



2021

Advocis 

ANNUAL REPORT

COMMUNITY SPIRIT

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A black and white portrait of Greg Pollock, a middle-aged man with short, light-colored hair, smiling. He is wearing a dark suit jacket over a light-colored collared shirt. The background is white.

PRESIDENT & CEO'S MESSAGE

Greg Pollock, CFP, M.Ed., L.L.M., C.Dir.

President and CEO, Advocis, The Financial Advisors Association of Canada

In 2021, we continued to learn how to live and work while carefully managing the impact of COVID-19. At Advocis, this was manifested not only in the excellent work of our staff and volunteers, but also in how the pandemic has taught us to understand and simplify the things that matter most. By sharply focusing on our three key pillars of Advocacy, Professional Development and Community, we are continuing to emerge from these challenging times as a smarter, more agile, and more effective Association that is prepared to meet the challenges of the future.

On the regulatory front, Advocis continued to act as the voice of our profession in what was a remarkably busy year. We are supporting efforts by the CCIR to create FTC rules that are fair to both consumers and the diversity of business models in the insurance space, encouraging a balanced approach to the CSA's creation of a single consolidated SRO, and have succeeded in making key arguments in how the CSA can take a commonsense approach to outside activity reporting. We have also prioritized making the voice of our members heard as FSRA continues to move forward with the process of implementing title protection in Ontario. Our view is that the way in which this legislation is enacted will not only dramatically shape how the interests of consumers are taken into consideration, but that it will also be watched closely by other provincial regulators as they evaluate their own activities in this space.

Of course, with title protection comes the need to raise the professional bar to meet the standards of competency that said protection deserves. Therefore, professional development remains a key priority at Advocis along multiple avenues – including the development of programs geared specifically towards enabling advisors to meet the standards that title protection will require. We also continue to develop our PFA and CLU programs to align with the continuing needs of advisors, and look forward to refreshing our CHS program while strategically planning the development of our PIA (Professional Insurance Advisor) program for launch sometime in 2024.

Finally, as our members and clients ponder which educational path is right for them, we also continue to help them develop their advisory careers through exceptional community offerings. Coffee Talks, the Advocis Book Club, Taste of the Schools and Symposium were all tremendously successful in online formats throughout 2021, and by the time our next Annual Report is published I hope to be looking back on the return of live events as well.

As we look forward to the future in this and every other way, we hope that you will join us.



CHAIR'S MESSAGE

Rob Eby, CFP, RRC
TFAAC Chair

As Chair of the TFAAC Board of Directors for 2021, I was privileged to serve Advocis in an incredibly unique time – an era which I believe will someday be seen as an interim period between the reactive posture that 2020 forced upon us and the enthusiasm for cooperation, fellowship, and prosperity of a future we now know better than to take for granted.

Our motto of ***Non Solis Nobis*** – not for ourselves alone – was tested throughout the pandemic as we supported each other through tough times, and as I look back on my year as Chair, I am both incredibly proud of how we achieved this and excited for a future in which the meaning of that motto is found not only in our ability to collaborate through our challenges, but in celebration as well.

In many ways, we saw that spirit of community continue to thrive throughout 2021. Our Chapters across Canada continued to forge new bonds with one another through virtual events, the summer brought several opportunities for safe in-person contact in many parts of the country, and the philanthropic efforts of our members continued to make a difference in the lives of those less fortunate as well.

At a Board level, we are also continuing to evolve and grow to bring a fresh perspective to our Association. I look forward to seeing what Catherine Wood will bring to the role as our incoming Chair as we continue to weave the challenges of the previous two years into wisdom and insights that will make us a better and stronger Association. Catherine will be instrumental in leading us towards how Advocis embraces and defines what will truly become the new normal, and I cannot think of anyone better suited to the task.

Finally, our Past Chair Abe Toews said it in this space last year, but I cannot help but echo his sentiment once again – my greatest disappointment as your Chair was an inability to safely connect with each of you in person during my tenure. I am optimistic that the year ahead will make this hope a reality, and I am confident that each of you can see it clearly on the horizon as well.

Thank you once again to the Board, our member volunteers, and the staff at Advocis National for their assistance and support.

MEMBERSHIP

After two long years, Advocis has shifted its focus towards what a post-pandemic world will look like for our approximately 17,000 members and clients. Despite the ongoing challenges posed by pandemic restrictions, the Advocis community demonstrated exceptional resilience and creativity in its support for each other, for their clients and for their local communities.



Membership Growth

2021 saw member retention rates begin to stabilize after the previous year's decline in net membership growth due to pandemic-related issues such as delays in provincial licensing and higher than normal attrition from advisors leaving the business. While net growth was down 5% year over year, a return to previous levels of growth is expected to return as the industry – and the rest of Canada – slowly returns to normal.



Membership Fee Model

* MEMBER CATEGORY			
Practicing Advisor	\$941		
Manager Member	\$941		
Newly Designated	\$471		
Designation Candidate	\$235		
RETIRED CATEGORY			
Retired	\$150		
		ASSOCIATE CATEGORY	
		Associate Manager	\$941
		Associate	\$740
		Member's Assistant	\$190
		STUDENT CATEGORY	
		Student	\$50

* Includes Institute designation fees - applicable in the member category only (CLU fee \$378; CHS fee \$201; PFA fee \$240; Non-Practicing \$50)



Membership Fees

From licensing to succession planning and retirement, Advocis supports the growth of its members by providing a rock-solid platform built on the pillars of professionalism, advocacy and community – and over 115 years of experience.

In recognition of the financial challenges brought on by the pandemic, Advocis did not increase its membership fees for the second year in row.

What your Advocis Fees give you:

Community

- Access to a local community of professionals through a network of 40 chapters located across Canada.
- Participation in social, charitable and educational events and activities organized at both the national and local levels
- Professional growth and leadership opportunities through a variety of roles or positions on a local board, to over a dozen different national-level boards and committees focused on strategy, issues and initiatives most relevant to our membership, our clients and the industry. From the Advocacy Network to the Technology and Innovation Committee (TIC), Advocis has a group that will appeal to all professional interests

Advocacy

- Built over a century of experience, expertise and grassroots grit, Advocis has earned its members a respected voice at the table with key decision-makers
- Continuously working to elevate the visibility and credibility of professional financial advice with the industry, regulators, government, media and the public
- In-depth monitoring, submissions and participation in consultations on regulatory issues that impact our members and their clients

Professionalism

- Advocis is uniquely positioned to offer advisors a pathway to professionalism through a robust menu of professional development options. From licensing (LLQP) to designations (CHS, PFA, CLU, QAFP, CFP) and continuing education programs like Coffee Talks and UPDATE 2021, Advocis has it covered
- Errors & Omissions insurance is a professional requirement for all practicing advisors. Advocis Broker Services – a wholly-owned subsidiary of Advocis – offers coverage tailored to the needs of a professional advisor. As a member in good standing and in full adherence to the Advocis Code of Conduct, members are entitled to a guaranteed discount on their policy
- By joining Advocis, a member demonstrates their commitment to hold themselves to a higher standard by agreeing to adhere to a Professional Code of Conduct. As membership with a professional association is – at this time – voluntary in Canada, Canadians who work with an Advocis member can be confident in knowing that they have partnered with a professional

ADVOCACY AND GENERAL COUNSEL DEPARTMENT

Legal and Regulatory Affairs and Government Relations Join Forces

At the end of 2021, Advocis made a number of operational changes. These changes included a merger of the Legal and Regulatory Affairs (LRA) and Government Relations (GR) teams. LRA and GR have always worked closely together, but the formal merger under the newly-created Advocacy and General Counsel (AGC) Department allows us to better coordinate our advocacy efforts.

We are stronger together. Regulators develop the fine details of how the regulatory framework operates, but it is the government of the day that has the final say before any rule goes into force. It is critical that we have a strong voice in both arenas. As a united team, LRA and GR will take a dual-pronged approach which addresses both the regulatory and political fronts, delivering the messages that advance the interests of our members and their clients.

Business Unit Highlights *Legal and Regulatory Affairs*

LRA works on the key issues affecting our members, including: advisor professionalism; titles, designations and proficiencies; compensation and conflicts of interest; emerging technological trends in the regulatory-advisory space; and standards of conduct in the advisor-client relationship.

Advancing the Financial Advice Profession

LRA is committed to elevating financial advice and financial planning into a true profession. Since the creation of the Professions Model in 2013 (developed as a proactive response to troubling regulatory changes taking place in Canada and beyond) our message has been clear: consumers need higher professional standards and advisors deserve to be meaningfully involved in their own professional regulation.

In 2021, we continued our efforts to shape the title protection framework for financial advisors and planners in Canada. In Ontario, Advocis responded to three additional consultations issued by the Financial Services Regulatory Authority. These foundational consultations established the overarching structure of a regulatory regime that is spreading across the country. They addressed the framework from the ground up, covering issues such as fees, transition periods, reasonably-confusing titles, investigations into public complaints and consumer education.

In Saskatchewan, we responded to the Financial and Consumer Affairs Authority's second consultation for that province's framework. Lastly, we submitted a response to New Brunswick's Financial and Consumer Services Commission, with unique considerations of particular concern to that province. In our submissions, we advocated for high professional standards for both the financial advisor and financial planner titles, as well as operational harmonization that would minimize duplication and fees as title protection garners momentum nationally.

The Voice of Canada's Financial Advisors and Planners

Advocis continues to be the voice of Canada's financial advisors and planners. In 2021, our voice was heard by regulators and other stakeholders across the country in the insurance, mutual fund and securities sectors. While the title protection file was our number one focus, resulting in five submissions and countless meetings alone on that file, we also dealt with several other issues. Written submissions in 2021 included:

Canadian Securities Administrators, Proposed Amendments to Outside Activity Reporting (May 5, 2021)

The Issue: In an important step toward reducing regulatory burden, and to address advisors' and dealers' longstanding concerns regarding outside

business activities, the CSA provided new guidance on the activities that need to be reported to regulators.

