



**Ontario Professional Planners Institute
Report to Council**

Agenda Item 5.2

Please Check One:
 Report for Council Consideration/Decision
 Report for Information Only

Agenda Item: 2020 Business Plan

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Date: October 2019

The Issue:

The 2020 Business Plan marks the fourth year of implementation of [Inspire OPPI Strategic Plan 2020](#). INSPIRE OPPI has been the catalyst to transition from a member-centric business model based on organizational needs to a value-creation business model based on our stakeholder's interests. OPPI's 2020 Business Plan described below addresses the Institute's sustainability while focussing on new value creation. OPPI is a high performing organization (HPO).

The 2020 OPPI Business Plan addresses:

- OPPI's sustainability including trends and issues and the 3-Year Financial Projection (appendix 2)
- 2020 budget to fund operations, capital expenses, strategic initiatives and reserve fund (appendix 1)
- 2020 strategic priorities as proposed by staff.

Approval of the Business Plan is required.

Background information:

Overview of Business Plan

The purpose of the annual Business Plan is to direct implementation of OPPI's Strategic Plan. It is guided by the Institute's Financial Strategy to achieve fiscal stability over the short and long terms.

The Plan is a dynamic document, developed through a collaborative and iterative process with Council members and association staff. It is monitored and reviewed on an ongoing basis, including at each Council meeting, so elements and tactics may be calibrated as feedback and circumstances require. The following principles help to keep the Plan on track and serve as a means to measure progress.

- Strategic Plan driven—Directing and optimizing resources to achieve OPPI's Strategic Plan goals. We "budget our plan" rather than "plan our budget".
- Focus on meaningful value—Allocation of resources, targets programs and services that are valued by trusted stakeholders. We place value on the member-value proposition of our actions and effective use of resources.

- Technologically simple—Programs and information are offered in a timely, accessible and responsive manner.
- Sustainable revenue streams—Members’ fees fund the Institute’s core operations, services and programs. Costs associated with programs and services that benefit a particular member (e.g., continuous professional learning programs and consultants’ directory) are fully recovered, including the cost of staff support, through appropriate pricing strategies and sponsorships. Costs for programs and services that offer benefits to other parties are shared through partnerships arrangements or recovered through a fee, advertising revenue or sponsorship.

The Plan, and achievement of its goals and objectives, is communicated to members in several ways, including OPPI’s website, social media and in OPPI publications. We value and strive to engage members in providing input throughout the year by way a survey, district leadership team forums, and interactive digital platforms and social media. At year end, the President prepares a comprehensive report for the AGM, which is posted on OPPI’s website and social media.

Managing OPPI Resources in Fulfillment of the Plan

OPPI aligns its resources with the Plan in ways that seek to make optimal use of its financial, human and technology resources across all facets of the association.

The Institute manages its financial resources based on the following operational guidelines:

- **Balanced budget**—Annually OPPI strives to prepare a balanced operating budget. It incorporates conservative estimates of anticipated revenues, drawn from members’ fees and other sources. It describes expenses associated with annual strategic plan initiatives and the ongoing costs of maintaining the work of the Institute.
- **Revenue Streams** —Costs associated with programs and services benefiting an individual member or a third party are fully recovered through appropriate pricing strategies, sponsorships, advertising or cost sharing agreements.
- **Revenue diversification**—Revenue sources are diversified such that at least 60 per cent should come from membership fees and 40 per cent should come from other sources such as fees from professional practice and development courses, sponsorships and advertising.
- **Operational efficiencies**—Operating budget targets a distribution with at least 70 per cent used for member services/programs and 30 per cent for administration costs.
- **Net asset maintenance**—OPPI has a Reserve Fund operational policy that guides our net asset maintenance. We maintain five distinct net assets: the Scholarship Fund, Capital Fund, Strategic Fund, Discipline Fund and Unrestricted Net Assets (**Appendix 3**). These assets are only used to fund earmarked, segregated programs such as scholarships, strategic plan implementation, moving or equipment costs, legal fees for Discipline hearings and an unexpected shortfall in revenue or unforeseen significant expense such as employee severance or lease wind-up. Investments are credited to designated accounts annually.
- **Cash flow projections**—Ensure investments are maximized and not unnecessarily cashed in. An annual cash flow projection is undertaken while ensuring all expenditure demands are met.

Human Resources are managed by focusing the work of OPPI staff on implementation of the Strategic Plan and maintenance of day-to-day operations. Administrative work that is not the core business of the organization is outsourced. This may include contracted support services for coordinating and administering database, computer hardware and software, website maintenance and hosting, social media posts, human resource matters and conference event coordination.

Technology is used to maximize service access and delivery effectively and efficiently, always with the view to minimize staff resources and costs—database, website, social media channels, digital file storage, on-line payment, renewal, registration, webinars, livestreaming etc.

Overview of Purpose and Status of OPPI’s Distinct Net Assets (Five Distinct Funds)

OPPI has created 5 Distinct Net Assets in keeping with its Financial Strategy and policies to achieve fiscal stability both short and long-term. The annual Business Plan, approved by Council, ensures that the funds are allocated appropriately. The funds are described below providing information on their proposed use for the 2019 Business Plan.

Capital fund

The Capital Fund was established in 2004 to support the acquisition and replacement of assets. A contribution of \$10,000, is allocated to the fund from excess revenue received from OPPI’s revenue-generating mailing service. The intended goal for the fund is to achieve 10% of our operating budget by 2021 as per our Operational Policy on Reserve Funds. Following the completion of the annual audit, the fund may be augmented by an annual allocation from general operations with the approval of Council. The fund balance is invested, and the investment income is accumulated in the fund.

