

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

	2014 Actual	2015 Forecast ¹	2015 Budget	2015 Forecast to Budget Variance	2016 Budget Recommendation	Change 2014-2015	Change 2015-2016	Comments re: 2016 and some 2015 notes
Revenue								
Membership Fees	\$ 400,500	\$424,000	\$424,000	0.0%	\$435,750	5.9%	2.8%	Based on all members renewing in 2016 and 50% increase in National Bank Fees
Interest	\$ 420	\$337	\$500	-32.6%	\$500	-19.8%	0.0%	
TOTAL REVENUE	\$ 400,920	\$ 424,337	\$ 424,500		\$ 436,250	5.8%	2.8%	
EXPENSE								
Management Fees ²	\$229,529	\$255,815	\$249,264	2.6%	\$256,742	11.5%	3.0%	Fees still to be confirmed - Leya
CAFI Legal Fees/Corporate Governance	\$20,812	\$1,237	\$5,000	-75.3%	\$5,000	-94.1%	0.0%	2014 note: Tentative Facilitator for Strategy Discussion
Audit Fees	\$13,560	\$14,000	\$14,000	0.0%	\$14,000	3.2%	0.0%	Fees still to be confirmed - Leya
Insurance	\$5,217	\$5,217	\$5,368	-2.8%	\$5,374	0.0%	0.1%	Same as this year + 3% increase - Leya
Website ³	\$1,480	\$8,120	\$6,260	29.7%	\$30,000	448.7%	379.2%	This area needs to be discussed further - Leya
Telephone/Fax/Internet	\$5,331	\$3,283	\$8,000	-59.0%	\$8,000	-38.4%	0.0%	Estimate - leya
Postage/Courier	\$463	\$350	\$500	-30.1%	\$500	-24.5%	0.0%	Same as this year - leya
Office Expenses	\$2,387	\$1,677	\$3,000	-44.1%	\$3,000	-29.8%	0.0%	Same as this year - leya
Bank Charges	\$13	\$30	\$60	-50.0%	\$50	140.0%	-16.7%	Estimate - leya
Amortization Expense	\$0					0.0%		
Depreciation Computer/Office Equipm ⁴	\$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%	Based on 2 reimbursements submitted at \$7500 each
Board/EOC Meeting Expenses		\$2,209	\$10,000	-77.9%	\$5,000		-50.0%	
Industry Events		\$0	\$805	-100.0%	\$1,500		86.3%	Based on 8 tickets to an Economic Club event
EOC Annual Dinner		\$1,196	\$2,000	-40.2%	\$2,000		0.0%	
Total Board/EOC/AGM	\$28,578	\$23,256	\$28,805	-19.3%	\$38,500	-18.6%	33.7%	
Provincial Regulatory Review	\$9,273	\$5,607	\$10,000	-43.9%	\$10,000	-39.5%	0.0%	2014 notes: Western Canada Regulators Tour, Insurance Act Review
Research/Studies ⁵	\$50,201	\$98,211	\$90,000	9.1%	\$50,000	95.6%	-44.4%	
Regulatory Model(s) ⁶	\$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%	2014 note: Federal advocacy and FCAC education
Media Outreach	\$3,821	\$0	\$8,500	-100.0%	\$50,000	-100.0%	488.2%	2014 note: Media training for ED x 4 (formerly called Tactical Communications Strategy)
Marketing Collateral	\$1,695	\$0	\$1,500	-100.0%	\$5,000	-100.0%	233.3%	2014 note: formerly Association Branding
Networking Events								
Speaker fees & travel		\$0	\$3,000	-100.0%	\$8,000			
Gifts		\$0	\$1,000	-100.0%	\$1,000			Order of new pens and speaker gifts
Total Networking Events	\$1,115	\$0	\$4,000		\$9,000	-100.0%	125.0%	
TOTAL EXPENSE	\$ 381,403	\$ 418,499	\$ 448,557	-6.7%	\$ 507,166	9.7%	13.1%	
Excess of Revenue over Expenses	\$ 19,517	\$ 5,838	-\$ 24,057	-124.3%	-\$ 70,916	-70.1%	194.8%	
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 cafii.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%