Our View: Advocis commends the CSA for working on burden reduction and for providing greater clarity with respect to registration information and outside activity reporting. We believe that narrowing the categories of outside activity disclosure and focusing on the types of activities that are most indicative of risk will preserve consumer protection by ensuring an intermediary's fitness for registration.

Canadian Insurance Service Regulatory Organizations, Consultation on Principles of Conduct for Intermediaries (July 9, 2021)

The Issue: CISRO released these Principles to further the Fair Treatment of Customers (FTC). These Principles set out CISRO's expectations of intermediaries with certain minimum standards of conduct and must be read in conjunction with the underlying FTC guidance.

Our View: The Principles are generally acceptable, but the details in their implementation are critical. Advocis' submission highlighted the centrality of the clients' interests, the importance of delivering advice by professional intermediaries and the need to align

CISRO's Principles with consumer protection measures such as title protection.

Canadian Securities Administrators, New Self-Regulatory Organization Framework (October 4, 2021)

The Issue: The CSA published its plan to create a new single self-regulatory organization. Although the proposal embraces investor protection measures, there are many outstanding issues regarding the role of financial advisors, including: inadequate representation in the new SRO's governance structure; the CSA's conflation of access to product with access to advice; the uncertainty on directed commissions; and the role of OBSI as a binding authority.

Our View: Advocis believes that the new SRO regulatory framework should reflect the diversity of interests among all stakeholders and level the playing field for independent advisors and dealers. We encourage the CSA to ensure that advisors have meaningful representation in the governance of the new SRO that is reflective of the modern client-centric approach to financial advice.

Symposium

NOVEMBER 16, 2021

13th Annual Regulatory Affairs Symposium

LRA hosts Symposium, an annual conference that provides a platform for financial advisors, industry experts, consumer advocates, regulators and politicians to debate and exchange perspectives on the key issues facing the sector.

Due to continued health and safety concerns around the COVID-19 pandemic, Advocis hosted its 13th edition of Symposium on a virtual platform for a second year in a row. This year's event featured two discussion panels and a keynote speaker. The first panel discussed the rapid growth and integration of technology from the perspective of three major insurance carriers, and the second panel took a critical look at the client-focused reforms and their implications on the advisor-client relationship. Symposium 2021 also featured keynote speaker Jennifer Botterill, Broadcaster & Three-time Olympic Gold Medalist.

Symposium 2021 was once again a tremendous success, selling over 450 tickets. We were also able to reach out to a wider audience, including attendees watching from all 10 provinces and even from the United States and the United Kingdom.

While our two virtual editions of Symposium were successes, we are hopeful to return to an in-person event in the fall of 2022.



The Technology and Innovation Committee

LRA supports the Technology and Innovation Committee (TIC), a committee of technology-focused financial advisors who wish to share with fellow Advocis members their enthusiasm and knowledge of technology and how it can integrate and enhance advisors' practices.

Throughout 2021, the TIC hosted a series of educational webinars for Advocis chapters and participated in the national Coffee Talks program. The TIC was also featured in the Insurtech panel of Symposium 2021.

The TIC released the second iteration of its signature product, DigiCat, in the fall of 2021. DigiCat is a catalogue of the key technological tools that TIC members find critical to their daily practices. DigiCat showcases "best in class" solutions in categories such as data security, client onboarding and client marketing.

DigiCat 2.0 is an exclusive member benefit and available through the link on your dashboard.

More about the TIC is available at www.advocis.ca/TIC.

2021 SUBMISSIONS AND BULLETINS

SUBMISSIONS

[ICBC Consultation on Supervisory Role of MGAs](#)
February 15, 2021

[FSRA's Proposed Rule \[2020-002\],
Unfair or Deceptive Acts or Practices](#)
March 18, 2021

[CSA's Proposed Amendments
to Outside Activity Reporting](#)
May 5, 2021

[FSRA: Consultation \[2021-003\],
Financial Professionals Title Protection
Rule and Guidance](#)
June 21, 2021

[CISRO Consultation on Principles
of Conduct for Intermediaries](#)
July 9, 2021

[FSRA: Consultation \[2021-008\], Revised Proposed
Rule or Unfair or Deceptive Acts or Practices](#)
August 11, 2021

[FCAA: Consultation \[2021-001\], The Financial Planners
and Financial Advisors Regulations](#)
September 1, 2021

[CSA: Position Paper 25-404, New Self-Regulatory
Organization Framework](#)
October 4, 2021

[FSRA: Consultation \[2021-015\], Life Agent Reporting
and Insurer Oversight Obligations Guidance](#)
October 8, 2021

[FSRA: Consultation \[2021-10\], Amendments to the
FSRA Fee Rule to create the FP/FA fee structure](#)
October 20, 2021

[FCNB: Title Protection 2021, Regulation of Financial Planner
and Financial Advisor Titles](#)
October 25, 2021

[FSRA: Consultation \[2021-016\], Proposed 2022-2023
Statement of Priorities](#)
October 29, 2021

[FSRA: Consultation Paper \[2021-017\], Innovation Framework](#)
November 18, 2021

[FSRA: Consultation \[2021-18\], Revised Application
and Supervision Guidance](#)
December 13, 2021

[Ontario Securities Commission: Statement of Priorities
for 2022-2023](#)
December 20, 2021

[ICBC: Accredited Continuing Education Program](#)
December 31, 2021

BULLETINS

[Call for input: Are your tech needs being met?](#)
January, 2021

[Looking Ahead: Regulatory Change in 2021](#)
January 2021

[Ontario's Capital Market Modernization
Taskforce releases final report](#)
February 2021

[Securities Regulators Propose Changes
to Outside Activity Reporting](#)
March 2021

[Regulatory Developments in Retail
Cryptocurrency Investments](#)
May 2021

[ESG Investing: It's Not Easy Being Green](#)
August 2021

[The Titles They Are A-Changin': Financial
Professionals Title Protection](#)
November 2021

[MFDA: The New Continuing Education Program](#)
November 2021

GOVERNMENT RELATIONS

As a member-driven organization, the GR team works with Provincial Advocacy Committee (PAC) Chairs and the Advocacy Network to engage members on government advocacy initiatives. The Advocis GR team collaborates with politicians, staffers and non-elected officials across the country towards the goal of improving the competitiveness of financial advisors and to ensure that the regulatory environment has the best interests of consumers at heart while not hindering our members' growth and prosperity.

Our ongoing grassroots approach to developing lasting relationships between members and elected officials is accomplished through the Advocacy Network and our PACs. The goals of both are the ongoing and timely delivery of:

- Coordinated advocacy support on a number of priority regulatory and policy issues
- Consistent positioning and messaging to elected and non-elected officials on their province's specific issues
- An overall balanced lobbying effort driven by Advocis members and key GR and LRA staff



Advocacy in the Time of COVID-19: Still Not Out of the Woods

2021 continued to be a difficult year for in-person meetings. Although we were still unable to host Legislature Days via an in-person setting, we were able to maintain our advocacy efforts with the support of technology and the dedication of our Advocacy Network, PACs, and staff. Regardless of the circumstances, the GR team remained hard at work to ensure that members' voices continued to be heard by government officials across the country.

We were pleased to host several virtual meetings with elected officials, including Cabinet Ministers, from across the country. These meetings were led by the PAC Chairs from their respective provinces.



Strengthening Grassroots Advocacy: The Advocacy Network

With in-person events cancelled for the foreseeable future, the GR team maintained its efforts to enhance our grassroots advocacy work through digital channels.

Advocis' Government Relations Committee (GRC) continued to have productive meetings throughout the year and implemented the strategic advocacy plan adopted in 2020. The plan included: stronger synergy between PACs and Chapter Leadership; better equipping of our advocacy volunteers with the tools they need to succeed; and improving our networks' organization by creating a simple database for all advocacy volunteers across the country.

The plan was introduced to PACs and Chapter Leaders from across the country via regional-based webinars. Following these webinars, which offered the opportunity for members to hear from senior advocacy volunteers (including the Chair of the GRC and the Chair of the TFAAC Board), the Advocacy Network was launched in November of 2020.

The Advocacy Network is exclusive to Advocis members in good standing and is free of charge. As members of the network, they enjoy several benefits, including:

- Being connected with members from their area who share their passion for advocacy
- Invitations to participate in Legislature Days (which are exclusive to members of the Advocacy Network or PACs)
- Tips from experienced Advocis GR staff to help maximize their advocacy potential
- Advocacy Updates from AGC staff

At the time of the launch, the Advocacy Network had over 100 members. By the end of 2021, the network doubled in size to over 200 members.

Staying Focused on Our Key Issues: Title Protection

The GR team was actively involved in Advocis' Title Protection Working Group meetings where discussions regarding the consultations in Ontario, Saskatchewan and New Brunswick took place. GR was also instrumental in securing several meetings with government officials to either initiate discussions about the implementation of a title protection framework in their province or to continue engaging officials in jurisdictions where title protection is already on its way.

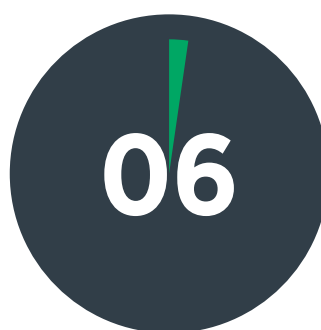
By the Numbers: Meetings in 2021



MLAs, MPPs,
and MHAs



Cabinet Ministers



Political Staffers



Members
Participating in
the Summer 2021
Call to Action
to Meet with
Politicians

MEMBER COMMITTEES

We are fortunate to have the input of knowledgeable and dedicated Advocis members that volunteer on our various committees. Committee members on the Legal/Regulatory Policy Committee and Investment Sub-committees assist AGC in developing our policy positions by helping us understand the impact of law and regulation on an advisor's practice. The Government Relations Committee, our PACs and Advocacy Network volunteers help us develop lasting relationships with elected officials and their staff. The Technology and Innovation Committee provides key insights on the future of financial services and the advisor's role in it.

