

FINANCIAL MODEL END STATE

2025 Leadership Forum



AGENDA

- Recap of current state
- Reduction or elimination of assessments fees
- National help
- LIP – League Industry Partnership
- PTCs – what can you do
- Summary

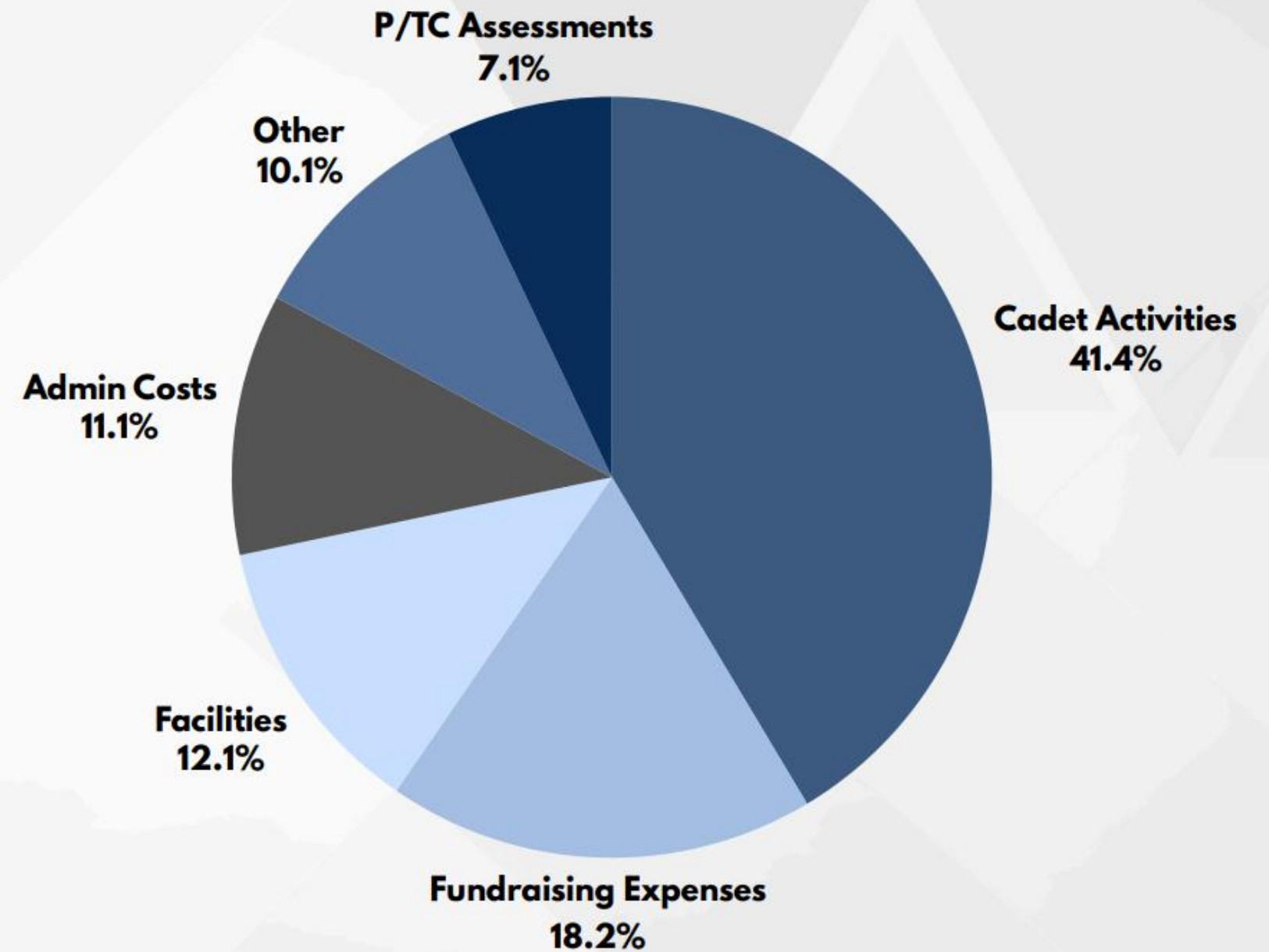
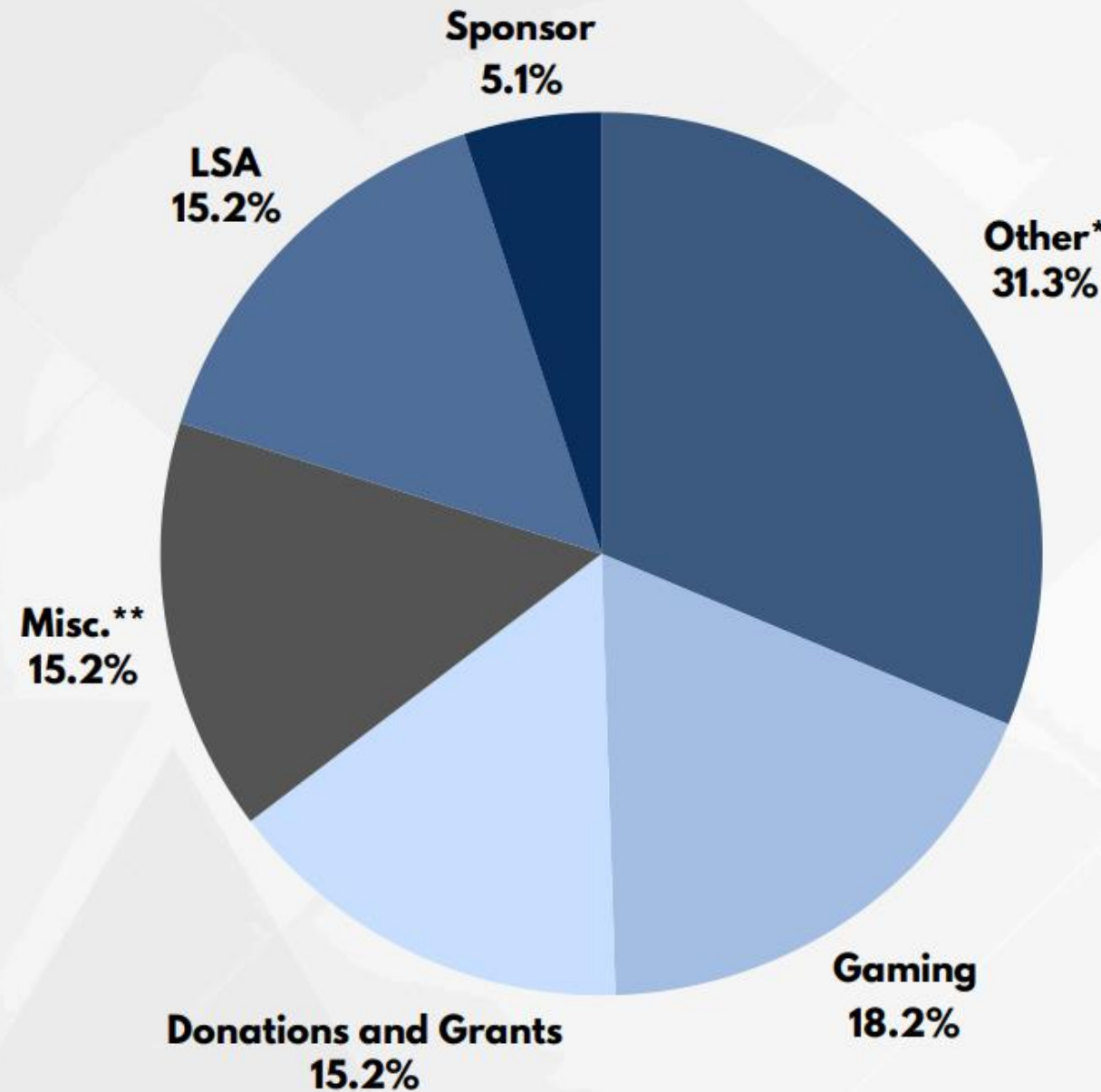
Why Is This Important

