

## 2026 ACFP BUDGET PROPOSAL

### EXECUTIVE SUMMARY

The 2026 operating budget manages revenues and expenses to deliver on ACFP's operating mandate while deploying a measured portion of accumulated surplus to advance advocacy, leadership, and innovation in family medicine. Key features include:

- 3% membership dues increase partially offset inflationary pressure on core operating costs.
- Continued investment in our flagship programs (Family Medicine Summit, Education Outreach, Research Programming).
- A focused Special Projects envelope of \$73,000 to accelerate advocacy, innovation, and leadership capacity.
- Investment budget request of \$175,658 (inclusive of special projects)
- Prudent use of accumulated surplus with clear guardrails and outcome measures.

**Financial position.** ACFP remains in a strong position with approximately **\$1,500,000** accumulated surplus. The 2026 plan preserves a minimum operating reserve equal to 6–9 months of core operating expenses; using the above envelope would reduce the accumulated surplus from **\$1,500,000** to **\$1,324,342** (before 2026 operating results).

**Board decisions requested:** approve the 3% dues increase; approve 2026 investment budget of \$175,658 including special projects of \$73,000; note annualization of Board honoraria (+\$30,000).

### CONTEXT & BUDGET PRINCIPLES

- **Strategic alignment.** Every allocation map to ACFP's pillars: Member Engagement; CPD Programs; Influencing Policy; Building Trust; Operational Efficiency.
- **One-time vs. ongoing discipline.** Accumulated surplus will **not** be used to expand the structural base; it funds **time-limited** initiatives with exit criteria and clear impact measures.
- **Value for members.** Investments prioritize member value in advocacy, practical education/CPD, engagement, and trust building.
- **Risk-managed delivery.** Known cost pressures (travel, hospitality, vendor rates) are budgeted; major initiatives include risk mitigations and performance checkpoints.
- **Transparency** – Regular reporting ensures members and Board see both outcomes and financial stewardship.

### Revenue & Expenditure Assumptions

#### Revenue Assumptions

**Membership dues:** 77% of revenues (2024 actual: 66%). Modest growth in membership counts continues; **no attrition assumed**. **3% dues increase** recommended to offset inflation. This higher relative reliance on membership dues is intentional for 2026 while we transition off one-time grants; a revenue

diversification plan (grants, sponsorships, partnerships) will be brought forward in Q3. (*Pillar: Building Trust – stable and transparent revenue base*).

**Events (FMS/others):** 19% (2024 actual: 17%) (*Pillars: Member Engagement & CPD Programs*).

**Grants/contributions:** ~1% (2024 actual: 3%) This is a significant relative fall that is of high priority to investigate sustainable operating funds going forward. (*Pillar: Operational Efficiency – diversifying revenue*).

**Other:** Registration fees, certification applications/reviews, and **interest on reserves** round out revenue.

### Expense Assumptions

**Wages & benefits:** 44% of operating expenses (2024 actual: 47%) supporting programs, communications, member services, and advocacy. **2026 estimate: \$1,091,400** vs 2024 actual: \$940,262 (**+\$151,138 / +16.07% vs 2024**): increase reflects 1.0 new FTEs to deliver expanded rural outreach, 3% COLA, and benefit cost increases. (*Pillar: Operational Efficiency – staff capacity to deliver programs*).

**Professional services:** Government relations, medical consultants, PR, executive director evaluation and member engagement expertise targeted to advocacy and member-facing outcomes (*Pillars: Influencing Policy & Building Trust*).

**Travel/meetings:** Budgeted with continued upward pressure; committee in-person meetings reduced in favour of virtual touchpoints and reinvested in leadership/advocacy (*Pillars: Member Engagement & Operational Efficiency*)

**Board honoraria:** increase (+\$30,000) annualized to reflect ongoing advocacy and leadership workload (*Pillar: Influencing Policy*).

### Program & Initiative Notes (Net Cost Basis)

#### Family Medicine Summit (The Summit) - \$19,000 net

- **Delivery:** Hybrid (virtual + in-person) with a **new downtown Calgary venue**. Vendor negotiations and contingency planning in place to manage unknowns.
- **Why it matters:** The Summit is a platform for Member Education, Research Showcase, Awards & Recognition, Member Engagement, AMM, and Forums (related costs appear in their respective lines).
- **Target:** Maintain net cost ≤ **\$19k** while preserving program quality and hybrid access.