Discipline fund

The Discipline Fund was established in 2014 to support expenses related to Discipline matters. A contribution of \$10,000 to be allocated from year end excess of revenue over expense. The intended goal for the fund is \$150,000 by 2021. As at 2019, we have surpassed the target goal for the fund. The amount is set annually by Council. It is based on a reasonable estimate of an amount that would be necessary to accommodate legal fees for a disciplinary case. Following the completion of the annual audit, the fund may be augmented by an annual allocation from general operations with the approval of Council. The fund balance is invested, and investment income is accumulated in the fund.

Strategic fund

OPPI’s strategic fund was established in 2004 to support the ongoing funding of the much-needed strategic initiatives at that time. Excess revenue from conferences, and district education events are allocated directly to the strategic fund. Annually strategic priorities are established, and their value monitored and measured. Financial resources from the fund support priorities as appropriate and are reflected in the Business Plan approved by Council. The intended goal for the fund is to maintain at least a minimal amount of \$20,000 in the fund. Following the completion of the annual audit, the fund may be augmented by an annual allocation from general operations with the approval of Council. The fund balance is invested, and investment income is accumulated in the fund.

The Strategic Budget, funded through excess revenue after expense from conferences, and districts follows:

Opening Balance	\$316,829
2019 Conference excess of revenue estimated	0
2019 District excess of revenue estimated	20,000
2019 Strategic activities estimated	(101,000)
2020 Strategic activities estimated	(254,000)
2020 Strategic Fund (Conference) estimated	40,000
2020 District excess of revenue estimated	20,000
Estimated Strategic Fund Balance as at December 31, 2020	<u>\$ 41,829</u>

Scholarship Fund

The Scholarship Fund was established in 1999 to support the ongoing funding of OPPI Scholarships. The fund receives revenue from fund raising events e.g. golf tournaments and silent auctions held at our conference, district and private donations and through accumulation of interest on the balance in the fund. As of 2018, we began to use the fund to support the scholarship program instead of funding coming from the operating budget. The fund is to maintain at least a 3-year level of funding or approximately \$17,000 at which time a plan will be established to replenish the fund. Following the completion of the annual audit, the fund may be augmented by an annual allocation from general operations with the approval of Council. The fund balance is invested, and the investment income is accumulated in the fund.

Reserve Fund - 2019 projected operational year end revenue excess

The acceptable standard for a not-for-profit organization operating reserve fund, is to have at least 6 months of its operational budget set aside. To maintain this target OPPI may allocate a portion of excess revenue over expenses from its operating budget. For the year ending December 31, 2019, a projected operational revenue excess of \$50,000 after expense is expected. Following the annual financial audit excess operational revenue can be allocated to any of the 5 Distinct Net Assets with Council's approval.

Investments

An overriding recognition of philosophy for the investment of funds is the protection of members' funds. Membership fees must be invested in a manner which provides the best possible return with the greatest possible security. OPPI invests in short term (one year or less) and medium term investments (excess of 1 year but less than 5 years) such as GIC's, Government of Canada Treasury Bills and investment savings account. OPPI has a total of \$2,000,000 in investments.

Overview of Annual Budget to fund Operations and Strategic Priorities

2020 Operating Budget

The 2020 Operational Budget is fully funded, primarily through member fees with the remainder from other revenues.

Details of the attached budget (**Appendix 1**) reflect the following decisions and outcomes:

Overview of Revenue

Revenue from Membership Fees

At the October 2019 Council meeting, a membership fee increase of 3 per cent was endorsed across all fee categories, excluding the Student category, to further stabilise operational funding. This represents an increase of \$4.21 for Retired and Non-Practicing, \$10.95 for Public Subscriber, \$13.99 for Full, Candidate and Pre-Candidate members and comes into effect with the 2020 membership renewal.

Membership fees are budgeted conservatively with the following outcomes:

- Reduction of 100 Full members due to resignations prompted by retirement from employment or for non-compliance of the professional standard for mandatory Continuous Professional Learning (CPL).

Revenue from Penalty Fees from CPL

Note that a CPL Penalty for non-compliance of \$250 + HST was implemented in 2015. We had a resounding number of members record their CPL from 2015 to 2019 and we anticipate the same for 2020. As such the revenue from penalty fees will continue to diminish over the next few years. Penalty Fees are part of line 2 "Other Fees".

Revenue from CPL programs and events

CPL revenues are based on a consistent conservative approach.

Liability Insurance

OPPI provides Liability Insurance to all Full, Candidate, Non-practicing and Retired members. Appendix 1, Line 2, "Other Fees" reflects the revenue for 2020 in the amount of \$160,600. The insurance rate for 2020 will remain at \$44.

Overview of Expenses

District Leadership Team Expenses and Revenues

District Leadership Teams like all other committees are funded through OPPI's operating budget. Based on the formula approved by Council at its December 2012 meeting—operational expenses are funded, and costs associated with events are recovered and provides for a 20% surplus obtained through event fees or by sponsorship. Operational funding has been included to cover about two in-person meetings and four conference calls. Districts can request up to \$5,000 for the implementation of strategic priorities as identified in their annual work plans with approval by the Executive Director.

Adaptation to inflation/market adjustments

Built into this business plan are the costs associated with OPPI's agreement with its website provider, 78digital and database provider, eSolutions. Operational expenses reflected in the budget are for hosting, technical support, and website updates.

