

	2017/18 Budget	2018/19 Budget	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast	2022/23 Forecast	2023/24 Forecast
REVENUE							
Membership revenue	16,931,396	18,801,000	19,249,750	19,957,539	20,682,230	21,424,172	22,177,243
Insurance commissions	1,545,858	1,511,365	1,556,706	1,603,407	1,651,509	1,701,055	1,752,086
Health Benefits Trust commissions	394,000	400,000	408,000	416,160	424,483	432,973	441,632
Benefit stream fixed administration fee	400,000	1,000,000	1,000,000	400,000	400,000	400,000	400,000
Investment income	90,000	125,000	125,000	125,000	125,000	125,000	125,000
Billing services	61,000	30,000	30,300	30,603	30,909	31,218	31,530
Advertising	110,000	110,000	110,000	110,000	110,000	110,000	110,000
Other revenue	833,500	907,139	916,210	925,372	934,626	943,972	953,412
	20,365,754	22,884,504	23,395,966	23,568,082	24,358,758	25,168,390	25,990,904
EXPENDITURES							
Executive Office							
Labor costs	1,119,027	1,282,000	1,310,916	1,337,982	1,365,750	1,394,242	1,423,481
Finance and membership services	1,424,509	1,502,680	1,525,220	1,548,099	1,571,320	1,594,890	1,618,813
Member insight/engagement	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Student scholarships	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Section support	74,445	101,965	432,325	438,810	445,392	452,073	458,854
Zone medical staff association support	779,074	794,324	826,097	859,141	893,506	929,247	966,417
Other branch costs	107,200	113,200	114,332	115,475	116,630	117,796	118,974
Executive provision	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Board	688,000	720,000	730,800	741,762	752,888	764,182	775,644
Representative Forum	888,000	978,000	992,670	1,007,560	1,022,673	1,038,014	1,053,584
Executive Committee	22,000	22,000	22,330	22,665	23,005	23,350	23,700
CMA General Council	240,000	240,000	243,600	247,254	250,963	254,727	258,548
Committee on Financial Audit	25,000	25,000	25,375	25,756	26,142	26,534	26,932
Other committees	80,000	94,000	95,410	96,841	98,294	99,768	101,265
	5,797,255	6,223,169	6,669,075	6,791,344	6,916,563	7,044,822	7,176,213
Southern Alberta Office							
Operations	800,659	1,023,476	1,023,476	1,038,828	1,054,411	1,070,227	1,086,280
	800,659	1,023,476	1,023,476	1,038,828	1,054,411	1,070,227	1,086,280
Corporate Affairs							
Labor costs	1,053,979	1,072,965	1,094,716	1,117,019	1,139,892	1,163,353	1,187,421
Other branch costs	85,500	92,500	93,425	94,359	95,303	96,256	97,218
Facility Costs	1,386,384	1,563,225	1,778,857	1,796,646	1,814,612	1,932,758	1,952,086
Human resources	671,958	821,233	821,233	833,551	846,055	858,746	871,627
ADIUM Insurance	1,223,905	1,190,124	1,225,828	1,262,603	1,300,481	1,339,495	1,379,680
Health Benefit Trust Fund administration	214,548	205,717	209,831	214,028	218,309	222,675	227,128
Information system	1,851,865	2,049,563	2,030,306	2,090,761	2,152,122	2,184,404	2,217,170
Other committees	8,000	9,000	9,135	9,272	9,411	9,552	9,696
	6,496,139	7,004,327	7,263,332	7,418,239	7,576,185	7,807,239	7,942,026
Public Affairs							
Labor costs	1,068,029	1,091,689	1,113,106	1,135,045	1,157,524	1,180,557	1,204,163
Other branch costs	40,492	40,992	41,402	41,816	42,234	42,656	43,083
Section services	172,887	179,181	181,869	184,597	187,366	190,176	193,029
Government affairs	195,000	295,000	297,950	300,930	303,939	306,978	310,048
Media relations	72,000	72,000	72,720	73,447	74,182	74,923	75,673
Member communications	268,500	206,500	208,565	210,651	212,757	214,885	217,034
Many Hands (including YRC)	139,000	135,000	136,350	137,714	139,091	140,482	141,886
Albertapartients	200,000	200,000	202,000	204,020	206,060	208,121	210,202
Committees	8,588	8,588	8,717	8,848	8,980	9,115	9,252
	2,164,496	2,228,950	2,262,678	2,297,066	2,332,132	2,367,894	2,404,369
Health Economics							
Labor costs	2,060,397	2,112,676	2,153,933	2,196,192	2,239,482	2,283,836	2,329,285
Contracted services	65,000	65,000	65,650	66,307	66,970	67,639	68,316
Other branch costs	91,100	91,100	92,011	92,931	93,860	94,799	95,747
AMA Compensation Committee	130,000	130,000	106,950	108,554	110,183	111,835	113,513
Physician Compensation Committee (PCC)	72,000	72,000	73,080	149,176	151,414	153,685	155,990
Other committees	5,000	5,000	123,075	125,000	126,875	128,778	130,710
	2,423,497	2,475,776	2,614,699	2,738,160	2,788,783	2,840,573	2,893,561
Professional Affairs							
Labor costs	852,575	898,988	916,825	935,104	953,838	973,041	992,728
Other branch costs	139,600	179,100	179,100	180,891	182,700	184,527	186,372
Health Issues Council	35,000	35,000	35,525	36,058	36,599	37,148	37,705
Indigenous Health	35,000	45,000	45,675	46,360	47,056	47,761	48,478
Physician leadership	253,000	273,000	277,095	281,251	285,470	289,752	294,099
System integration (primary care/specialists)	38,000	88,000	198,320	543,000	551,145	559,412	567,803
Committees	30,000	30,000	30,450	30,907	31,370	31,841	32,319
	1,383,175	1,549,088	1,682,990	2,053,571	2,088,178	2,123,483	2,159,504
Priority Projects							
Governance review implementation	200,000	-	-	-	-	-	-
Informatics	475,000	600,000	606,000	612,060	618,181	624,362	630,606
Representation	200,000	900,000	913,500	927,203	941,111	955,227	969,556
Diversity/Inclusiveness/professionalism	-	400,000	406,000	412,090	418,271	424,545	430,914
Appropriateness/Choosing Wisely	-	80,000	80,000	80,000	80,000	80,000	80,000
Peer review & billing modernization	-	100,000	101,500	103,023	104,568	106,136	107,728
AMA Agreement implementation consultation	-	200,000	200,000	-	-	-	-
	875,000	2,280,000	2,307,000	2,094,375	2,082,130	2,110,271	2,138,804
Total Expenditures	19,940,221	22,784,786	23,823,250	24,431,584	24,838,382	25,364,508	25,800,756
Operating Surplus (Deficit)	425,533	99,718	(427,284)	(863,502)	(479,624)	(196,118)	190,148