#### Education Outreach — \$107,600 net

- **Scope:** Smaller, primarily virtual CPD offerings—often complimentary to members. Recommending the addition of Rural Outreach offerings to facilitate member engagement and access in 4 rural areas in 2026.
- **Why It Matters:** Accessible, high-value learning with robust CPD credits and strong satisfaction. Strategic investment outside of metro areas to facilitate added engagement with our rural members.
- **Target:** Increase number of on-line offerings and add 4-in-person rural programs to increase offerings and potentially increase number of members engaging in educational offerings. **\*\*This is an increased investment from 2025, due to a one-time grant that was used to offset costs.**

### Research Programming — \$76,600 net

- **Purpose:** Enhance collaboration, capacity, and visibility for family medicine/primary care research in Alberta.
- **Why it Matters:** Research is a foundational value and objective; programming sustains evidence-informed advocacy and practice.
- **Target:** Continuation of funding from prior years.

### Special Projects — \$73,000 net (envelope)

- **Public Relations Campaign – \$20,000.** Amplify advocacy messages, support pre-election GR activity as needed, and elevate public understanding of the value of family medicine. This funding would be used to increase the reach of our messaging, primarily through social media.
- **Innovation Event – \$23,000.** ACFP-led forum to surface, test, and spread innovations aligned to Alberta’s health system refocusing; includes seeding promising pilots. This will build on successful events held in 2024 and 2025 to further spotlight the great work of ACFP and its members. Final decisions on the direction of the event will occur in early 2026. The net \$23,000 investment reflective of income through sponsorships, partnerships and registrations to help minimize cost impact.
- **Strategic Leadership Collaborative – \$30,000 (carry-forward).** Co-designed curriculum and supports to build a cohort of family physician leaders/advocates/innovators. The **Family Medicine Strategic Leadership Collaborative** would identify committed family physicians with leadership potential, interest, and aptitude for advocacy. The goal would be to develop leaders to advocate for system change resulting in measurable positive change for primary care and family medicine. The collaborative program would curate, develop, review, and evolve a recommended curriculum of learning to equip the promising candidates with the tools to be effective as primary care leaders, advocates, and innovators. The ACFP funding would be pooled with other potential partner funding for co-design, co-delivery, fundraising, program growth, and sustainability so that the program could continue to support and cover the direct and opportunity costs of the candidates through their strategic leadership journey. \$30,000 was allocated, and unspent in 2025. It is proposed to carry this initiative forward for development in 2026.

### Staffing, Board & Committees

- **Board honoraria.** The increased honoraria approved for 2025 (+\$30,000) annualized in 2026 to reflect the sustained advocacy/workload; no additional extraordinary increase is proposed.
- **Committees.** Budget reflects the move from annual in-person meetings to more **virtual connections**, reallocating funds toward leadership and advocacy priorities.
- **Travel.** Rising travel costs are recognized; participation is prioritized for advocacy, system leadership, and member-facing value.

## Surplus & Reserves

- **Opening position:** ~\$1,500,000 accumulated surplus.
- **Use in 2026:** Time-limited, measurable initiatives (Special Projects; Summit risk management if required).
- **Guardrails (for Board affirmation):**
  - Maintain a **minimum operating reserve** equal to **6–9 months** of core operating expenses (\$859,439 Internally restricted as of December 31, 2024).
  - Deploy surplus **only** to one-time initiatives with defined outcomes and exit criteria.
  - Avoid creating structural cost additions without a stable funding source.

## Risks & Mitigations

- **Hospitality/venue volatility (Summit).** Early vendor commitments, contingencies, active sponsorship strategy; hybrid format flexibility maintained. (*Member Engagement*)
- **Pre-election unpredictability.** PR/GR added capacity funded via Special Projects envelope; rapid-response approvals and message discipline. (*Influencing Policy*)
- **Revenue reliance.** ACFP has increased reliance on membership dues for all operations, because of one-time grant agreements that are not sustainable for planning purposes. A revenue review will be undertaken to consider ongoing grant, sponsorship and partnership opportunities that could provide sustainable income for the organization.
- **Membership revenue sensitivity.** 3% dues increase. Quarterly tracking of counts/dues; if variance >2% vs. plan, trigger mid-year budget review. (*Building Trust*)
- **Staffing market pressures.** Compensation tracked to market; role clarity and workload management maintained to protect delivery. (*Operational Efficiency*)
- **Interest income variability.** Conservative forecasting; avoid reliance on interest to fund ongoing commitments. (*Operational Efficiency*)

## 2026 Outcomes & Measures by Pillar

- **Member Engagement** – ACFP Networks sign-ups ↑; Volunteer participation ↑.
- **CPD Programs** – Increase effectiveness of programs; ≥10 education events; 90% satisfaction.
- **Influencing Policy** – ≥3 advocacy outcomes annually; 4 GR engagements; media features.
- **Building Trust** – quarterly impact dashboard; transparent reporting on surplus use, baseline member satisfaction (trust) and determine target levels going forward.
- **Operational Efficiency** – internal efficiency improvement; quarterly goal & variance to budget reporting.