Increases in operational costs are as follows:

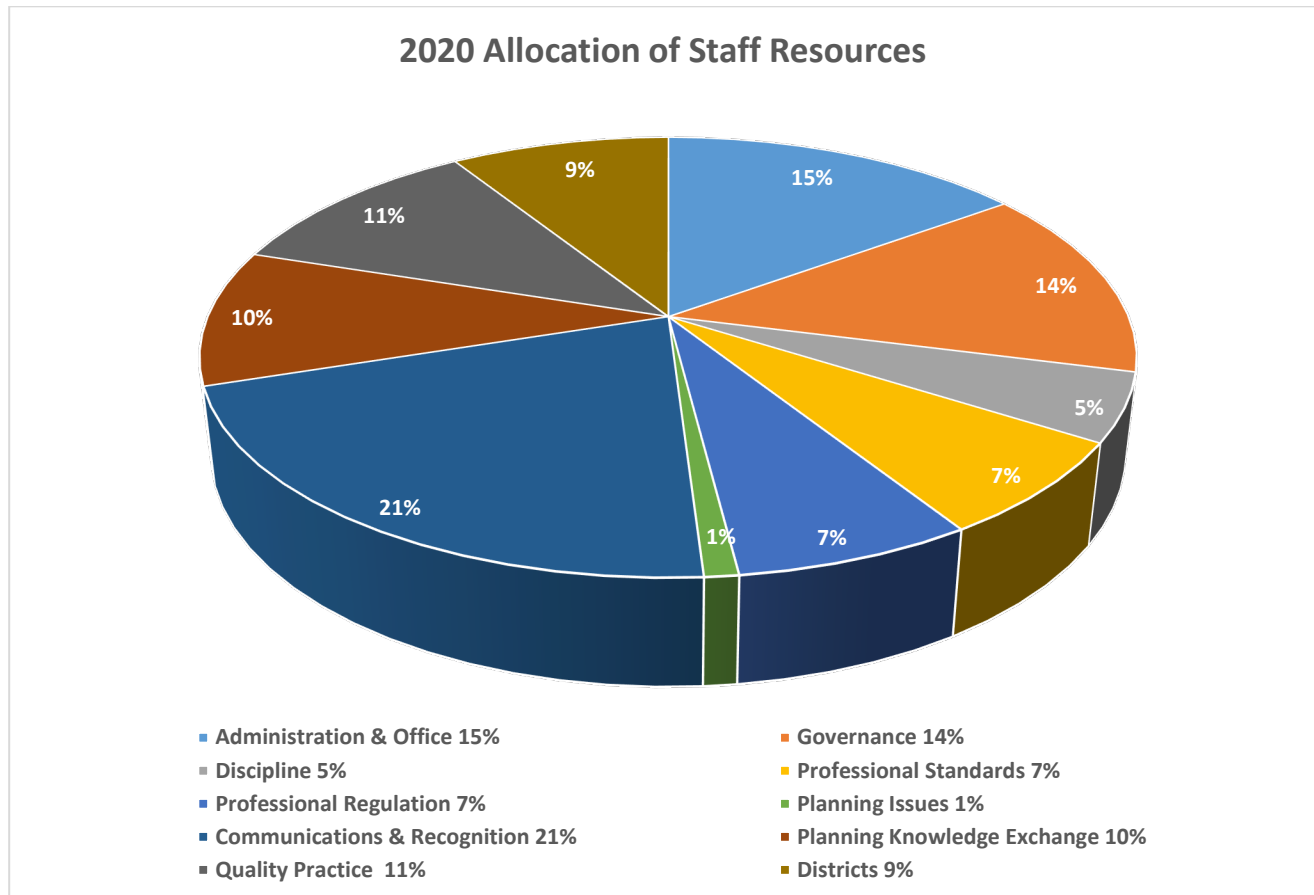
- Salaries, pursuant to OPPI's HR Policy. Salaries are based on performance.
- Staff Group Benefits
- Office rent
- Production and Shipping of RPP certificates
- Y Magazine
- Travel and Accommodation for Council members
- Continued phased implementation of Communication Strategy/Branding RPP & Support Services
- Implementation of recommendations of the Indigenous Planning Perspectives Report requiring operational support.

Liability Insurance

OPPI provides Liability Insurance to all Full, Candidate, Non-practicing and Retired members. Appendix 1, Line 10, "Administration & Office" reflects the expense for 2020 in the amount of \$160,600.

Allocation of Staff Resources

Staff resources are allocated to governance, programs and services as reflected below, comprising 37% of the budget or \$856,653. OPPI has 9 full time staff (1 executive director, 2 directors, 3 managers, and 3 coordinators).



Allocation of funding for 2020 Strategic Priorities

Funding for the proposed 2020 strategic priorities totalling \$254,000 are as follows:

Promote and safeguard professionalism

Legal fees regarding professional regulation - \$20,000

RPP as the recognized brand

Marketing/branding – phase 3 continued implementation of Communications Plan to create a new student poster, new member welcome kit, awards promotion and profiling, renewed look and profiling of consultant directory and job advertising marketing - \$50,000

Targeted event sponsorship that supports the branding of RPP with external organizations and communities - \$20,000

Facilitate the exchange of knowledge and expertise for the betterment of planning in Ontario

White paper development focussed on key planning matters (mega issues)- \$15,000

Implementation of recommendations of Indigenous Planning Perspectives Report- \$40,000