Reserves and Contingencies

	2018/19 Budget	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast	2022/23 Forecast	2023/24 Forecast
Board Reserves						
Emergency reserve	9,078,000	9,641,000	9,737,410	9,834,784	9,933,132	10,032,463
Capital reserve	3,604,000	3,504,000	3,244,160	2,973,926	2,692,883	2,800,599
Strategic initiatives reserve	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
	13,682,000	14,145,000	13,981,570	13,808,711	13,626,015	13,833,062

	2018/19 Budget	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast	2022/23 Forecast	2023/24 Forecast
AMA Contingency						
Opening Balance	11,800,824	9,287,338	8,587,550	7,507,358	6,846,776	6,542,675
Net investment income after funding board requirements	472,033	371,494	247,092	202,920	175,523	162,376
Operating surplus (deficit)	425,533	99,718	(427,284)	(863,502)	(479,624)	(196,118)
Negotiations	(1,000,000)	(200,000)	(900,000)	-	-	-
Choosing Wisely Canada	-	-	-	-	-	-
Income Equity Initiative	(1,220,000)	(971,000)	-	-	-	-
Representation	(650,000)	-	-	-	-	-
PCN Zone Support	(700,000)	-	-	-	-	-
	9,128,390	8,587,550	7,507,358	6,846,776	6,542,675	6,508,933

	2018/19 Budget	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast	2022/23 Forecast	2023/24 Forecast
AMA Agreement Reserve						
Opening Balance	2,700,000	1,600,000	378,340	-	-	-
Interest	40,500	24,000	5,675	-	-	-
Choosing Wisely Canada (physician participation)	-	-	-	-	-	-
Section grants	(297,780)	(307,860)	-	-	-	-
System integration (primary care/specialists)	(777,000)	(743,000)	(384,015)	-	-	-
Other agreement implementation activity	(280,000)	(194,800)	-	-	-	-
	1,385,720	378,340	0	-	-	-

2018/19 Physician Assistance Programs and System Improvement Budget (Grant Funded Programs)

	2018/19 Budget	2019/20 Projection	2020/21 Projection	2021/22 Projection	2022/23 Projection	2023/24 Projection
System Improvement Projects	1,259,222	910,045	380,042	-	-	-
Integrated Change Management Program	7,721,223	7,721,223	7,721,223	7,721,223	7,721,223	7,721,223
Alternate Relationship Plan Program Management Office	1,585,117	1,585,117	1,585,117	1,585,117	1,585,117	1,585,117
Physician and Family Support Program	2,429,201	2,429,201	2,429,201	2,429,201	2,429,201	2,429,201
Compassionate Assistance	424,873	424,873	424,873	424,873	424,873	424,873
Physician Learning Program	3,691,082	3,691,082	3,691,082	3,691,082	3,691,082	3,691,082
Physician Locum Program	2,139,124	1,119,124	1,119,124	1,119,124	1,119,124	1,119,124
Program and Benefit Administration	4,312,440	4,312,440	4,312,440	4,312,440	4,312,440	4,312,440
	23,562,282	22,193,105	21,663,102	21,283,060	21,283,060	21,283,060