## Reporting & Cadence

- **Quarterly** – Finance & Audit receives budget-to-actual.
- **Mid-Year (Q3)** – Scenario review of revenue/costs, recommend adjustments if needed.
- **Year-End** – Full impact and financial report mapped to five pillars, shared with Board and members.

## Administration and Initiatives

The ACFP uses “fund accounting” which allows us to track expenses and revenues attached to overall administration (including lobbying, external stakeholder engagement, and advocacy), prioritized member facing initiatives, and regular programs and services.

The operating budget below shows intended funding allocations and expected revenues for 2026. Not all programs have revenue making potential but nonetheless are seen as fundamental investments in advancement of the future of the specialty family medicine and grassroots support for the members of the ACFP.

## Conclusion

The 2026 operating budget is disciplined, transparent, and directly aligned with the **five strategic pillars**. It sustains core programming, strategically deploys surplus to advocacy and innovation, and protects reserves for long-term stability — delivering both value for members and measurable progress for family medicine.

Respectfully submitted by Executive Director, Georgina Altman to the Alberta College of Family Physicians Finance and Audit Committee for review and approval for presentation to the Board of Directors January 2026.

## APPENDIX A – INCOME STATEMENT SUMMARY

### Alberta College of Family Physicians

#### 2026 Budget

#### Income Statement Summary

	2026 Budget	2025 Budget	Actual to November 30, 2025	2025 Forecast	Comments	2024 Actual (Audited)	2023 Actual (Audited)
<b>REVENUE</b>							
Membership Dues	1,768,000	1,615,000	1,627,821	1,640,000	Based on CFPC invoicing and includes a 3% increase to cover inflationary costs	1,448,512	1,471,359
Share of FMF Surplus from National	-	-	-	-		-	-
CME Mainpro Accreditation	20,000	20,000	31,800	35,000		24,000	28,000
Shadowing	10,000	8,000	10,000	10,000	AMA support agreement	10,000	8,000
Grants	30,000	65,000	120,000	120,000	2026 proposed event	55,133	380,415
Sponsorships	75,000	45,000	45,500	45,500	FMS sponsorship and 2026 proposed event	40,000	34,000
Interest Revenue	30,000	30,000	51,741	55,000	CIBC chequing account and GIC interest	89,663	74,861
Cost Recovery	-	-	-	-	No longer receiving funds for GoMainPro learning platform subscriptions.	1,688	11,912
Miscellaneous Revenue	8,250	7,500	8,712	8,731	Calgary tourism incentive - 2026 Summit	164,800	116
Event Registrations	364,000	315,000	311,455	312,000	2026 Summit registrations	341,650	276,101
<b>TOTAL REVENUE</b>	<b>2,305,250</b>	<b>2,105,500</b>	<b>2,238,389</b>	<b>2,257,591</b>		<b>2,188,446</b>	<b>2,295,265</b>
<b>EXPENSE</b>							
Wages	930,000	880,000	779,863	896,000	Full staff complement	799,727	809,842
Employee Benefits	161,400	180,400	160,274	176,600	Full staff complement	140,535	140,153
Professional Services	235,850	231,000	126,295	157,370	Family medicine consultants	147,918	434,464
Board	198,500	197,500	149,986	179,344		123,349	138,959
Committees	13,000	17,000	10,550	10,700	Reduced committee expenses (less travel)	10,800	31,927
Marketing & Communications	161,300	161,300	102,809	121,070		108,310	94,304
Strategic Leadership	30,000	45,000	-	-	Support leadership development of medical professionals		
General & Administrative Expenses	308,150	290,900	241,745	265,422	Increased travel and inflation	262,091	253,854
Event Costs	442,700	437,200	416,850	422,813		408,635	280,900
<b>TOTAL EXPENSES</b>	<b>2,480,900</b>	<b>2,440,300</b>	<b>1,988,372</b>	<b>2,229,318</b>		<b>2,001,364</b>	<b>2,184,403</b>
<b>NET INCOME/(LOSS)</b>	<b>(175,650)</b>	<b>(334,800)</b>	<b>250,017</b>	<b>28,273</b>		<b>187,082</b>	<b>110,862</b>