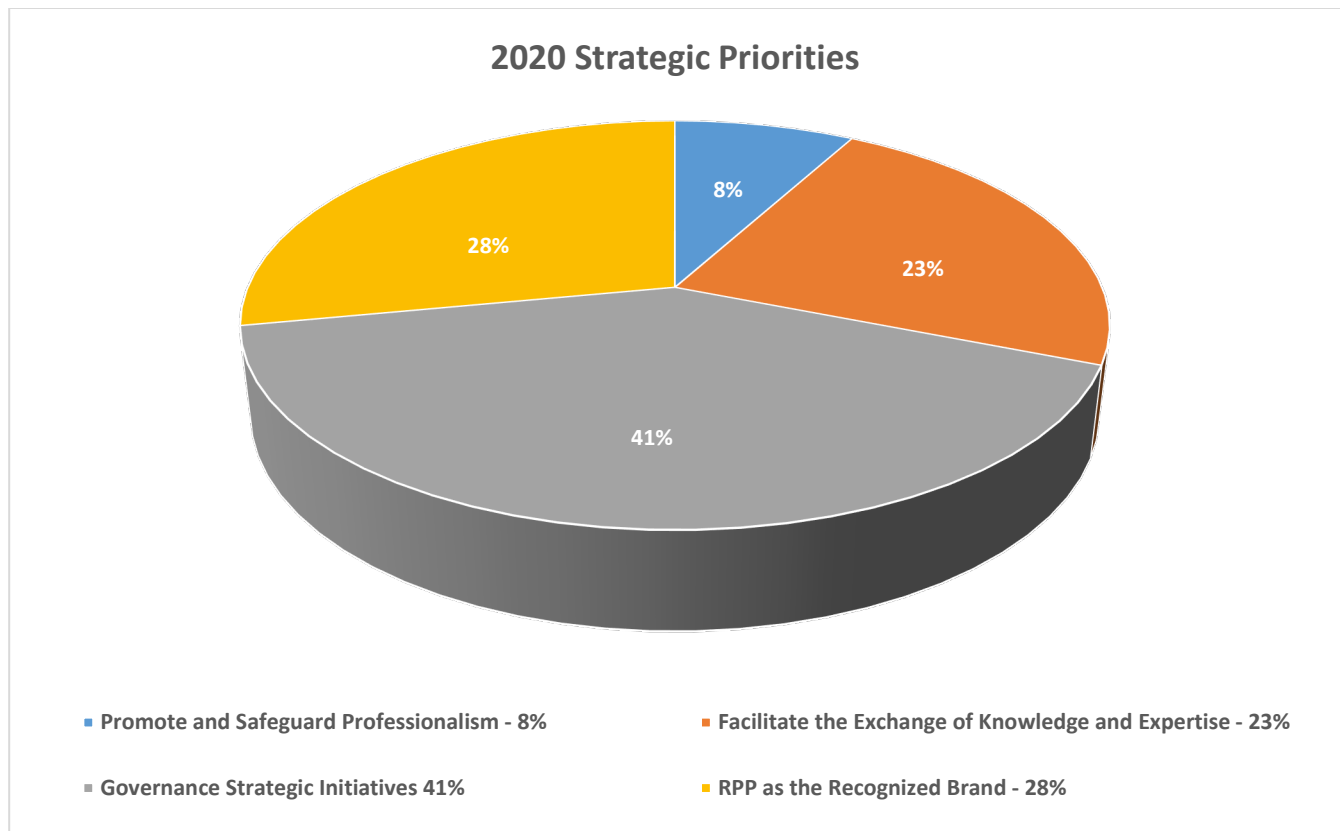
District Leadership Teams request for enhanced CPL offerings - \$4,000

-Western Lake Ontario - \$1,700, Toronto - \$200, Oak Ridges - \$2,100

Governance Strategic Initiatives

By-law and governance structure review pending passage of RPP Act - \$30,000

Council strategic plan development including marketing and promotion - \$75,000



Achieving Balanced Budget

The operational budget, which is based on a conservative forecast of membership revenue, reflects an excess of revenue over expense in the amount of \$0.

Financial Sustainability—trends and issues

As OPPI prepares for the future, Council should be mindful of the following trends and issues.

The reserve fund meets the acceptable standard for not-for-profit organizations—OPPI's reserves should be at least 6 months of its operational budget or about \$1,163,188. They are currently at \$1,239,291. To move toward achieving this standard OPPI will continue to allocate a portion of its excess revenue from operations to the reserve, as noted on page 4 of the report referencing the Reserve Fund.

Revenue from non-member fees is subject to the economy—as reported by many not-for-profits, sponsorship revenues have decreased. Garnering additional revenue to support/offset operating expenses is not always predictable.

Funding for strategic initiatives is reliant on the revenue generated from OPPI's conference—about \$40K. OPPI has been fortunate over the past few years with larger excess revenues over expenses in this event due to strong member engagement and cost-cutting measures. However, the 2019 Conference, being extremely successful in member value, fell short in anticipated early bird member registrations and a projected break-even is expected. The results from the Conference will be available in December. Conferences **must** earn excess revenue and as such staff will review the goals, supporting policies, structure and economic factors so that OPPI can plan and achieve the goals of the conference including a revenue generating conference.

OPPI's professional membership fees are among the lowest fees for professional organizations (**Appendix 4- based on 2019 data**). It is noteworthy that OPPI's membership fee provides both the service of a regulator and member service organization at this low rate. Over the long-term OPPI must continue to balance fee increases with creating distinct value in its delivery of programs and services to members.