The chart below illustrates how Advocis' advocacy efforts were organized in 2021:



In 2021, we were able to continue to adapt successfully to the “new normal” thanks to the hard work and commitment of our volunteers and our colleagues within Advocis. Together as the new AGC Department, the GR and LRA teams will continue to advocate for the best interests of our members and their clients.

LEARNING AND DEVELOPMENT

The mission of Learning and Development is to provide financial services practitioners with relevant and high-quality education to better serve their clients. We do this through the delivery of our designation and certificate programs as well as advanced learning content through the continuing education platform.

2021 was a very active period within the Learning and Development area in which we focused on infrastructure, program delivery and program development.

Infrastructure

Continuing education modules, designation and certificate education programs were centralized within our secure online education hub, the Advocis Learning Environment (ALE). The learner population size is significant within the ALE hub, with 8,000 users at the end of 2021. A centralized infrastructure provides the opportunity to develop and increase learner engagement and retention and to support their professional development goals and pathways.

Delivery

Today, more than ever, financial advisors and planners work and connect with clients digitally. Concurrently, that has increased or enhanced the demand to deliver digitally enabled programs as a learner choice. We are digitally strengthening our full suite of tools and resources as well as providing opportunities to connect and learn in facilitated study sessions, either through live virtual sessions or tapping our recorded sessions library.

During the year, investments in technology were also made to introduce exam management tools such as remote proctoring, curated video sessions, automated / tailored messaging to support the learner journey and centralized registrations. Substantial reporting tools were introduced in Q4 2021 to support our data and trend analysis on learner progress, retention and behaviour patterns. This capability is expected to enhance our understanding of learner choices and engagement, enabling more effective program development and delivery.



PROGRAM DEVELOPMENT

Credentials

Advocis offers a strong credentials platform providing curriculum programs for five designation programs and four certificate programs. These diverse program offerings provide the knowledge, skills and practice behaviours necessary for financial advisors and planners to perform competently and ethically from career entry to advanced financial planning and specialized practices.

Chartered Life Underwriter (CLU®)

In 2021, a multi-stage research project was initiated to collect and synthesize how the market perceives the CLU® designation and to support future development of the curriculum program. An interview series conducted with industry stakeholders and thought leaders followed by a comprehensive survey engaging current and future CLU designation holders was completed.

The top three major emerging themes from the research based on respondent frequency are:

1. Confidence/Skillset: The CLU certification process builds confidence and skills in professionals that enable them to tackle a challenging career in the industry
2. Content/Curriculum: The CLU curriculum covers relevant and valuable information. Some professionals consistently refer to the course materials in their day-to-day work
3. Credibility/Career Launching: The CLU lends credibility to professionals in a sector where credibility and trust are important. This is particularly the case for young professionals/career launchers seeking confidence and skillset through the CLU certification process

The final stage is planned for 2022 with focus group discussions.

Top 10 Words Used to Describe The CLU®

CREDIBILITY EXPERT
PROFESSIONAL
ADVANCED ESSENTIAL
KNOWLEDGE HOLISTIC
EXPERTISE VALUABLE
COMPREHENSIVE

Professional Financial Advisor (PFA™)

The PFA education program has unique opportunities embedded within its curriculum for coaching and soft skills development. As a result, in 2021, the PFA program Practice Development modules were adapted for a key Advocis Chapter program, The Practice Development Series. The series successfully engages newer advisors with Chapter facilitators and seasoned advisors to support group discussions on best practices as they pertain to the financial planning process and value of soft skills. Participants in the program can apply for equivalencies should they wish to pursue the PFA designation.

In 2021, the online PFA program expanded and strengthened facilitation and training resources for both its self-study and semester formats. The program was also reviewed for any legislative and regulatory changes within the curriculum and updated.

Certified Health Insurance Specialist (CHS™)

As part of a multi-stage program update and redevelopment initiative, a key curriculum component of the CHS program, the Group Benefits Plan Management textbook, was prioritized in 2021. Anticipated for publication in 2022, this will update and introduce new content as well as re-organize the textbook and program material. New assessments will be developed to reflect the content changes.

Curriculum redevelopment and updates to complete the rest of the CHS program will continue throughout 2022.

Continuing Education

Continuing Education (CE) is critical to licensed and credentialed financial services professionals. The mission of our Continuing Education programs are to ensure that learning, education and/or training enhances the ability of financial professionals to perform their jobs competently and ethically.

The Advocis Continuing Education platform develops and delivers CE courses and events based on the principles of practice competency and practice behaviours. Programming focuses on the delivery of advanced learning that promotes sound financial planning, technical competency and ethical advice that protects the best interest of consumers throughout their life stages.

Continuing Education programs are developed to support Advocis chapter programming, Advocis national events and online modules.

Advocis Chapter Programs

Throughout 2021, the development of CE programs for Chapters continued to produce relevant and topical content that actively supports the Advocis member community. Due to the pandemic, programming continued to be delivered virtually. Chapter programs enjoyed a 50% growth in inventory over the previous year. Additions to the inventory included new, ready-to-go programs such as webinars, designation study groups and facilitated events - each strategically targeted towards practice competencies and behaviours to support advisors at different career stages.

CE Chapter program development in 2021 focused on Ethics, Risk Management, and Technical Knowledge. Support was provided to facilitators hosting designation study groups for the CLU, PFA and CFP/QAFP core curriculum.

Advocis National Events

Recognized for its high-calibre agenda, the Advocis Annual Update delivers leading-edge advanced learning for financial advisors and planners.

Advocis Update 2021 (Open to the Future) was delivered virtually and explored the theme that, at a time of unimaginable uncertainty, the need for financial advice has never been greater. The webinar focused on:

- Inclusion, as we consider the value of recognizing and talking about diversity and bias
- Flexibility in salvaging financial plans from cash flow management to tax implications
- Finding innovative solutions to help keep plans on track all while staying safely connected to clients, staff and colleagues



ONLINE PROGRAMS

2021 saw the development and delivery of 12 new online CE modules. This represented a 60% growth over 2020, and provided a mix of videos, podcasts and webinars ranging from highly technical topics to risk management to practice matters and client care.

New online modules developed in 2021 included:

Practice Matters & Client Care

Mental Health and the Financial Advice Relationship

Ethics and Social Media

Long Term Care Conversations

Building an Inclusive Practice
Planning: Pivot to the New Reality

Deeper Connections in a Virtual World

Technical Topics

Essentials of Family, Trust and Charitable Transfers

Essentials of Shareholder, Corporate and Partnership Transfers

Risk Management

Building a Protected Practice

Selecting the Right E&O Insurance

The Challenge of Documenting Nothing

Customized Solutions for Managing Risk



Exclusively For Advocis Members Coffee Talks

Advocis Coffee Talks is a continuing series of “espresso-sized” 30-minute webinars for financial advisors and planners offering a mix of keynote industry speakers and panel discussions. Developed by Advocis for members during the pandemic, this popular CE series continued in 2021 to grow in popularity and attendance strength, with 65 webinars held and registrations regularly to full capacity.

All Coffee Talks webinars are recorded and posted on the Advocis website for the benefit of members who were unable to attend live, or for those who wish to revisit key learnings from earlier sessions.

Partner Programs

Partner Programs is a collection of selected education programs serving niche or speciality areas as well as programs that provide unique value to financial advisor and planner professional development. The program recognizes that when education providers work together, they are able to combine the best possible resources to enhance the education experience, opening doors to many new possibilities. Partner Programs is an Advocis member benefit and provides preferred pricing.

Current Partner Programs include:

- Knowledge Bureau: MFA-Philanthropy designation
 - GAMA
 - STEP Canada
- Canadian Institute of Certified Executor Advisors (CICEA):
Certified Executor Advisor (CEA) designation
 - Canadian Securities Institute (CSI)

In 2021, Advocis was pleased to add a new partner, the Canadian Association of Gift Planners (CAGP) and their Gift Planning Fundamentals for Professional Advisors: Empowering Client Philanthropy course.



$$C = \sqrt{a^2 + b^2} \quad C^2 = a^2 + b^2$$

virtual “Taste



of the Schools”



Advocis Atlantic

Advocis Okanagan

Advocis Banff

Advocis Schools

For over 50 years, Advocis Schools have provided financial services professionals with premier learning and networking opportunities in some of the most beautiful locations in Canada. Each Advocis School is unique – from their line up of outstanding industry-leading guest speakers and the valuable networking opportunities with old and new peers alike, to the exciting evening social events capitalizing on what the picturesque surroundings have to offer.

Advocis Schools offer programs that deliver the opportunity for financial services professionals to:

- Gain new business insights
- Engage with a community of like-minded professionals
- Share critical thoughts on the industry
- Strengthen individual practices

These programs historically have been in-person events with unique agendas of topics and key-note speakers. In 2021, and as a result of the pandemic, Advocis Schools pivoted from in-person to virtual, sponsoring three “Taste of the Schools” in place of in-person events.

Four of these events were held in the fall with high registrations for each, indicating both the popularity of the Schools and the popularity of their consistent, high-calibre speakers and presentations. These included:

- Industry Update and Technology Safety
- Legislative Update and Compliance
- Being productive in this new environment/Tax Update
- Underwriting Issues During and After COVID-19

COMMUNICATIONS AND MARKETING





Advocis' three pillars - **Professionalism**, **Community** and **Advocacy** were the focus for our 2021 marketing and communication efforts. All our initiatives were created for the purpose of promoting professionalism and advocacy within the industry while fostering community among our members.

Professionalism

Credly – Digital Badging Certification

The Credly Acclaim platform is a comprehensive global solution for recognizing skills, capabilities, and achievements, reaching everywhere that learning takes place and skills are assessed. In 2021, we launched our first set of digital badges for the 2020/21 PFA, CLU & CHS graduates. Upon receiving a digital badge via email, designation holders can build a profile on Credly to host their Institute-accredited designation and share it on all social media platforms (including LinkedIn, where it can be hosted directly on their profile as a certification). These digital badges (and linked references to them) can also be added to an email signature, website, and business cards.



