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Financial Resiliency Workshop

Budgeting, Forecasting & Variance Analysis

January 28, 2026

Victoria Inn Hotel & Convention Centre
1808 Wellington Avenue
Winnipeg, Manitoba

Workshop Learning Objectives

This workshop aims to provide the participant with a fundamental knowledge of basic budgeting, forecasting and variance analysis. This workshop is intended to provide an understanding of the budgeting, forecasting, and variance analysis processes and their importance for the effective and efficient management of the organization's financial affairs. Exercises are designed to gauge how well you have learned and understood the manual material in relation to the learning objectives. The materials for this workshop have been drawn from a wide variety of sources and are as current as possible.

Upon completion of this workshop, participants will be able to:

OBJECTIVE 1 – Participants will understand the concept of budget decision-making frameworks and the benefits of effective budgeting processes.

OBJECTIVE 2 – Participants will understand common issues arising in the budgeting process and be able to identify issues that might impede the effectiveness of the budgeting process.

OBJECTIVE 3 – Participants will understand the purpose of multi-year operational and capital budgets, and the distinctions from annual operating budgets.

OBJECTIVE 4 – Participants will understand the purpose of both mid-year and long-term financial forecasting, and the relationship between forecasting and cash/treasury management.

OBJECTIVE 5 – Participants will have basic comprehension of the tools used for mid-year forecasts of expenditures, revenues and cash requirements, and be able to identify common variables and assumptions considered/included in forecasts.

OBJECTIVE 6 – Participants will examine methods of variance, including budget to actual, horizontal/historical, and vertical (point-in-time) analysis and how this information supports management decision-making and financial oversight.

Budgeting, Forecasting & Variance Analysis
Workshop Agenda
January 28, 2026

Time	Session
8:00 a.m. – 9:00 a.m. 9:00 a.m. – 9:15 a.m.	**Registration and Hot Breakfast** **Opening Prayer, Welcome and Introductions**
9:15 a.m. – 10:45 a.m.	**Budgeting Fundamentals -** Exercise 1 & 2 **Budget Decision-Making Framework -** Exercise 3
10:45 a.m. – 11:00 a.m.	**Health Break**
11:00 a.m. – 11:30 p.m.	**Common Concerns in Budgeting Process**
11:30 a.m. – 12:00 p.m.	**In-Depth Assignment One** – *30 minutes*
12:00 p.m. – 1:00 p.m.	**Lunch**
1:00 p.m. – 1:30 p.m.	**In-Depth Assignment Two** – *30 minutes*
1:30 p.m. – 2:00 p.m.	**Multi Year Budgets –** Exercise 4
2:00 p.m. – 2:15 p.m.	**Health Break**
2:15 p.m. – 2:45 p.m.	**Forecasting – Cash/Treasury Management**
2:45 p.m. – 3:00 p.m.	**Forecasting – Tools, Variables, Assumptions**
3:00 p.m. – 3:15 p.m.	**Forecasting Assignments –** Exercise 5 & 6 - *15 minutes*
3:15 p.m. – 4:00 p.m.	**Variance Analysis** **Variance Analysis –** Exercise 7 – 15 minutes
4:00 p.m.	**Wrap Up** - Q&A **Closing Prayer**