**Alberta College of Family Physicians**  
**2026 Budget**  
*Detailed Income Statement Comparative*

	2026 Budget	2025 Budget	2025 Forecast	2024 Actual (Audited)	2023 Actual (Audited)
<b>REVENUE</b>					
<b>General Revenue</b>					
Membership Dues	1,768,000	1,615,000	1,640,000	1,448,512	1,471,359
Transfer Payment from National	-	-	31,360	-	-
CME Ethical Reviews	-	-	-	13,000	10,500
CME Mainpro Accreditation	20,000	20,000	35,000	24,000	28,000
Shadowing	10,000	8,000	10,000	10,000	8,000
<b>Total General Revenues</b>	<b>1,798,000</b>	<b>1,643,000</b>	<b>1,716,360</b>	<b>1,495,512</b>	<b>1,517,859</b>
<b>Grants &amp; Sponsorships</b>					
Grants	30,000	65,000	120,000	55,133	380,415
Sponsorships	75,000	45,000	45,500	40,000	34,000
<b>Grants &amp; Sponsorships</b>	<b>105,000</b>	<b>110,000</b>	<b>165,500</b>	<b>95,133</b>	<b>414,415</b>
<b>Other Income</b>					
Interest Revenue	30,000	30,000	55,000	89,663	74,861
Cost Recovery	-	-	-	1,688	11,912
Miscellaneous Revenue	8,250	7,500	8,731	164,800	116
<b>Other Income</b>	<b>38,250</b>	<b>37,500</b>	<b>63,731</b>	<b>256,151</b>	<b>86,890</b>
<b>Event Revenues</b>					
Event Registrations	364,000	315,000	312,000	341,650	276,101
<b>Event Revenues</b>	<b>364,000</b>	<b>315,000</b>	<b>312,000</b>	<b>341,650</b>	<b>276,101</b>
<b>TOTAL REVENUE</b>	<b>2,305,250</b>	<b>2,105,500</b>	<b>2,257,591</b>	<b>2,188,446</b>	<b>2,295,265</b>

	2026 Budget	2025 Budget	2025 Forecast	2024 Actual (Audited)	2023 Actual (Audited)
<b>EXPENSE</b>					
<b>Wages</b>					
Wages & Salaries	930,000	880,000	858,000	794,129	812,732
Vacation Expense	-	-	38,000	5,598	(2,890)
<b>Total Wages</b>	<b>930,000</b>	<b>880,000</b>	<b>896,000</b>	<b>799,727</b>	<b>809,842</b>
<b>Employee Benefits</b>					
Group Benefits Premiums	60,000	85,000	68,000	56,742	56,159
Pension Contributions	-	-	-		(3,800)
RRSP Contributions	38,000	32,000	32,000	25,339	23,579
Employee Parking	8,400	8,400	8,400	8,428	8,539
Long Service Awards	-	-	-	200	48
EI Expense	15,000	15,000	18,200	13,853	15,554
CPP Expense	40,000	40,000	50,000	35,973	40,075
<b>Total Employee Benefits</b>	<b>161,400</b>	<b>180,400</b>	<b>176,600</b>	<b>140,535</b>	<b>140,153</b>
<b>Professional Services</b>					
Accounting Services	25,000	20,000	22,000	24,640	18,340
Audit Fees	21,850	14,000	20,770	14,000	10,540
Payroll Service	3,000	3,000	2,400	2,593	2,677
Pension Services	-	5,000	-	(1,045)	1,377
Legal	2,500	2,500	-	1,119	4,875
Professional Fees	132,000	130,000	77,700	70,933	357,081
IT and Web Services	44,000	49,000	27,000	24,127	32,825
Mainpro Reviews	7,500	7,500	7,500	11,550	6,750
<b>Total Professional Services</b>	<b>235,850</b>	<b>231,000</b>	<b>157,370</b>	<b>147,917</b>	<b>434,464</b>
<b>Board</b>					
Board Honorarium	116,000	116,000	120,000	77,583	85,000
Board Liability Insurance	4,000	3,000	3,544	2,664	1,198
Board Discretionary Fund	2,000	2,000	6,500	189	6,825
Gifts & Regalia	1,500	1,500	1,500	1,577	1,297
Board Meetings	25,000	25,000	8,800	8,490	14,781
Board Travel	50,000	50,000	39,000	32,846	29,859
<b>Total Board</b>	<b>198,500</b>	<b>197,500</b>	<b>179,344</b>	<b>123,349</b>	<b>138,959</b>