Member & Client Services Response Templates

To assist Member & Client Services in streamlining external communications that are more consistent and professional in tone and style, Marketing and Communications created an exhaustive, adaptable, and continuously expanding wiki of templated responses to common member and client inquiries. This wiki is hosted on our SharePoint Intranet. Select responses have also been translated into French, with further translations slated for development as the wiki continues to expand. In 2021, 123 English and 50 French templates were created.



The Spring promotional campaign for Advocis Broker Services (ABS) ran from March 30 to June 30, 2021. It was created to bring awareness to the Errors & Omissions (E&O), Full Suite and Cyber & Privacy offerings of ABS. In this campaign, we:

- Leveraged Advocis.ca traffic into building an audience to market ABS' complete insurance portfolio, and raise awareness of the ABS brand
- Promoted the program online through search marketing, social media and remarketing
- Engaged in outreach to Advocis members and financial professionals to generate awareness of ABS' product offerings

Campaign Results:



Total landing page traffic:

- E&O page: 272 page views and 4.8 minutes per page view
- Full Suite page: 1,772 page views and 4 minutes per page view
- Cyber & Privacy page: 56 page views and 24 seconds per page view



Google Ads:

- 109,760 impressions and 1,320 clicks



LinkedIn Ads:

- 44,439 impressions and 104 clicks



Facebook Ads:

- 8,159 impressions and 51 clicks

CLU Summer Campaign

The Summer promotional campaign for the CLU designation ran from July 14 to August 13, 2021 and was created to bring awareness to and increase registration into the first course (CLU 255) of the CLU program. The promotion offered a 25% discount for a limited time to those who registered for the CLU 255 course. The promotion ran from July 14 to August 13, 2021 and included:

- Targeted emails to those with a CFP/QAFP designation, as well as those who have completed the prerequisite courses as such
- LinkedIn InMail
- Social posts on all Advocis platforms
- A dedicated HubSpot campaign landing page
- Extended presence on the Advocis Home page

The campaign resulted in 24 new registrations into the CLU 255 course.

PFA Fall Campaign

The PFA Fall promotional campaign ran from September 15 to October 14, 2021 and was created to generate awareness and increase registrations for the PFA education program. Marketing and Communications leveraged several HubSpot assets to successfully meet our goals, including the use of the HubSpot email client, landing pages and Workflows for recipient activity segmentation.

Three different versions of a promotional email were sent to prospective PFA candidates based on their level of interaction with previous PFA promotional emails.

The campaign included:

1. LinkedIn InMail & social posts on all Advocis platforms
2. A dedicated HubSpot landing page
3. Extended presence on the Advocis Home page
4. Three versions of targeted promotional emails to PFA-eligible candidates

The campaign resulted in 20 new registrations into the PFA education program, including registrations in both the self-study and semester programs.



Join the deeper conversation.



It starts here.

Chapter Social Media Guide

As brand ambassadors, it is important that chapters achieve - and maintain - a uniform Advocis brand identity. To assist with this process, Marketing and Communications created an online social media guide specifically for chapters and continues to assist chapters to transition personal Facebook and LinkedIn accounts to official company pages for their chapter communications.

Community

Financial Advice for All



Throughout 2021, the Marketing and Communications team conducted financial literacy ‘mini-campaigns’ via our [Financial Advice For All](#) consumer platform. These campaigns featured topical content – like our Fall campaign on [“Turning Over A New Leaf.”](#) For this campaign, we polled Advocis members on what percentage of their clients consulted with them about the possibility of undertaking a major life change because of the COVID-19 pandemic, and what types of unexpected major life changes advisors expect clients to consult with them on. For this campaign we hosted an [Instagram Live](#) and shared a new [member article](#).

In the month of November, we hosted our annual Financial Literacy Month campaign on our Financial Advice For All website. Our tactics for 2021 included:

- [Original articles](#) on a variety of financial literacy themes written by members and other subject matter experts
- [Instagram LIVE interviews](#) with members on a variety of financial literacy topics
- A special edition ‘Coffee Talk’ with Dr. Supriya Syal, Deputy Commissioner of the Financial Consumer Agency of Canada
- A 26-page [‘Fin Lit Kit’](#) financial literacy workbook for kids, with an accompanying parent/teacher guide
- A [financial literacy quiz game](#) hosted on the Roblox platform

Small Business Support Campaign

Advocis continued to support small business and independent online retailers by opening our social media campaign to Advocis members so they could endorse that they patronize. These responses were shared across all Advocis networks, and we tagged the small business in our posts or linked out to their website.

Engaging Members on DIBE

To bring our ongoing DIBE initiatives to life through member contributions, we connected with Advocis member Mike Carlson to oversee the production and publication of [Truth & Reconciliation in Financial Planning](#), an extraordinary article on his experience as an Indigenous financial advisor in Canada. In addition to being posted on our website and widely shared, the article was also reprinted in eFORUM for July 2021.



Advocacy

To support Government Relations, we created a Hubspot sign-up page for Advocis members to join the [Advocis Advocacy Network](#). The page was designed to pinpoint what members of the network would be interested to participate in or receive, including opportunities to:

- Attend Legislature Days
- Meet with elected officials at least once a year
- Stay up to date on Advocis advocacy news
- Join their Provincial Advocacy Committee (PAC) Executive
- Gain advocacy strategy insight from Advocis Government Relations staff

Marketing and Communications also engaged in social media posting about the network throughout the year.

The campaign resulted in 20 new registrations into the PFA education program, including registrations in both the self-study and semester programs.

Media Coverage

Advocis continued to build upon our strong media foundation in 2021, successfully leveraging Greg Pollock (Advocis President & CEO), Rob Eby (Chair, TFAAC) and Advocis members to field complex inquiries from top publications as it related to industry and consumer-facing issues. In total, there were 575 mentions of Advocis in industry and consumer media, both online and in print. Outlets that covered Advocis news included: Globe & Mail, Investment Executive, Wealth Professional, Advisor's Edge, Insurance Journal, Money Sense Magazine & Golden Girl Finance.



FORUM

FORUM is one of the oldest continuously published magazines in Canada. The magazine's mandate is to help financial advisors serve their clients more effectively. In that vein, FORUM provides articles on retirement issues affecting clients, tax and estate planning, insurance and investment solutions, superior communications advice and overall business management strategies. Deanne Gage, an award-winning journalist specializing in financial services, has been editor of FORUM since 2014.



J. G. Taylor Award

Introduced in 2013, the J. G. Taylor award was created in an effort to build a stronger sense of community among The Institute's designation holders. Named in honour of the Education Chair who spearheaded the introduction of the CLU designation on behalf of the Association in 1924-25, the J. G. Taylor Award is awarded to Institute designation-holders in recognition of their outstanding work in the industry as well as in the community at large. Lawrence Geller, CLU and Terry McBride, CFP, CLU, received the 2021 J. G. Taylor Award.

Full details regarding the J. G. Taylor Award and its recipients can be found at iafe.ca.

Recognition of Longstanding CLUs

Since 1924, the CLU designation has been the premier wealth-transfer and estate-planning designation in Canada, and has played an important part in the history of the financial advisor profession in this country.

In 2021, The Institute recognized over 151 individuals who have held the CLU designation for 25 years or more. These individuals are a part of the living history of the CLU and a testament to the value of the designation.

Longstanding CLUs are honoured on The Institute website at iafe.ca.



Awards and Winners



**John A. Tory
Award**

The John A. Tory Gold Medal for CLU Studies

The Tory Award was originally donated by James M. Tory, CLU, in memory of his father, the late John. A. Tory, CLU. The medal, first presented in 1952, is awarded annually to the CLU graduate who achieves the highest average for all course subjects without failing any of the CLU examinations.



**Leslie W. Dunstall
Award**

The Leslie W. Dunstall Silver Medal for CLU Studies

The Dunstall Award is awarded to the candidate in each province who achieves the highest examination marks for all CLU course subjects. Leslie W. Dunstall, a past executive vice-president, was a member of the Advocis staff from 1919 to 1960.



**The Institute CHS
Award**

The CHS Program Award

The Certified Health Insurance Specialist (CHS) Program Award is awarded annually to the CHS graduate who achieves the highest average for all course subjects without failing any of the CHS examinations.

2021

WINNERS

Tory Award – Qi Lu, CFP, CLU (Greater Vancouver Chapter)

Dunstall Award in Alberta - Braden Pennycook, CFP, CLU

Dunstall Award in Manitoba - Sheryl Troup, CFP, CLU, CPA, CA

Dunstall Award in New Brunswick - Justin P. Richard, CFP, CLU

Dunstall Award in Nova Scotia - Keith MacKay, CFP, CLU, CHS, RCIS

Dunstall Award in Ontario - Jennifer J. Trevor, CLU

Dunstall Award in Quebec - Salomon Gamache, CLU, Pl.fin, CIM

Dunstall Award in Saskatchewan - Sean Purdue

CHS Award - Yin Shen, CLU, CHS (Toronto Chapter)

CE Accreditation Services

In 2021, The Institute processed 2,339 applications and awarded 2,984.25 CE credits.

In 2021, The Institute has continued to grow through increased enrolment in paid CE offerings. Relative to 2020, paid CE increased by 6.32% in 2021.

As pandemic restrictions continue to lift, there is an expectation that in-person events will re-emerge to some extent - particularly larger conferences, during which several speakers present material that requires accreditation and verification. Despite this, many providers indicate that they will maintain a virtual model, though The Institute expects that accreditation requests will continue to increase. For example, on a current YTD basis, relative to YTD 2021, paid CE requests have increased by 7.6%. In 2021, it was also evident that providers increased the length of their programs as they pivoted to virtual learning models (in contrast, most submissions pre-2021 averaged one hour) which has also contributed to increased and continuing demand for our services. The Institute continued to receive positive feedback throughout 2021, with providers noting that accreditation services are detailed, user-friendly and respected.

Five-Year Strategic Plan

The Institute continues to focus on its strategic plan (2017-2022). The plan places emphasis on increasing the number of Institute designation holders and positioning our designations as pathways to success, and will showcase the value of the CLU, CHS and PFA designations. Over the five years, The Institute will take special care to build a community amongst designation holders, bringing further value to Institute designation holders.



