

Alberta Chicken Producers 2017-2018 Fiscal Year Projection EXPENSES	2016-17 Actual	2017-18 Budget	2017-18 Projection	Projection vs. Budget	Notes
Per Diems - Board Members	135,497	141,000	142,566	1,566	Based on actual per diems to July 31, 2018 and planned meetings for Aug - Nov. 2018
Benefits - Board Members	6,611	6,800	6,800	-	
Salaries - Mgr & Staff	560,440	588,300	588,300	-	Budget is pro-rated
Benefits - Mgr & Staff	60,553	80,200	80,200	-	Benefits (non-medical) pertains to RRSPs
Benefits - Medical	36,672	42,100	42,100	-	
Contract labour	61,916	63,200	63,200	-	Budget is pro-rated
Professional Fees	85,351	178,600	213,172	24,572	Expenses incl.: Consumer Study, AGM presentations, Legal Fees, Emergency Management Contract, Strategic Planning, Hatchery Audit, and Government Relations Consultant; Variance to Budget driven by legal fees for Review and Appeal Hearing
Learning & Devp	16,250	18,000	23,938	5,938	Excess over budget driven by Board Governance Training
Mileage	34,156	40,900	42,406	1,506	Assumes similar mileage costs to 2017 for remainder of 2018
Hotel	41,654	40,200	44,028	3,828	Assumes similar hotel costs to 2017, plus additional planned meetings
Travel	45,860	45,500	49,720	4,220	Assumes similar travel costs to 2017, plus additional planned meetings
Meals	55,698	60,200	68,716	8,516	Meals up from LY and budget; \$9K expense for 2017 Regional Meetings was invoiced in Dec. 2017; Assumes similar hotel costs to 2017, plus additional meetings
Advertising & Promotion	162,479	175,500	175,500	-	Plan to spend full budget
Donations/Sponsorship	15,227	15,000	15,000	-	Donations and Sponsorship include: UofA Awards, Calgary Stampede; Frank Robinson's Rural Café; budget is pro-rated
Grants	157,920	145,000	145,000	-	
Dues & Registrations & Subscr.	34,506	31,800	50,183	18,383	Variances to Budget: AgSafe Fees for 2018 higher than budgeted; ILWG deficit and additional funding for AgCoalition in early 2018
Diagnostic Expense	183,780	220,000	263,530	43,530	Government pulled funding for Poultry Diagnostics effective April 1, 2017; deficit represents ACP's share of shortfall
Printing	23,422	41,000	25,000	(16,000)	Forecast to be well below budget due to savings from moving to more digital platforms and leveraging partnerships
Supplies	45,618	65,000	65,000	-	Forecast to be on-budget; budget is pro-rated YTD
Courier & Postage	11,473	15,000	15,000	(0)	
Rental	26,537	24,500	24,500	-	
Taxes & Licenses	37,802	46,000	36,867	(9,133)	Taxes less than budgeted; City of Edmonton taxes for 2018 came in less than initially projected
Condo Fees	19,259	20,000	20,000	-	Forecast to be on-budget; budget is pro-rated YTD
Insurance	11,557	12,500	12,500	-	Forecast to be on-budget; budget is pro-rated YTD
Repair & Maintenance	39,529	20,000	20,000	-	Forecast to be on-budget; budget is pro-rated YTD
IT, Web & Internet	13,424	18,000	25,122	7,122	Variance to budget driven by need for greater web support and security
Grower Program Support	298,211	170,700	170,726	26	
Grower Program Update	-	117,040	115,737	(1,304)	
Telephone & Utilities	33,123	42,400	42,400	-	Forecast to be on-budget; budget is pro-rated YTD
Interest & Bank Charges	5,023	4,000	5,865.65	1,866	Greater number of credit cards being processed in 2018 than prior years
Amortization	80,521	95,000	95,000	-	
Bad Debts	-	-	-	-	
Gain or Loss on Assets	782	-	-	-	
Miscellaneous	-	-	-	-	
Refund of Levies Paid	307,763	-	-	-	
Total Expenses	2,648,612	2,583,440	2,688,075	104,635	Key Drivers of variance to budget: Diagnostic Services (\$43K); Professional Fees (\$25K); Dues / Memberships (\$18K)
Normalized Expenses	2,340,848	2,583,440	2,688,075	104,610	<i>Normalized Expenses: Backing out refund of levies paid; and using net diagnostics from 2016 to compare to 2017</i>
Net Income	(185,008)	(149,213)	(119,874)	29,339	Key Drivers of Net Income Variance to Budget: production +5.2% v LY (+1.8% v Budget) and over-marketing penalties
Net Cash	-	(54,213)	(24,874)	29,339	
Normalized Net Income	40,128	(174,213)	(175,502)	(1,289)	
Norm. Net Cash	120,649	(79,213)	(80,502)	(1,289)	
CRM Expenses*		100000	198000	98,000	
CRM Revenue*		50000	132000	82,000	
Net Income Inclusive of CRM Upgrade	1,734,115	(199,213)	(185,874)	13,339	
Net Cash Flow Inclusive of CRM Upgrade	1,758,158	(104,213)	(105,353)	(1,140)	
Normalized Net Cash Inclusive of CRM upgrade		(129,213)	(146,502)	(17,289)	

*Customer Relationship Management System (CRM) for Producer Grower Program - costs were confirmed as of Nov. 2017 (after setting of 2016-17 budget)
Upgrade of CRM is a \$315K Project, shared equally between AB, BC and SK over the 2 year project