OPPI member demographics show that 20% of members are 55 years and older. As Members leave the workforce OPPI's consistent Full Member fee revenue may be impacted. Given the possibility of this scenario, OPPI is currently creating relationships with other organizations and communities that we can work with to co-create and deliver programs and services of meaningful value.

Monitoring OPPI's demographic membership profile for trends and benchmarking should continue to be a priority for Council to ensure that our strategies continue to build relationships, creating and delivering value and capturing revenue that supports and sustains OPPI.

Three-year financial forecast

In accordance with OPPI's Financial Strategy, a three year - financial forecast (**Appendix 2**) is found below.

- Membership fees for the next 3 years reflect a 3% increase projecting the need to keep pace with inflation and continued support for operational expenses resulting from strategic activities. As well member fee projections reflect the reduction of 100 Full members opting to resign their membership in their retirement years.
- Salary increases for staff are based on performance goals and are in keeping with OPPI's HR policies.
- Inflation/market adjustments are included in estimated expenses.

Action Required:

OPPIs Executive Committee have reviewed the 2020 Business Plan providing input and direction to staff. OPPI Council is asked to review and approve the final Plan.

Decision or Direction needed:

1. Approve the 2020 Business Plan including:
 - 2020 Budget to fund operations, capital expenses and strategic priorities.

2020 Membership Fees are based on 2019 actuals and approved 3% increase

2020 BUDGET		1	2	3	4	5
BUDGET ITEM DESCRIPTION		2020 OPERATIONAL BUDGET	2019 OPERATIONAL BUDGET	2020 STRATEGIC BUDGET	2020 STRATEGIC FUND BUDGET	2020 CAPITAL FUND BUDGET
REVENUE						
1	Membership	\$1,814,269	\$1,720,177			
2	Other Fees	\$178,448	\$172,547			
3	Continuous Professional Learning	\$105,760	\$105,760		\$600,000	
4	Awards	\$5,000	\$0			
5	Consultants Directory	\$15,000	\$15,000			
6	Journal Advertising and Subscriptions	\$36,400	\$36,400			
7	Job Postings	\$165,000	\$160,000			\$35,000
8	Other	\$6,500	\$6,500			
9	TOTAL REVENUE	\$2,326,377	\$2,216,384	\$0	\$600,000	\$35,000
EXPENSE						
10	Administration and Office	\$826,598	\$775,928			\$25,000
11	Governance, Executive and Nominating Committee	\$194,752	\$191,350	\$105,000		
12	Governance Working Groups	\$3,000	\$3,000			
13	Discipline and Complaint Committees	\$91,430	\$77,200			
14	Professional Standards Committee	\$112,417	\$100,227			
15	Professional Regulation Strategy Group	\$120,842	\$133,662	\$20,000		
16	Quality Practice Strategy Group	\$169,793	\$190,475		\$560,000	
17	Planning Issues Strategy Group	\$72,684	\$83,600			
18	Communications, Marketing and Recognition	\$509,793	\$462,536	\$85,000		
19	Planning Knowledge Exchange	\$111,219	\$89,827	\$40,000		
20	District Leadership Teams	\$113,849	\$108,579	\$4,000		
21	TOTAL EXPENSE	\$2,326,377	\$2,216,384	\$254,000	\$560,000	\$25,000
22						
23	TOTAL REVENUE	\$2,326,377	\$2,216,384	\$0	\$600,000	\$35,000
24	TOTAL EXPENSE	\$2,326,377	\$2,216,384	\$254,000	\$560,000	\$25,000
25	EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSE	\$0	\$0	(\$254,000)	\$40,000	\$10,000

2020 Analysis - Revenue

Line 1 – Membership Fees: Membership Fees are based on 3% increase to sustain the operational and strategic goals of the Institute including newly approved recommendations of the Indigenous Planning Perspectives Report. Membership numbers based on current 2019 levels -a conservative approach reflecting no growth or decline

Line 2 – Other Fees: There is no increase to “other fees”. Liability Insurance fee is maintained at \$44 in 2020. Revenue from fees for membership reinstatement, appeals and CPL penalties are based on previous years trends.

Line 3 – Continuous Professional Learning: Revenue from CPL Fees for 2020 are based on previous year. Fee structures are based on 20% earnings of revenue over expenses.

Line 4 – Awards: Revenue for 2020 now included as the awards program was put on hold in 2018 and restructured in 2019 and will commence in 2020.

Line 5 – Consultants Directory: Revenue is based on 2019 actuals. Rebranding and development of a marketing plan for the Consultants Director is underway to increase participants/revenue and external promotion to organizations and communities to use the services of the RPP.

Line 6 – Journal Advertising/Subscriptions: Revenue based on 2019 actuals. 2020 Y magazine advertising kit has been developed to attract current and new advertisers and new revenue.

Line 7 – Job Postings: Revenue allocated reflects 2019 intake. This revenue centre helps to fund new or enhanced operational activities such as Y magazine, as well as our designated fund for complaints and discipline associated fees- hearing costs, investigations etc.

Line 8 – Other: Consists of RPP Seal/Stamps, partnership event listings on our website and investment interest.

2020 Analysis - Expense

Line 10 – Administration & Office: Inflationary increase in staff salaries and rent. Annual increase in number of members in the Liability Insurance program that is associated with new Candidate and Full member intake.

Line 11 – Governance, Executive and Nominating Committee: Inflationary increase in staff salaries and supporting work to implement the recommendations of the Indigenous Planning Perspectives Report.

Line 12 – Governance Working Groups: Maintaining budget to support start-up Governance taskforce/working group meeting expenses. Inflationary increase in staff salaries.