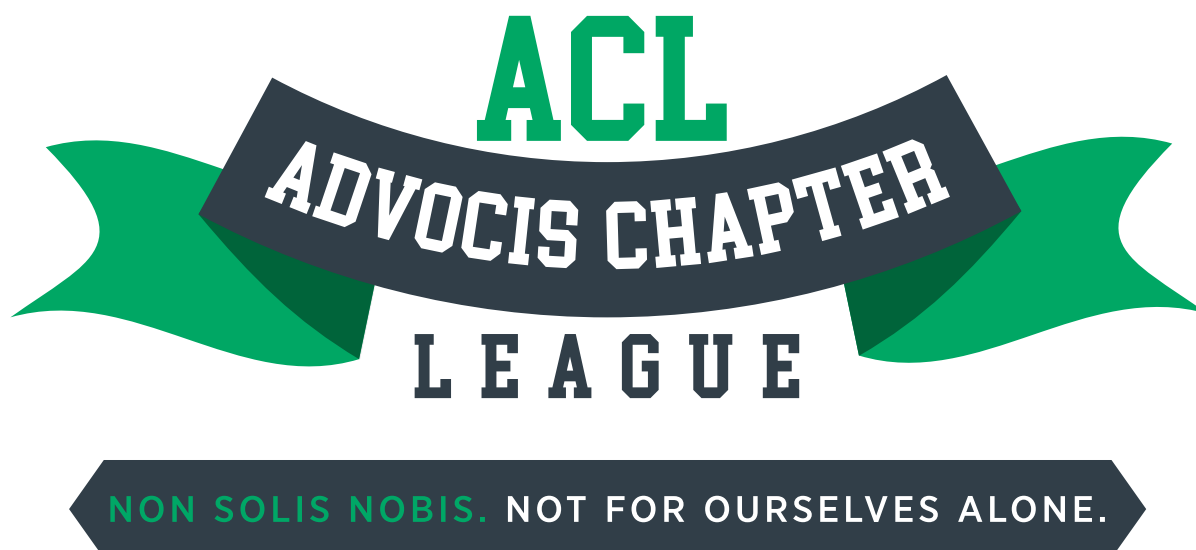
It starts here.



Join the deeper conversation.



Health. Covered.



ADVOCIS CHAPTERS

SUPPORTING THE ADVISOR OF THE FUTURE

Across the country, 40 Advocis chapters led by member volunteers work throughout the year to support the professionalism and education of advisors and planners, lead advocacy, financial literacy and mentorship initiatives, and foster chapter community.

Chapter Presidents oversee the well-being and sustainability of each individual chapter and consult with the national Chapter Leadership Council of Advocis to align to strategic and operational requirements.

Chapter boards – consisting of volunteer leaders with years of professional practice – guide chapter operations through coordinated activities that support local member needs for development, connection and success. This includes:

- Education initiatives that advance professionalism, designation achievement and business development
- Advocacy awareness and engagement, strengthening the voice of advisors within the industry and in provincial and federal advocacy activities
- Community building through initiatives that promote fellowship, collaboration and mentorship, as well as community leadership, particularly as ambassadors for financial literacy

In 2021, Advocis chapters hosted close to 300 events for members, including:

- Advanced learning case study group discussions
- Learning modules and mentored activities to support the practice development of new advisors
- Chapter study groups to support members working towards designations
- Webinars on a wide range of topics relevant to today's practitioner, and to the advisor of the future
- Ethics and risk management sessions

NON SOLIS NOBIS – Supporting Advisor Resilience through Chapter Community

With a continuing pandemic to navigate, our network of dedicated chapter leadership continued to focus on the questions: “How can we help?” and “What do our members need right now?”. Throughout 2021, chapter boards across Canada cultivated a range of events leveraging the power of their chapter communities to enable connection, education, mentoring and fellowship, and to help advisors adjust and adapt in these evolving times.

Resilience and recovery

In addition to programs supporting practice management and professional development, chapters also hosted virtual sessions and discussions with health and wellness experts to explore ways to build mental and physical resiliency. Sessions to support whole health and self-care included:

- Two chapters, Advocis Edmonton and Advocis Bay of Quinte, hosted virtual movement wellness sessions featuring physiotherapists, registered massage therapists, an osteopath, and a kinesiologist to assist advisors working from home with practical tips and demonstrations on mindful movement, stretching and ergonomics. Advocis Edmonton also hosted a veterinarian for a unique session: Caring for Pets During and Post Pandemic
- Advocis Vancouver Island hosted Solution Innovators and Upper Island Counselling, to discuss burnout and depression prevention, and provide strategies to help promote overall well-being with advisors, clients and in our communities
- Advocis Durham Region and Advocis Winnipeg both hosted Dynacare, providing opportunity for dialogue on mental illness, symptoms, causes, and risk factors of the most common conditions. Additionally, Advocis Newfoundland & Labrador hosted Medavie Blue Cross for a Mental Health and Chronic Conditions workshop

Inclusion and Belonging

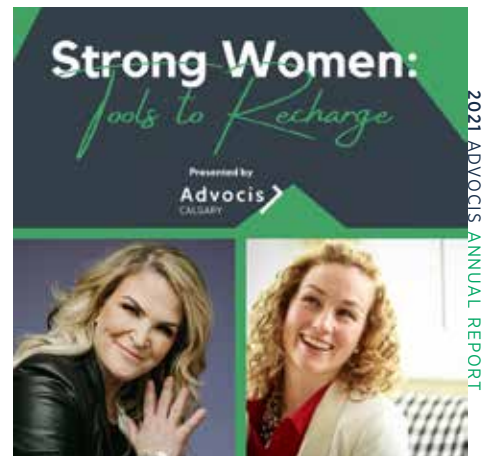
Through programming and local engagement, Advocis chapters aim to nurture community and a culture of inclusion and belonging, to create a space for member and non-member advisors, volunteers and our community partners that welcomes ideas and conversation, embraces unique experiences and perspectives, and builds connections. Some highlights from 2021 include:

- Leading up to National Truth and Reconciliation Day, the British Columbia Advocis chapters sought to learn from and celebrate Indigenous Peoples and gain an appreciation and understanding of the history, challenges, values, goals and passions of their communities

Their virtual event on September 15, 2021, was a day full of virtual learning from Indigenous leaders, professionals and non-profits, as well as from those working directly with Indigenous peoples.



- Advocis Calgary presented Strong Women: Tools to Recharge, featuring psychologist Dr. Jody Carrington and author Kelly Hickey, founder and director of Strong Women Co. Free for any member to join in virtually, the event provided great opportunity for dialogue between advisors who shared their professional experiences, discussed how to support women in the industry and provided tips and resources to strengthen one's toolkit
- Events to celebrate International Women's Day were held across the country, with each encouraging different conversations about women in the industry. With Advocis Durham Region, discussions focused on Nurturing the Next Generation of Female Professionals. Advocis Newfoundland & Labrador held a workshop for Women in Finance. Advocis Toronto's event explored COVID-19 and Gender Inequality



Finally, Advocis Winnipeg hosted a workshop entitled The Future You: A Life by Design, in which advisors explored ways to achieve their true potential.


Member community and fellowship opportunities were also created. With everything from comedian performances, festive socials and unique activities such as virtual escape rooms, these were held to both help connect chapter members with each other virtually and to provide levity during tough times.

Living the network's shared motto of Non Solis Nobis (Not for Ourselves Alone), members across Canada were welcomed to register and attend any virtual chapter event, and to join in where any topic could support their learning and connection needs during this time. This spirit also continues to energize collaborative program partnerships between chapters across the network.

Chapter Leadership Conference

The Chapter Leadership Conference is an opportunity for chapters to come together to collaborate on goals and share strategies for excellence in supporting member success and community. As an essential foundation for volunteer executives assuming leadership roles, the conference is a great opportunity to discuss key priorities for the future, discover new ways to remain relevant and effective to members in today's industry, and develop strategies to move forward together.





Due to the continuing pandemic, the Chapter Leadership Conference had to be held virtually for a second year. Chapters once again seized on the opportunity to participate virtually, with almost 200 delegates attending from chapters across Canada within a variety of board roles.

The conference theme of Connect, Collaborate & Engage provided a foundational call to action for delegates as they discussed emerging trends, innovative ideas, and steps to success to advance a vibrant, effective and sustainable “Advocis Chapter League” that enhances value for members. It also reflected the primary challenges and emerging opportunities for chapter communities, operating in a time where virtual events and relationships remained necessary far longer than anyone anticipated. The need for meaningful connection, collaboration and engagement between members, volunteers and community has never been as important.

Through interactive sessions over two days, chapter leaders re-connected, made new relationships and shared best practices in membership, programs and advocacy while discussing how these critical pillars contribute to the value of membership.

Among the conference highlights for chapter leaders was:

- A session with keynote speaker Randy Taylor titled “Empowering WE” to help volunteers break down their most daunting barriers, rewire perceptions and inspire them to unlock and reach their potential as they drive to deliver value for members
- A panel discussion with the presidents of three chapters, sharing their perspectives on how their teams navigated in 2020 by asking the question “How can we help?”
- Chapter-led “Power Session” breakouts where chapter leaders presented to their peers, sharing their play books for success to help inspire and empower others
- In “Generator Session” breakouts, chapter leaders flowed to topics aligned to their passions, to think tank in open conversation together to generate ideas on chapter opportunities and possibilities

Each year at the Chapter Leadership Conference, our town hall with Advocis leaders is always a delegate highlight as a great opportunity to connect, learn about Advocis activities and ask questions. With the virtual format, Advocis was for the first time able to broaden its invitation to participants beyond chapter delegates and welcome in the broader membership. In a panel discussion on The Advisor of the Future, four senior industry professionals and long-term Advocis members that have served as past, present and future Chairs of the Advocis Board of Directors shared their experiences and observations as we look forward to helping members prepare for the advisory practice of the future.

