2020 Member Dues Breakdown				
Upper Tier Member	77,110.00	5	693,985.10	
Lower Tier Member	38,555.00	3	115,594.85	
Initiation Members (U)	46,266.00	1	46,265.94	
Initiation Members (L)	23,133.00	0	0.00	
Associate	4,800.00	6	28,800.00	
			884,719.89	

2020 Upper Tier Member				
BMO Bank of Montreal				
CIBC Insurance				
RBC Insurance				
Scotiabank 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				
RCA Life Reinsurance Company of Canada				
Torlys LLP				
*IBC				
*IBC				

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

Did not renew in 2020

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

2021 Operational Budget - Member Dues Breakdown - No Dues Increase

2021 Member Dues Breakdown				
Upper Tier Member	77,110.00	5	693,985.10	
Lower Tier Member	38,555.00	2	154,219.80	
Initiation Members (Upper Tier)	46,266.00	1	46,265.94	
Initiation Members (Lower Tier)	23,133.00	0	0.00	
Associate	4,800.00	6	24,000.00	
			918,474.84	

2021 Upper Tier Member				
BMO Bank of Montreal				
CIBC Insurance				
RBC Insurance				
Scotiabank 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				
RCA Life Reinsurance Company of Canada				
Torlys LLP				

2021 Forecast

2021 Member Dues Breakdown				
Upper Tier Member	77,110.00	5	693,985.10	
Lower Tier Member	38,555.00	2	154,219.80	
Initiation Members (Upper Tier)	46,266.00	1	46,265.94	
Initiation Members (Lower Tier)	23,133.00	0	0.00	
Associate	4,800.00	10	48,000.00	
			955,968.84	

2021 Upper Tier Member				
BMO Bank of Montreal				
CIBC Insurance				
RBC Insurance				
Scotiabank 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				
RCA Life Reinsurance Company of Canada				
Torlys LLP				
Dog and Pony Studios				
Sikeman Elliott LLP				
RSA				
Norton Rose Fulbright Canada				

Initiation Members (Lower Tier)				
Canadian Tire Bank				

CTB is joining CAFI in early June, we will prorate CTB's 2021 Initiation Member Dues to 7/12 of the full year amount
2nd Year

2022 Operational Budget - Member Dues Breakdown - No Dues Increase

2022 Member Dues Breakdown				
Upper Tier Member	77,110.00	5	771,096.00	
Lower Tier Member	38,555.00	2	154,219.80	
Initiation Members (Upper Tier)	46,266.00	0	0.00	
Initiation Members (Lower Tier)	23,133.00	1	23,132.97	
Associate	4,800.00	9	43,200.00	
			991,651.77	

2022 Upper Tier Member				
BMO Bank of Montreal				
CIBC Insurance				
RBC Insurance				
Scotiabank Financial				
TD Insurance				
Desjardins Financial Security Life Assurance Company				
National Bank Life Insurance Company				
Manulife Financial				
The Canada Life Assurance Company				
Sun Life Financial				

2022 Lower Tier Member				
Assurant Solutions				
Canadian Premier Life Insurance Company				
Valeyo				
Cumis Group Ltd/Co-operators Life Insurance Co.				

2022 Initiation Members (Upper Tier)				

2022 Associate				
RSM Canada				
Willis Towers Watson				
KPMG MSLP				
Optima Communications				
RCA Life Reinsurance Company of Canada				
Torlys LLP				
Sikeman Elliott LLP				
RSA				
Norton Rose Fulbright Canada				

Initiation Members (Lower Tier)				
Canadian Tire Bank				

2023 Operational Budget - Member Dues Breakdown - No Dues Increase

2023 Member Dues Breakdown				
Upper Tier Member	77,110.00	5	693,985.10	
Lower Tier Member	38,555.00	5	192,774.75	
Initiation Members (Upper Tier)	46,266.00	0	0.00	
Initiation Members (Lower Tier)	23,133.00	1	23,132.97	
Associate	4,800.00	9	43,200.00	
			953,096.82	

2023 Upper Tier Member				
BMO Bank of Montreal				
CIBC Insurance				
RBC Insurance				
Scotiabank Financial				
TD Insurance				
Desjardins Financial Security Life Assurance Company				
National Bank Life Insurance Company				
Manulife Financial				
The Canada Life Assurance Company				
Sun Life Financial - Remove next year				

2023 Lower Tier Member				
Assurant Solutions				
Canadian Premier Life Insurance Company				
Valeyo				
Cumis Group Ltd/Co-operators Life Insurance Co.				

2022 Initiation Members (Upper Tier)				
Canadian Tire Bank				

2023 Associate				
RSM Canada				
Willis Towers Watson				
KPMG MSLP				
Optima Communications				
RCA Life Reinsurance Company of Canada				
Torlys LLP				
Sikeman Elliott LLP				
RSA				
Norton Rose Fulbright Canada				

Initiation Members (Lower Tier)				
Chubb Life Insurance Company of Canada				