Line 13 – Discipline and Complaint Committees: Maintaining budget to support ongoing Discipline and Complaint (Investigation) Committees and support service to conduct complaint investigations. Inflationary increase in staff salaries allocated, along with the reallocation of the Professional Standards Coordinators salary to this area.

Line 14 – Professional Standards and Registration Committee: Inflationary increase in staff salaries.

Line 15 – Professional Regulation Strategy Group: Maintaining budget to support ongoing professional regulation work and funding for Government Relations contracted service and legal fees.

Line 16 – Quality Practice Strategy Group: Maintaining budget to support work under continuous professional learning (CPL) programs and digital learning platform.

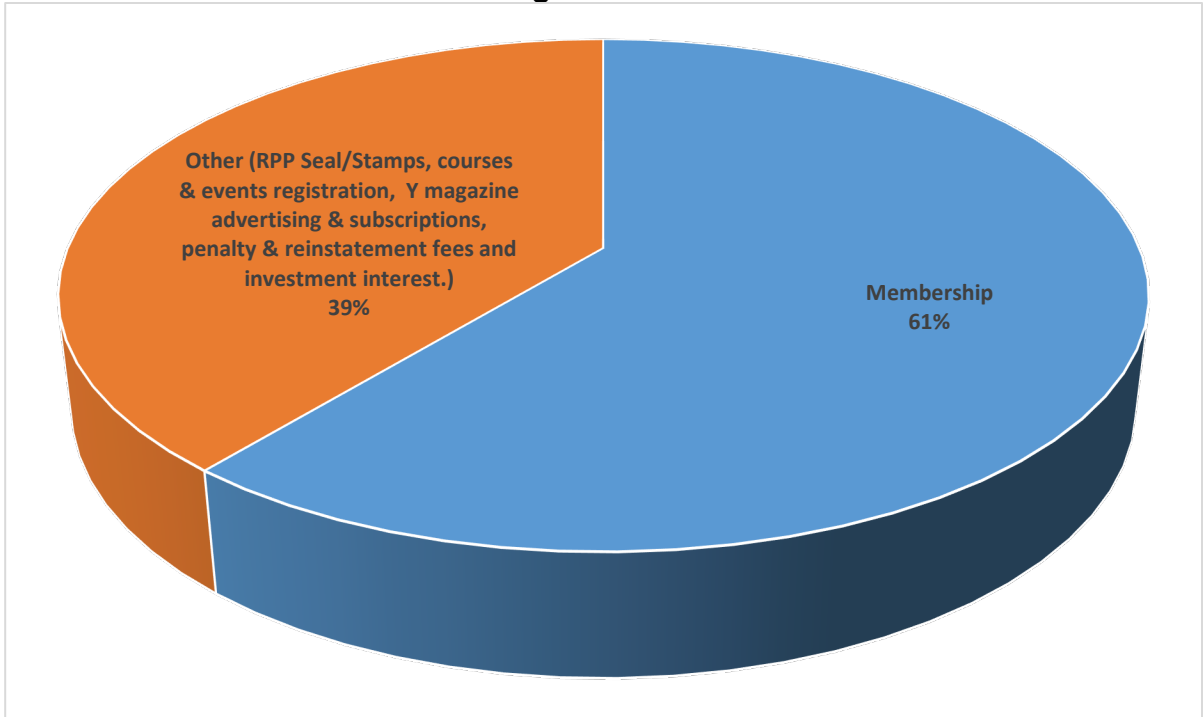
Line 17 – Planning Issues Strategy Group: Maintaining budget to support policy development and government relations contracted services.

Line 18 – Communications, Marketing and Recognition: Maintaining budget to support Y Magazine, outreach to planning schools, OPPI website and data base interface and enhancements, and the launch of the new PlanON Awards program.