Chapter Awards of Excellence

Presented annually at the Chapter Leadership Conference, the mission of the Advocis Chapter Excellence Awards is to inspire a culture of chapter excellence, recognition and collaboration. These awards recognize a culture in which chapters and volunteer leaders from coast-to-coast are encouraged to pursue meaningful opportunities; to innovate for growth, and to excel in supporting member needs for education, advocacy, community and professionalism.

2021 Volunteers of the Year:

- British Columbia: Christie Coltman, President, Advocis Vancouver Island
- Alberta: Patrick Souliere, President, Advocis Edmonton
- Prairies: Melissa Harrell, President, Advocis Winnipeg
- Ontario North East: Todd Boyd, President, Advocis Sudbury
- Ontario Central: Jaclyn Nemethy, President, Advocis Toronto
- Ontario South West: David Nader, President, Advocis Windsor
- Atlantic: Matthew Garland, President, Advocis Nova Scotia

2021 Chapters of the Year:

- Advocis Durham Region
- Advocis Edmonton
- Advocis Vancouver Island

Planning for Strategies for Success

Typically, every two years the Chapter Leadership Conference is held outside Toronto alongside a Strategies for Success conference that is hosted by an Advocis chapter. This cycle was interrupted due to the ongoing pandemic, but planning remains underway for an event in St. John's, Newfoundland & Labrador, in summer 2022.



ADVOCIS CHAPTERS AND OUR COMMUNITIES

Advocis Chapters are active participants in their local communities. Whether rallying advisor members to deliver financial literacy programs in schools, collaborating with local food banks and family service organizations as part of chapter events, or advocating with local officials on matters impacting everyday families and small businesses, these activities reflect a longstanding core value of Advocis Chapters and their member advisors of giving back and contributing to their community's health and well-being.

With the pandemic affecting the ability of chapters to engage in-person in their communities, new and creative ways continue to be explored with community partners.

Advancing Financial Literacy

Advocis is committed to advancing financial advice for all across Canada, and encourages chapter-driven financial literacy initiatives and relationships to match. Advocis chapters are uniquely positioned to mobilize and engage financial leaders to help advance financial literacy and financial health across communities. In a normal year, Advocis chapters regularly rally members to volunteer in local schools, often with Junior Achievement - due to COVID-19 and school interruptions, however, chapters primarily looked to social and virtual opportunities. Financial literacy highlights included:

Advocis Kingston chapter has made financial literacy its primary focus for years. In fact, the chapter facilitated the formation of a financial literacy network with local schools, business leaders, government officials, and contributes volunteers for the annual Kingston Youth Financial Literacy Symposium. In 2021, the chapter partnered with Girls Inc. to focus on the significance of young women learning about the advantages of investing early. "We wanted to reach a new audience since getting into schools/hosting fieldtrips for students was rife with challenges," said Sean Cassidy, President, Advocis Kingston. The chapter was connected with Girls Inc. to provide a series of workshops with their Belleville and Kingston groups during Financial Literacy Month.

Throughout the month of November, **Advocis Vancouver Island** invited their members to be involved in a social media campaign, asking each of them for their best financial literacy tips in a short video clip with one member helping to overcome language barriers by providing videos in English, Chinese and Mandarin. The chapter also invited their members to join the conversation by posting their questions and comments. The campaign was highly successful with a significant amount of views and engagement.

Advocis Winnipeg kicked off Financial Literacy Month with a continuing education event for advisors and planners across the Prairies region titled When Worlds Collide: Financial Literacy & Estate Planning. Throughout 2021, Advocis Winnipeg also continued its partnership with the Manitoba Financial Literacy Forum to host virtual round table discussions with advisors passionate about financial literacy. Forums held in spring and fall invited participants to actively engage in discussion of the questions:

- "What financial literacy topic do you think most people (or specifically your clients) seem to be struggling with most these days?"
- "How is financial literacy being impacted by technology (for the good and the bad)?"

Chapters also supported local member awareness of the national Advocis Financial Literacy Month social campaign throughout November, with Advocis Calgary hosting a kickoff event to launch the new Advocis Junior Financial Advisor (JFA) Kit and Roblox game. Chapter leaders also participated as guests in Advocis Instagram Live sessions, sharing their tips on key financial themes of budgeting and saving.

Supporting Social Health

Reflecting a spirit of giving back, many Advocis Chapters work with local social services to help raise awareness of and support for community needs. Through a combination of virtual and in-person events, many chapters found ways to support important local initiatives in 2021.

Connect, Golf or Ride, & Give Back!



Several chapters in late summer hosted golf tournaments which provided opportunities to bring members together to re-connect in a fun, outdoor activity, while also supporting community organizations.

Among these events:

- Advocis Edmonton partnered with Desjardins to host a golf tournament that raised \$6,800 benefitting SportCentral, which provides equipment for children living in low-income households
- Advocis South Saskatchewan revived its annual 65 Roses Tournament raising \$16,234.65 for Cystic Fibrosis Canada
- Advocis North Central Saskatchewan renewed their relationship with READ Saskatoon in support of the RESP Matched Savings Program, raising \$7,500 from its summer golf tournament
- Advocis Peel Halton renewed its support of Community Living Mississauga and raised \$1,530 through raffles at their golf event
- Chapters across British Columbia joined together to participate in and support the Tour de Cure cycling fundraiser for cancer research, helping to raise \$45,555.42

Supporting Christmas Gifts and Hampers



Advocis North Central Saskatchewan and **Saskatoon** radio station CJWW team up annually to host a fundraiser to provide toys and food hampers to families in need at Christmas. Formed in 2000, the Denny Carr Secret Santa Foundation aims to ensure “every child receives a toy at Christmas.”

Advocis North Central Saskatchewan’s executive board has made it one of their focus areas to honour and engage members to this long-standing tradition each year and raised \$10,000 for the Secret Santa Foundation through their December 2021 event.

Advocis Edmonton has had a multi-year relationship with their community partners at Christmas Bureau that is actively supported by their members. Specifically, Advocis members support the Adopt-A-Teen program of the Christmas Bureau of Edmonton, which provides gifts to less fortunate teens aged 13 to 17. Event attendees helped raise almost \$9,000, bringing the chapter’s nine-year donation total to \$111,696. “We, as advisors, help our clients plan their futures. So, when it comes to partnering with an organization, it just seems right to help those whose futures are not what they expected. The Adopt-A-Teen program gives a gift certificate to the kids that are now too old for Santa and who can end up receiving nothing at Christmas as a result. This year, the bureau is struggling, and asked us to mainly fundraise for them, as we have raised over \$20,000 in previous years. I think these little efforts let our community and the charities know who we are,” said Patrick Souliere, President (2021), Advocis Edmonton.

OUR PASSION: STANDING BEHIND AN IMPORTANT CAUSE...

Advocis Vancouver Island has focused on giving back to the community for many years. With the impact of the pandemic, they recognized that there was so much they could do to help out.

How It Started

“By making our virtual program events free for members, our attendees whose businesses were being impacted by the pandemic could still attend and connect with peers at no cost. For those who could afford to pay to attend, our suggestion was to donate what they would normally pay for the event to a local food bank. We raised over \$8,900 for BC Food Banks.”

Why It Evolved

“In late 2020 one of our board members had a family member that was a victim of domestic violence.



This highlighted to the board the greater effects of the pandemic on mental health and the impact of more domestic violence in our community. The board chose The Victoria Women's Transition House as the 2021 charitable initiative,” says Chapter President Christie Coltman, who issued a challenge to members of Vancouver Island in the last month of the year and her term as president, offering to match donations up to a total of \$2000. This match, combined with the support of members and associates who attended their continuing education events throughout the year, enabled Advocis Vancouver Island to raise \$6,765 for Victoria Women's Transition House as well as provide local attention to and awareness of this important social service.



ADVOCIS BROKER SERVICES



[Advocis Broker Services](#) continues to serve the financial advisor and planner community with top tier insurance products at competitive prices. To better to serve our customers, our business has undertaken an extensive journey over the past 24 months to modernize and enhance our IT platform. The insurance world is changing rapidly, and we are excited to be launching new platforms and services to be a leader in our industry.

In 2021, we executed on key elements of this modernization strategy. We successfully transitioned to a new broker management system and integrated a new self-serve portal despite remaining in a virtual business model due to the global pandemic.

More specifically, enhancements launched this year included back-office systems based on cloud technology with enhanced security and tools which provided flexibility to allow our staff to work from anywhere for the sake of not only the challenges we face currently, but for the future needs of remote work as well.. We have also rolled out our new brokerage management system (Applied Systems EPIC) which provides a state-of-the-art platform for managing our entire brokerage operation, including new lines of insurance coverage such as our upcoming automated corporate and executive insurance products.

Our final system launched in 2021 brought a new online customer portal for new business and policy renewals. This was the first major enhancement to our customer policy experience in almost a decade, and the speed, user experience enhancements and flexibility of this new system was well worth the wait. Some of the key features of this new system include:

- A fully automated, end-to-end policy purchase and renewal process, allowing many of our customers to complete a purchase or renewal of their insurance online in less than 24 hours
- Ease-of-use and enhanced customer experience features
- A secure, cloud-based infrastructure capable of scaling to multiples of our existing portfolio without any service interruption or delay to our customers
- Enhanced business tools for corporate clients that allow our brokers to access the widest possible market to receive the best combination of price and coverage for unique individual customer needs

Through this transition we remained open and added staff to ensure we could help clients with their policies, bind insurance and report, manage, and have claims paid.

Our technology journey has positioned us as the brokerage of the future for our clients.

ADVOCIS PROTECTIVE ASSOCIATION

The board of the Advocis Protective Association continues to oversee the further advancement and transformation of its main individual advisor & planner E&O insurance program. This program is quietly evolving to properly serve its certificate holders with the best available protection. With oversight, the program's scope of coverage is properly enhanced to match the needs of the profession. The loss control/risk management seminars that are sponsored by APA and delivered by Advocis Broker Services are positioning the financial results of the program to be successful.

