

**2016 Budget Development Template - Canadian Association of Financial Institutions in Insurance**  
**Version: November 12, 2015**

	2014 Actual	2015 Forecast <sup>1</sup>	2015 Budget	2015 Forecast to Budget Variance	2016 Budget Recommendation	Change 2014-2015	Change 2015-2016
<b>Revenue</b>							
Membership Fees	\$ 400,500	\$424,000	\$424,000	0.0%	\$435,750	5.9%	2.8%
Interest	\$ 420	\$337	\$500	-32.6%	\$500	-19.8%	0.0%
<b>TOTAL REVENUE</b>	<b>\$ 400,920</b>	<b>\$ 424,337</b>	<b>\$ 424,500</b>		<b>\$ 436,250</b>	<b>5.8%</b>	<b>2.8%</b>
<b>EXPENSE</b>							
Management Fees <sup>2</sup>	\$229,529	\$255,815	\$249,264	2.6%	\$256,742	11.5%	3.0%
CAFII Legal Fees/Corporate Governance	\$20,812	\$1,237	\$5,000	-75.3%	\$5,000	-94.1%	0.0%
Audit Fees	\$13,560	\$14,000	\$14,000	0.0%	\$14,000	3.2%	0.0%
Insurance	\$5,217	\$5,368	\$5,368	-2.8%	\$5,374	0.0%	0.1%
Website <sup>3</sup>	\$1,480	\$8,120	\$6,260	29.7%	\$30,000	448.7%	379.2%
Telephone/Fax/Internet	\$5,331	\$3,283	\$8,000	-59.0%	\$8,000	-38.4%	0.0%
Postage/Courier	\$463	\$350	\$500	-30.1%	\$500	-24.5%	0.0%
Office Expenses	\$2,387	\$1,677	\$3,000	-44.1%	\$3,000	-29.8%	0.0%
Bank Charges	\$13	\$30	\$60	-50.0%	\$50	140.0%	-16.7%
Amortization Expense	\$0					0.0%	
Depreciation Computer/Office Equipm <sup>4</sup>	\$350	\$467	\$300	55.7%	\$468		56.0%
Board/EOC/AGM							
Annual members Lunch		\$9,755	\$7,000	39.4%	\$15,000		114.3%
Board Hosting (External)		\$10,097	\$9,000	12.2%	\$15,000		66.7%
Board/EOC Meeting Expenses		\$2,209	\$10,000	-77.9%	\$5,000		-50.0%
Industry Events		\$0	\$805	-100.0%	\$1,500		86.3%
EOC Annual Dinner		\$1,196	\$2,000	-40.2%	\$2,000		0.0%
<b>Total Board/EOC/AGM</b>	<b>\$28,578</b>	<b>\$23,256</b>	<b>\$28,805</b>	<b>-19.3%</b>	<b>\$38,500</b>	<b>-18.6%</b>	<b>33.7%</b>
Provincial Regulatory Review	\$9,273	\$5,607	\$10,000	-43.9%	\$10,000	-39.5%	0.0%
Research/Studies <sup>5</sup>	\$50,201	\$98,211	\$90,000	9.1%	\$50,000	95.6%	-44.4%
Regulatory Model(s) <sup>6</sup>	\$7,478	\$1,230	\$12,000	-89.8%	\$12,000	-83.6%	0.0%
Federal Financial Reform	\$101	\$0	\$2,000	-100.0%	\$10,000	-100.0%	400.0%
Media Outreach	\$3,821	\$0	\$8,500	-100.0%	\$50,000	-100.0%	488.2%
Marketing Collateral	\$1,695	\$0	\$1,500	-100.0%	\$5,000	-100.0%	233.3%
Networking Events							
Speaker fees & travel		\$0	\$3,000	-100.0%	\$8,000		
Gifts		\$0	\$1,000	-100.0%	\$1,000		
<b>Total Networking Events</b>	<b>\$1,115</b>	<b>\$0</b>	<b>\$4,000</b>		<b>\$9,000</b>	<b>-100.0%</b>	<b>125.0%</b>
<b>TOTAL EXPENSE</b>	<b>\$ 381,403</b>	<b>\$ 418,499</b>	<b>\$ 448,557</b>	<b>-6.7%</b>	<b>\$ 507,166</b>	<b>9.7%</b>	<b>13.1%</b>
<b>Excess of Revenue over Expenses</b>	<b>\$ 19,517</b>	<b>\$ 5,838</b>	<b>-\$ 24,057</b>	<b>-124.3%</b>	<b>-\$ 70,916</b>	<b>-70.1%</b>	<b>194.8%</b>
Unrestricted Net Assets (beginning of year)	\$ 288,136	\$307,036	\$317,635		\$ 312,874		
Unrestricted Net Assets (end of year)	\$ 307,036	\$312,874	\$293,578		\$ 241,958	1.9%	-17.6%

**Explanatory Notes:**

- (1) 2015 Forecast combines January to September actuals and a forecast for 4th quarter  
(2) Management fees includes TO Corp (\$106,285.09) and Executive Director (\$142,979.20)  
(3) Website includes hosting cafi.com, email and website updates  
(4) Amortization of office equipment based on 4 year straight line depreciation  
(5) Research/Studies 2015 included: 2 Towers Watson Presentations \$10K; IAIS Core Principles resource \$10K; LIMRA membership \$5K; Travel Insurance Survey \$65K  
(6) Regulatory Model(s) 2015 included: SK (\$2K) and AB (\$5K) Council Representation; MB RIA Council (\$5K)

Forecasted Financial Reserves Targets	2014 Actual	2015 forecast	2016 Budget
Minimum 3 months (25%) of Annual Operating Expenses =	\$95,351	\$104,625	\$126,791
Maximum 6 months (50%) of Annual Operating Expenses =	\$190,702	\$209,250	\$253,583
Forecasted Level of Financial Reserves :	\$307,036	\$312,874	\$241,958
Forecasted Level of Financial Reserves %:	81%	75%	48%