- **Pillar 4** – Have Enduring Financial Stability
- **Objective 3** – Identify a sustainable and renewable financial model that does not rely on assessments
- We have been asked by the CAF to look at our operations at all levels to evaluate if we can reduce or eliminate assessment fees

More Recent Numbers

Organization	# cadets (2024)	Annual Revenue FY 23/24	Annual Revenue SSCs (2018)
AB	3687	\$490,708	\$2,391,877
BC	5471	\$455,641	\$2,865,546
MB	1533	\$133,300	\$544,473
NB	811	\$28,554	\$356,457
NL	553	\$27,000	\$238,397
NS	1094	\$13,888	\$282,154
OPC	9742	\$1,274,896	\$5,029,876
Pan-Territorial	109	\$3,797	\$31,817
PEI	153	\$28,000	\$67,317
QOV	7642	\$386,897	\$3,313,839
SK	1190	\$360,127	\$981,809
TOTAL	31985	\$3,202,808	\$16,103,562

SSC Revenues and Expenses



**Other - tagging, bake sales, bottle drives*

***Misc. - parents, canteen, tax rebates*

National Help?

- What have we done
 - Cadet assessment fee reduced for 2025 billing to \$10/cadet – save \$3/cadet – 23% reduction
 - Reduced footprint / cost of National office rent – previously \$50k+/yr to \$17k/yr
 - Renegotiated League insurance costs to include more coverage for volunteers and lower costs
 - Topping up restricted funds so we can use the growth in the funds to cover operational expenses in the future
 - Revamped format / frequency of in-person meetings to save money
- What else can National address to help lower fees??

League Industry Partners (LIP)

- Little focus as of late on raising donation funds – post Covid
- Lack experienced volunteers to drive this effort – professional fundraisers are expensive
- Possible National/Provincial joint efforts??
- LIP may not always deliver funds – may provide service or exposure to cadets that we then don't have to pay for
- Other ideas??

What can each PTC do?

1. Validate Expenses – perform a deep dive on all expenses currently incurred – are there opportunities for any reductions?
2. Have **all avenues** for sources of revenues been explored? The current model may have opportunities that are currently being missed
3. What is the true use of the assessment stream of income at the PTC level?
What would change if you did not get assessments paid from the local level?

**THINK OUTSIDE THE BOX – THE CURRENT WAY OF DOING THINGS
MAY BE MISSING SOME OPPORTUNITIES FOR COST REDUCTIONS
AND REVENUE GENERATION**

Summary

- We have been tasked to look at an operating model that either lowers or eliminates fees all together
- This needs to happen at all levels of the organization
- We all need to look at what is necessary for the program, and what is not
- This will take time to get accomplished – it won't happen overnight