The success of this program has been a testament to the regular monitoring of the program, which continue to be administered by a very dedicated leadership team.

GAMA INTERNATIONAL CANADA

GAMA International Canada is the only Canadian association dedicated to promoting the professional development needs and leadership skills for management in the financial services industry and promoting their professional development needs.

GAMA International's mission is to:

- Offer world-class education and training **resources** to members
- Provide opportunities for members to build **relationships** with peer professionals
- **Recognize** members for achieving standards of excellence in distribution management, and
- **Promote** growth through industry LEADERSHIP opportunities

Who are our members?

- Those in a leadership role within the financial services industry and
- Those roles who include
 - Coaching & Leadership
 - Business Development (including sales, marketing, practice management, compliance and technology)
 - Training and education
 - Recruitment and selection



GAMA
INTERNATIONAL CANADA
INTERNATIONAL DU CANADA

Awards

In 2021, 213 GAMA members received one or multiple GAMA Canada International management awards. These are awarded annually in four categories: the National Builder Award (NBA), the National Multi-Line Exclusive Agency Management Award (NMLEA) the National Achievement Award (NAA), and the National Management Award (NMA).

GAMA INTERNATIONAL CANADA'S 2021 Management Awards

2021 GAMA INTERNATIONAL CANADA MANAGEMENT AWARDS

The 2021 GAMA International Canada Management Awards recognize the highest leadership achievements in Canada's financial services industry.

National Builder Award (NBA) WINNERS

This award recognizes outstanding achievement in agency-building, production and field development.

● NBA Gold Award Winners

Adrian K. Fung, CFP, CLU, CH.F.C. ●	Donald Der, CFP, CLU, CHS, CH.F.C.	John Cleminson ●	Rajesh Sharma ●
Alain Marleau	Earnie B. Gonzalco	Jordan Ingraham, CHS ●	Ray Zadrey ●
Alvin Matthew ●	Esther Po Yin Chu, B.Comm	Joseph Raine ●	Sam Luong, CHS, CLU ●
Amrita Paul, MBA, CLU, QAFP ●	Gemma Mendoza ●	Joshua Simpson, CFP ●	Sarah Cumpson
Angela Fu, CLU ●	Geoffrey Keleher, B.A., CFP	Karl Krokosinski ●	Sarah Decker ●
Annadette Clarke-Moore, CHS ●	Gerard Feliciano	Kevin D. Jessup ●	Scott A. Grant ●
Blanche Tse, CFP, CLU, CHS, EPC	Harjott (Jimmy) Nijjar ●	Marco Levesque ●	Scott McDonald, CFP ●
Brian R. Kilback, CFP, CLU, CH.F.C. ●	Ioannis (John) Panago, CHS, CFP ●	Maria Cristina Mendoza, CLU, CHS	Scott S. Woodman, CFP, CLU ●
Camilo Chacon Sandoval, CFP* ●	James Phillips ●	Mark Dickson ●	Shawn M. Smith ●
Clarke Duncanson ●	Jamie Benn, CFP, CLU, CHS ●	Mark Foster, CFP, CLU, BA, BBA ●	Sonia Wu, CHS ●
Colin James-Anil Whitehead ●	Jamie Gilson, B.A.	Mark Lewans, CFP, CLU ●	Sonny Sangemino, CHS ●
Craig A. MacTavish, CHS ●	Jarrett Robertson, CHS ●	Michael Y.C. Liu ●	Stephane Cyr ●
Daniel Chuang ●	Jason D. Poulton, CFP	Minetta McDonald, CFP ●	Steven Ollson, CFP, CLU, CHS ●
Darin Calderwood, CFP	Jason McMahon, CFP, CHS ●	Nila Mohibi ●	Taha Al-Dabagh,
Darren Rosenberger, CFP ●	Jennifer A. Tweddle,	Norberto T. Pepito ●	CFP, CLU, CHS, RRC ●
David Feldberg, CFP, CLU ●	CFP, CLU, CHS, TEP ●	Nubia C. Gomez, CLU, CHS ●	Ted D. Girard, CFP, CLU, CHS ●
Dawn Ewing	Jerome Pusung, CLU, CHS ●	Permindar Chohan ●	Wayne Kiryk, RHU, EPC
Dennis Mavrin ●	Jessica Buley	Perry Badham, CLU, CHS, RPR ●	Wes J. Scott
Djebran C. Mehdawi, CLU, CHS ●	Jing Wu ●	Peter Gillespie ●	Xu (Leo) Liu, MBA

NATIONAL MULTI-LINE EXCLUSIVE AGENCY MANAGEMENT AWARD (NMLEA) WINNERS

This award recognizes the growth of a Multi-Line Advisory team with a focus on exceeding various performance levels of the Agency Managers team in the areas of new Life Insurance, new wealth and new Property and Casualty sales.

● NMLEA Gold Award Winners ● NMLEA Bronze Award Winners

Daniel Chuang ●	Jesse Van Dalfsen ●	Permindar Chohan ●	Wes J. Scott ●
Darin Calderwood, CFP ●	Joshua Simpson, CFP ●	Rajesh Sharma ●	
Dennis Mavrin ●	Nubia C. Gomez, CLU, CHS ●	Sonia Wu, CHS ●	

NATIONAL ACHIEVEMENT AWARD (NAA) WINNERS

This award represents the very pinnacle of management excellence among GAMA International Canada members.

● NAA Gold Award Winners

Adam Proudfoot, BBA, CFP, CLU ●	Djebran C. Mehdawi, CLU, CHS ●	John B. McCallum, CFP, CHS ●	Perminder Chohan ●
Adam Powell, CHS ●	Donald Der,	John Cleminson ●	Perry Badham, CLU, CHS, RPR ●
Andreas Zacharakis ●	CFP, CLU, CHS, CH.F.C. ●	Joseph Raine	Peter Gillespie ●
Angela Fu, CLU ●	Eddy Tong, CFP, CLU, CHS ●	Joshua Simpson, CFP ●	Peter H. Royster, CHS
Annadette Clarke-Moore, CHS ●	Gemma Mendoza ●	Karl Krokosinski ●	Rajesh Sharma
Blanche Tse, CFP, CLU, CHS, EPC	Gerard Feliciano ●	Katina Michelis, CHS ●	Ray Zadrey
Brad D. Unraw, CFP, CHS, RIS ●	Greg Taylor, CFP ●	Keith R. Vincent, CHS ●	Sarah Decker ●
Branden Mosher, CFP ●	Herman Chan, CFP, CHS ●	Kevin D. Jessup ●	Scott A. Grant ●
Brian N. Gebbie, CFP ●	Ioannis (John) Panago, CHS, CFP ●	Kevin Wong, CFP ●	Scott McDonald, CFP
Brian R. Kilback, CFP, CLU, CH.F.C. ●	Izuni Miki McGruer,	Kris B. Kubin, CHS ●	Scott S. Woodman, CFP, CLU ●
Colin D. Kirby	CFP, CLU, CHS, CH.F.C. ●	Ling Wang	Shawn M. Smith ●
Craig A. MacTavish, CHS ●	James Phillips	Maria Cristina Mendoza, CLU, CHS ●	Sonia Wu, CHS ●
Daniel Chuang ●	Jamie Benn, CFP, CLU, CHS ●	Mark Dickson ●	Stephane Cyr ●
Darin Calderwood, CFP ●	Jarrett Robertson, CHS ●	Matthew Lane, CFP ●	Steven Kennedy, CHS ●
Darren Rosenberger, CFP ●	Jason D. Poulton, CFP ●	Michael Y.C. Liu ●	Steven Ollson, CFP, CLU, CHS ●
David E. McPhee, CHS ●	Jason McMahon, CFP, CHS ●	Minetta McDonald, CFP ●	Taha Al-Dabagh,
David Feldberg, CFP, CLU ●	Jayson Mallari, QAFF ●	Nina Lau-Choy, CHS, QAFF ●	CFP, CLU, CHS, RRC ●
Dean E. Lariviere, CFP ●	Jerome Pusung, CLU, CHS ●	Norberto T. Pepito ●	Ted D. Girard, CFP, CLU, CHS, ●
Dennis Mavrin ●	Jing Wu ●	Nubia C. Gomez, CLU, CHS ●	Wes J. Scott ●

NATIONAL MANAGEMENT AWARD (NMA) WINNERS

This award honours achievement in agency management, particularly increases in production.

Colin D. Kirby	Jason D. Poulton, CFP	Michael Y.C. Liu	Sonia Wu, CHS
Craig A. MacTavish, CHS	Jason McMahon, CFP, CHS	Minetta McDonald, CFP	Stephane Cyr
Daniel Chuang	Jayson Mallari, QAFF	Murray Parks, CFP, CLU, CH.F.C.	Steven Kennedy, CHS
Darin Calderwood, CFP	Jerome Pusung, CLU, CHS	Nina Lau-Choy, CHS, QAFF	Steven Ollson, CFP, CLU, CHS
Darren Rosenberger, CFP	Jesse Van Dalfsen	Norberto T. Pepito	Taha Al-Dabagh,
David Feldberg, CFP, CLU	Jing Wu	Nubia C. Gomez, CLU, CHS	CFP, CLU, CHS, RRC
Djebran C. Mehdawi, CLU, CHS	John Cleminson	Perminder Chohan	Ted D. Girard, CFP, CLU, CHS,
Donald Der, CFP, CLU, CHS, CH.F.C.	Joseph Raine	Perry Badham, CLU, CHS, RPR	Wes J. Scott
Gemma Mendoza	Joshua Simpson, CFP	Peter Gillespie	Zhong Chen, CLU, CHS
Gerard Feliciano	Karl Krokosinski	Rajesh Sharma	
Greg Taylor, CFP	Katina Michelis, CHS	Ray Zadrey	
Herman Chan, CFP, CHS	Kevin D. Jessup	Sarah Decker	
Ioannis (John) Panago, CHS, CFP	Kevin Wong, CFP	Scott A. Grant	
James Phillips	Ling Wang	Scott McDonald, CFP	
Jamie Benn, CFP, CLU, CHS	Matthew Lane, CFP	Scott S. Woodman, CFP, CLU	
Jarrett Robertson, CHS	Meng Zhao, CFA	Shawn M. Smith	

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A woman with glasses is looking at a laptop screen. The image is dark and serves as a background for the text.