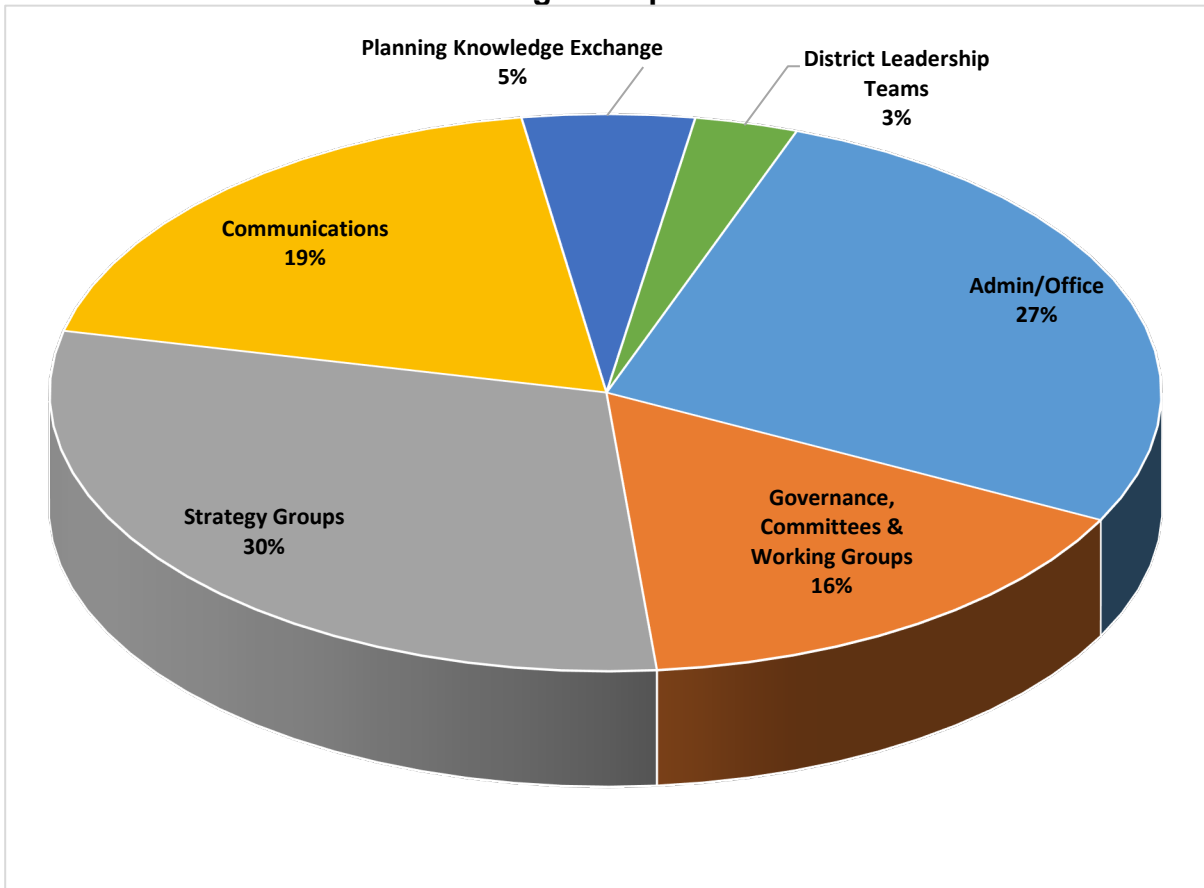
Line 19 – Planning Knowledge Exchange: Inflationary increase in staff salaries and supporting work in indigenous planning perspectives.

Line 20 – District Leadership Teams: Maintaining budget to support the district leadership teams and inflationary increase in staff salaries.

2020 Budget - Revenue



2020 Budget - Expense



ONTARIO PROFESSIONAL PLANNERS INSTITUTE							
3 Year Projection based on 3% membership fee increase for 2020, 2021 and 2022							
				OPERATIONAL	OPERATIONAL	OPERATIONAL	OPERATIONAL
				BUDGET	BUDGET	BUDGET	BUDGET
				2019	2020	2021	2022
REVENUE							
1	Membership Fees			\$1,720,177	\$1,814,269	\$1,874,100	\$1,935,150
2	Other Fees			\$172,072	\$178,448	\$185,000	\$192,000
3	Continuous Professional Learning			\$105,760	\$105,760	\$107,000	\$109,000
4	Awards			\$0	\$5,000	\$5,000	\$5,000
5	Consultants Directory			\$15,000	\$15,000	\$15,000	\$15,000
6	Journal Advertising/Subscriptions			\$36,400	\$36,400	\$36,400	\$36,400
7	Job Postings			\$160,000	\$165,000	\$165,000	\$165,000
8	Other			\$6,500	\$6,500	\$6,500	\$6,500
9	TOTAL REVENUE			\$2,215,909	\$2,326,377	\$2,394,000	\$2,464,050
EXPENSE							
10	Administration and Office			\$775,453	\$826,598	\$850,000	\$875,000
11	Governance, Executive and Nominating Committee			\$191,350	\$194,752	\$200,500	\$206,500
12	Governance Working Groups			\$3,000	\$3,000	\$3,000	\$3,000
13	Discipline and Complaint Committees			\$77,200	\$91,430	\$95,000	\$97,850
14	Professional Standards and Registration Committee			\$100,227	\$112,417	\$115,500	\$119,000
15	Professional Regulation Strategy Group			\$133,662	\$120,842	\$124,000	\$128,200
16	Quality Practice Strategy Group			\$190,475	\$169,793	\$175,000	\$180,000
17	Planning Issues Strategy Group			\$83,600	\$72,684	\$75,000	\$77,000
18	Communications, Marketing and Recognition			\$462,536	\$509,793	\$525,000	\$540,000
19	Planning Knowledge Exchange			\$89,827	\$111,219	\$114,000	\$117,000
20	District Leadership Teams			\$108,579	\$113,849	\$117,000	\$120,500
21	TOTAL EXPENSE			\$2,215,909	\$2,326,377	\$2,394,000	\$2,464,050
22	TOTAL REVENUE			\$2,215,909	\$2,326,377	\$2,394,000	\$2,464,050
23	TOTAL EXPENSE			\$2,215,909	\$2,326,377	\$2,394,000	\$2,464,050
24	EXCESS (DEFICIENCY) OF REV. OVER EXP.			\$0	\$0	\$0	\$0

3% has been used for 3-year projection based on current trends. Actual percentage fee increase will be determined during each years financial plan.

NET ASSETS

SCHOLARSHIP FUND

The OPPI scholarship fund receives funding from events held at our conference or symposium, district and private donations and through accumulation of interest on the balance in the fund. The fund balance is invested and investment income is accumulated in the Fund.

	1999-2017	2018	Total
Contributions			
Transfer from Districts	\$ 54,651	\$101,850	\$156,501
Interest	42,840	130	42,970
Scholarships issued	13,114	918	14,032
TOTAL	<u>0</u>	<u>(7,500)</u>	<u>(7,500)</u>
	<u>\$110,605</u>	<u>\$ 95,398</u>	<u>\$206,003</u>

STRATEGIC FUND

The strategic fund receives funding from the surplus of the conferences and symposiums. The goal is to transfer a minimum of \$20,000 to the fund on a yearly basis.