	2026 Budget	2025 Budget	2025 Forecast	2024 Actual (Audited)	2023 Actual (Audited)
<b>Committees</b>					
Education Committee	1,000	1,000	200	-	332
Research Committee	1,000	1,000	-	-	-
Forums/Task Forces/Focus Groups	-	-	-	296	20,544
GAC Committee	1,000	1,000	-	88	184
Summit Planning Committee	8,000	12,000	10,500	10,416	10,634
First Five Years in Family Practice Comm	1,000	1,000	-	-	233
Member Engagement and Recognition Com	1,000	1,000	-	-	-
Awards and Recognition Committee	-	-	-	-	-
<b>Total Committees</b>	<b>13,000</b>	<b>17,000</b>	<b>10,700</b>	<b>10,800</b>	<b>31,927</b>
<b>Marketing &amp; Communications</b>					
Early Career (Formerly Resident Support)	15,000	15,000	7,000	9,065	3,500
Medical Student Support	30,000	30,000	13,010	19,500	13,347
Awards	20,700	20,700	15,810	8,509	21,455
Shadowing	20,000	20,000	15,710	10,080	11,073
Design	6,200	6,200	7,040	3,930	760
Advertising	5,400	5,400	205	95	380
Brochures/Print Materials	4,000	4,000	3,500	799	1,907
Public Relations/Communication	60,000	60,000	58,795	56,331	41,883
<b>Total Marketing &amp; Communications</b>	<b>161,300</b>	<b>161,300</b>	<b>121,070</b>	<b>108,309</b>	<b>94,304</b>
<b>Strategic Leadership</b>					
Leadership Development and Training	30,000	45,000	-	-	-
<b>Total Strategic Leadership</b>	<b>30,000</b>	<b>45,000</b>	<b>-</b>	<b>-</b>	<b>-</b>

	2026 Budget	2025 Budget	2025 Forecast	2024 Actual (Audited)	2023 Actual (Audited)
<b>General &amp; Administrative Expenses</b>					
Amortization Expense	11,000	11,000	11,000	4,891	5,907
Interest & Bank Charges	300	200	700	697	207
Technology	70,000	65,100	65,100	60,990	57,227
Insurance	9,500	8,000	8,000	7,660	7,469
Photocopy	4,000	3,200	3,600	3,247	3,208
Office Supplies	8,000	6,000	9,000	8,124	4,360
Courier & Postage	2,600	2,400	1,693	1,063	1,654
Staff Recruitment	-	-	7,500	1,267	600
Rent	100,000	100,000	62,000	72,623	81,136
Janitorial & Maintenance	5,000	5,000	4,850	4,800	4,800
Telephone	4,750	6,000	4,500	5,165	5,572
Staff Travel & Expenses	43,500	39,500	29,079	43,955	35,499
Hosting	2,000	1,000	4,200	385	2,399
Staff Development	15,000	11,000	20,000	12,509	3,715
GST Expense	32,500	32,500	34,200	34,747	30,516
Realized Gain/Loss on Disposal	-	-	-	(33)	5,011
Capital Expenditures	5,000	20,000	20,000	33,413	4,575
Transfer Capital to balance sheet	(5,000)	(20,000)	(20,000)	(33,413)	-
<b>Total General &amp; Admin. Expenses</b>	<b>308,150</b>	<b>290,900</b>	<b>265,422</b>	<b>262,090</b>	<b>253,854</b>
<b>Event Costs</b>					
Speaker Fees & Honorariums	46,000	40,500	53,825	33,300	24,600
Speaker Travel	31,200	31,200	25,400	26,078	18,310
Speaker Gifts	500	500	-	-	-
Decor & Entertainment	2,500	2,500	1,094	-	-
Event Program & Execution	37,000	45,000	36,586	31,948	15,730
Registration System	41,000	41,000	48,500	44,165	35,022
AV equipment	83,000	80,000	64,449	73,628	53,563
Facility - rooms, meals	195,000	190,000	188,554	193,348	129,025
Exhibits	6,500	6,500	4,404	6,168	4,650
<b>Total Event Costs</b>	<b>442,700</b>	<b>437,200</b>	<b>422,813</b>	<b>408,635</b>	<b>280,900</b>
<b>TOTAL EXPENSE</b>	<b>2,480,900</b>	<b>2,440,300</b>	<b>2,229,318</b>	<b>2,001,362</b>	<b>2,184,403</b>
<b>NET INCOME (LOSS)</b>	<b>(175,650)</b>	<b>(334,800)</b>	<b>28,273</b>	<b>187,084</b>	<b>110,862</b>