MANAGEMENT DISCUSSION & ANALYSIS

The following is the management discussion and analysis of the financial condition and results for The Financial Advisors Association of Canada (TFAAC).

The audited consolidated financial statements of TFAAC show current year revenues exceeding expenses by \$400K that includes \$2K gains from sale of investments and \$90K net unrealized gains on investments, \$174K loss from Advocis Broker Services Inc. and total assets of \$18M.

Advocis Broker Services Inc. (ABS), the wholly owned insurance brokerage arm of TFAAC, reported a loss from operations of \$174K. While ABS revenue growth slowed in 2021 (2%) compared to 2020 (14%) the brokerage required capital investment in both staff and technology infrastructure to support its continued growth. While 2021 wasn't the year that we hoped, with the implementation of a new operating system, ABS has positioned itself for future financial success.

As the pandemic continued into 2021, events and programs continued to be delivered virtually for most of the year. The 40 local chapters across Canada continued to deliver high quality educational programs and community events virtually, with some chapters able to deliver small modified in-person events by end of year.

Membership revenue remained stable in 2021. But the ongoing challenges of the pandemic made replacement of revenue due to natural attrition, more difficult. Growing membership remains a top priority as the Association seeks new and innovative ways to engage advisors.

The demand for education programs was steady throughout the year. Costs for Advocis' designation programs increased due to the escalating costs associated with online learning as well as capitalized expense for maintenance and updates to programs. With the anticipation of the launch of Ontario title protection for advisors and planners, TFAAC anticipates that the capital investment in these programs will provide future dividends to the Association's bottom line.

Administration and governance expenses were down 5% compared to 2020. With ongoing pandemic restrictions, staff continued to work remotely supporting the various areas within the association. TFAAC continued its commitment to technology, implementing several updates and enhancements throughout the year. While not always easy, these upgrades have provided enhanced security, streamlined costs and provided an opportunity to reimagine processes to support our members and clients better in the future.

While the challenges of the ongoing pandemic continued, TFAAC continued to provide quality education, community and support to members and the industry during difficult times.

Summary Consolidated Financial Statements

The Financial Advisors Association of Canada

December 31, 2021

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Independent Auditor's Report

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To the Members of
The Financial Advisors Association of Canada

Opinion

The summary consolidated financial statements, which comprise the summary consolidated statement of financial position as at December 31, 2021, the summary consolidated statements of revenue and expenses and changes in fund balances for the year then ended, and related notes, are derived from the audited consolidated financial statements of The Financial Advisors Association of Canada for the year ended December 31, 2021.

In our opinion, the accompanying summary consolidated financial statements are a fair summary of the consolidated financial statements, in accordance with the criteria described in Note 1 to the summary audited financial statements.

Summary Consolidated Financial Statements

The summary consolidated financial statements do not contain all the disclosure required by Canadian accounting standards for not-for-profit organizations. Reading the summary consolidated financial statements and the auditor's report thereon, therefore, is not a substitute for reading The Financial Advisors Association of Canada's audited consolidated financial statements and the auditor's report thereon.

The Audited Consolidated Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the consolidated financial statement of The Financial Advisors Association of Canada in our report dated May 12, 2022.

Management's Responsibility for the Summary Consolidated Financial Statements

Management is responsible for the preparation of the summary consolidated financial statements in accordance with the basis described in Note 1 to the summary consolidated financial statements.

Auditor's responsibility

Our responsibility is to express an opinion on whether the summary consolidated financial statements are a fair summary of the audited consolidated financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, "Engagements to Report on Summary Financial Statements".



Toronto, Canada
May 30, 2022

Chartered Professional Accountants
Licensed Public Accountants

Audit | Tax | Advisory

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The Financial Advisors Association of Canada Summary Consolidated Statement of Financial Position

(in thousands of dollars)

As at December 31

	2021	2020
	\$	\$
Assets		
Current		
Cash	330	998
Accounts receivable	1,475	1,970
Prepaid expenses	410	342
	<u>2,215</u>	<u>3,310</u>
Loan to Advocis Broker Services Inc.	403	403
Investments	6,104	5,386
Cash surrender value of life insurance	649	622
Pooled funds held in trust	7,414	7,942
Course development costs	553	770
Property and equipment	812	931
Intangible Asset	33	46
	<u>18,183</u>	<u>19,410</u>
Liabilities		
Current		
Accounts payable and accrued liabilities	1,495	1,869
Deferred revenue	1,976	3,122
Obligations under capital lease	13	19
Lease inducements	41	41
	<u>3,525</u>	<u>5,051</u>
Obligations under capital lease	58	71
Lease inducements	306	319
Investment in Advocis Broker Services Inc.	519	346
Pooled funds payable	7,775	8,020
Deferred benefit liabilities	522	2,496
	<u>12,705</u>	<u>16,303</u>
Fund balances		
Unrestricted	(1,196)	(1,632)
Internally restricted	8,567	8,316
Deferred benefit measurement	(2,146)	(4,117)
Invested in		
Advocis Broker Services Inc.	(520)	(346)
Property, equipment, and intangibles	773	886
	<u>5,478</u>	<u>3,107</u>
	<u>18,183</u>	<u>19,410</u>

See accompanying notes to the summary consolidated financial statements.

The Financial Advisors Association of Canada

Summary Consolidated Statement of Revenue and Expenses

(in thousands of dollars)

Year ended December 31

	2021	2020
	\$	\$
Revenue		
Membership fees	6,075	6,254
Programs	3,006	2,922
Errors and omissions-		
Administration and deductible fund residual fee release	1,849	1,379
Other income	854	591
	<u>11,784</u>	<u>11,146</u>
Expenses		
Membership	41	35
Programs	1,823	1,624
Administration and governance	9,438	9,974
	<u>11,302</u>	<u>11,633</u>
Excess (deficiency) of revenue over expenses before other items	482	(487)
Other items		
Gain/(loss) on sale of investments	2	(68)
Unrealized gain on investments	90	242
(Loss) income on investment in Advocis Broker Services Inc.	(174)	89
Excess (deficiency) of revenue over expenses	400	(224)

The Financial Advisors Association of Canada

Summary Consolidated Statement of Changes in Fund Balances

(in thousands of dollars)

Year ended December 31

	Unrestricted	Internally restricted	Deferred benefit re- measurement	Invested in Advocis Broker Services Inc.	Invested in property, equipment, and intangibles	2021 Total	2020 Total
	\$	\$	\$	\$	\$	\$	\$
Fund balances, beginning of year	(1,632)	8,316	(4,117)	(346)	886	3,107	3,485
Excess (deficiency) of revenue over expenses	514	251	-	(174)	(191)	400	(224)
Net additions to property and equipment	(59)	-	-	-	59	-	-
Payment of obligations under capital lease	(19)	-	-	-	19	-	-
Pension remeasurement and other items	-	-	1,971	-	-	1,971	(154)
Fund balances, end of year	(1,196)	8,567	(2,146)	(520)	773	5,478	3,107

See accompanying notes to the summary consolidated financial statements.

The Financial Advisors Association of Canada Notes to Summary Consolidated Financial Statements

(in thousands of dollars)

December 31, 2021

1. Criteria for presentation of summary consolidated financial statements

The information selected by management for presentation in the summary consolidated financial statements has been identified as being the most pertinent and useful financial data for circulation to the members of The Financial Advisors Association of Canada (TFAAC).

2. Basis of presentation

These consolidated financial statements include the accounts of TFAAC and its 100% owned subsidiaries: Advocis Protective Association, The Institute (also known as The Institute of Chartered Life Underwriters of Canada) and GAMA International Canada. Advocis Broker Services Inc. (ABS), a wholly-owned for-profit subsidiary, is accounted for using the equity method whereby the initial investment is recorded at cost and subsequently adjusted to reflect TFAAC's pro-rata share of post-acquisition earnings and capital transactions of ABS.

CENTURY INITIATIVE

Introduced in 2006, the Century Initiative (CI) program ensures Advocis has a strong financial foundation and adequate resources to effectively represent the interests of financial advisors and planners in the face of real threats to the industry.

To participate, CI members commit to an additional five-year membership, over and above their Advocis membership fees. Fees from this premium membership are used to ensure the Association is well-capitalized now and in the future. The fund is governed by a board of stewards.

The CI Board of Stewards is very happy with the investment results achieved by our investment advisor, Connor Clark & Lunn. Balance as of December 31st, 2021 was \$6 million. Their performance has been at established benchmarks with a 3 year compound return of 14%.

The CI Fund has committed \$1.5 million to critical Advocis initiatives over the past 5+ years, including support of future efforts that will ensure our regulatory regime serves the best interest of Canadians and our members and the outcomes were extremely positive. The TFAAC Board and leadership team at Advocis value the significant support provided by the CI Fund.



CENTURY INITIATIVE MEMBERS

EFFECTIVE DECEMBER 31, 2020

Bruce Jeffery Hancock, CFP,
CLU,CH.F.C., CHS
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William D. Hawley, CLU, CHS
Sandra S. Pollack, CFP,CLU,CH.F.C.,TEP

Wade A. Baldwin, CFP
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 Paul Metcalfe, CLU
 Al A. Jones, CFP,CLU
 Lorraine S. Lavery, CLU,CH.F.C.,
 CEB,TEP
 Gregory F. Glista
 Donald G. Lumb, CFP,CLU,CH.F.C.
 Michael J. Couture, CLU,CH.F.C.,TEP
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 Mimi (Micheline) A. Rogers, CFP, CLU,
 CH.F.C., C
 Lawrence I. Geller, CLU
 Bradley L. Holt, CFP CLU CHS CH.F.C.
 Mr. Ronald C. Sylvester,
 CLU,CH.F.C.,EPC,CHS
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