	1999-2017	2018	Total
Conference/Symposium	\$768,767	\$ 54,181	\$822,948
Contributions	0	100,000	100,000
Interest	1,022	1,218	2,240
Districts	25,489	28,736	54,225
Transfer	<u>(648,584)</u>	<u>(14,000)</u>	<u>(662,584)</u>
TOTAL	<u>\$146,694</u>	<u>\$170,135</u>	<u>\$316,829</u>

CAPITAL FUND

The capital fund receives funding from the surplus of the OPPI mailing service. This fund should be at 10% of our operating budget. Annually we strive to transfer a minimum of \$10,000 to the fund to achieve the intended goal of 10% of operating budget by 2021.

	1999-2017	2018	Total
Contributions	\$158,295	\$70,000	\$228,295
Interest	754	1,293	2,047
Scholarships issued	<u>(3,316)</u>	<u>0</u>	<u>(3,316)</u>
TOTAL	<u>\$155,733</u>	<u>\$71,293</u>	<u>\$227,026</u>

DISCIPLINE FUND

The discipline fund is augmented by an annual allocation from operations and is approved by Council. The fund balance is invested and investment income is accumulated in the Fund.

	1999-2017	2018	Total
Contributions			
Interest	\$150,000	\$70,000	\$220,000
TOTAL	<u>1,447</u>	<u>1,257</u>	<u>2,704</u>
	<u>\$151,447</u>	<u>\$71,257</u>	<u>\$222,704</u>

UNRESTRICTED NET ASSETS

Unrestricted net assets, accumulated, also known as the Institutes reserves have accumulated over the past years.

Unrestricted net assets, accumulated	\$1,239,291
Unrestricted net assets, projected year end 2019*	<u>0</u>
TOTAL	<u>\$1,239,291</u>

Given the proposed excess revenue over expenses, the plan is to allocate \$50,000 to the Strategic Fund.

*2019 Estimated operations excess revenue over expenses = \$50,000

Appendix 4

Association Membership Fee Analysis - 2019								
Ontario Associations	Provincial Full Membership Base	Provincial Fee*	Provincial Levy	National Fee*	Total Membership Fee	Liability Insurance Fee	Regulatory College Fee	Total Fees for a Member to Pay
Professional Planners	2,800	\$466.71	\$0.00	\$191.00	\$657.71	\$44.00	\$0.00	\$701.71
Landscape Architects	1,000	\$680.60	\$0.00	\$175.00	\$855.60	\$0.00	\$0.00	\$855.60
Chartered Professional Accountants	92,814	\$580.00	\$0.00	\$400.00	\$980.00	\$0.00	\$0.00	\$980.00
Architects	4,045	\$960.50	\$0.00	\$250.00	\$1,210.50	\$0.00	\$0.00	\$1,210.50
Engineers	85,000	\$169.00	\$0.00	\$10.00	\$179.00	\$0.00	\$265.00	\$444.00
Dietitians	4,100	\$0.00	\$0.00	\$487.00	\$487.00	\$72.00	\$629.00	\$1,188.00
Physiotherapists	9,300	\$242.00	\$0.00	\$297.70	\$539.70	\$298.00	\$595.00	\$1,432.70
Pharmacists	15,055	\$595.00	\$0.00	\$320.44	\$915.44	\$164.00	\$675.00	\$1,754.44
Chiropractors	3,500	\$926.59	\$600.00	\$515.10	\$2,041.69	\$0.00	\$1,050.00	\$3,091.69
Professions such as Professional Planners, Landscape Architects, Chartered Accountants and Architects function as one organization that regulates the profession and provides member services.								
A Marketing Levy is applied to Chiropractors.								
* Not including HST								

PTIA Full Membership Fee Analysis - 2019							
PTIA Associations	Provincial Full Membership Base	Provincial Fee	National Fee	Total Membership Fee	Liability Insurance Fee	Additional Fees***	Total Fees for a Member to Pay excluding Tax
OPPI	2,800	\$466.71	**0.00	\$466.71	\$44.00	\$0.00	\$510.71
OUQ	1,300	\$545.57	**0.00	\$545.57	\$0.00	\$27.22	\$572.79
PIBC	1,100	\$324.00	\$191.00	\$515.00	\$44.00	\$0.00	\$559.00
APPI	710	\$321.38	**\$191.00	\$321.38	\$45.00	\$0.00	\$366.38
API	209	\$262.00	\$191.00	\$453.00	\$44.00	\$0.00	\$497.00
SPPI	163	\$210.00	\$191.00	\$401.00	\$44.00	\$0.00	\$445.00
MPPI	115	\$225.00	\$191.00	\$416.00	\$44.00	\$0.00	\$460.00
** Optional Payment of \$191.00 to CIP. APPI collects CIP's fee, however members can opt out.							
*** OUQ Members pay a fee to the Office des profession du Quebec (the practice of a profession governed by a professional title) OUQ members need liability insurance only if they are self-employed and they must pay \$1,100 per year for coverage.							
The Atlantic Planners Institute (API) is a professional association that supports professional planners in the four Provincial Associations in the Atlantic Provinces of Canada: New Brunswick Association of Professional Planners (50 Full members), Licensed Professional Planners Association of Nova Scotia (124 Full members), Prince Edward Island Institute of Professional Planners (12 Full members) and the Newfoundland and Labrador Association of Professional Planners (23 Full members).							