Frontier Duty Free Association
Consolidated Draft Budget 2016

	2014 ACTUAL	2015 BUDGET	2015 ACTUAL	2016 BUDGET	2016 BUDGET NOTES
	Jan- Dec	Jan-Dec			(details for some expense lines are on following pages)
Revenue					
Operator Member	86,200	87,300	79,400	79,400	no woodstock or PADF dues revenue
Supplier Member	68,233	68,500	64,960	68,000	increase to consider convention location (2014 supplier dues were $68k)
Associate Member	10,258	10,200	9,557	16,800	increasing WDFG/Nuance dues combined to $8k (inc. DFWC) and AerRianta increase to $1500
FDFA Connect (Buyers Guide)		1,000	1,000	1,000	no change
Convention	245,117	217,000	205,168	225,000	in Toronto, reduced Fontaine and Beler participation
Store Bag Program	1,226	500	211	1,500	includes a 2% markeup and no new plates required for 2016
Interest & Misc. Income	3,600	600	481	2,400	Budgetingr $2k in new revenue from the communique advertising
Total Revenue	**414,634**	**385,100**	**360,777**	**394,100**	
Program Expenses					
Awareness/Marketing	1,864	1,800	1,931	8,500	includes $7k for FDFA site redo-phase 1
Board of Directors' Expenses	9,487	9,000	10,238	9,800	see details on next pages
Business & Professional Development	17,552	20,000	26,951	25,000	based on 2014 cost for location in U.S.
National Marketing Program	44,088	103,000	103,588	102,000	includes 2k for admin - see details on next pages
Convention Committee	2,717	2,500	2,846	2,700	includes $1k for multi year selection Cmte.
Gold Standards Committee	69		2,097		looking for new sponsors as we lost CAC $2k in 2015
Government Relations Committee	43,169	25,000	29,821	25,000	see details on next pages
Legal/Bylaw Expense	6,150		237	235	for legal fees related to audit process
Certification Program		5,500	5,597	6,000	includes conference calls
Subtotal	**125,097**	**166,800**	**183,306**	**179,235**	
Operating Expenses					
Office Rent	19,278	19,278	19,278	14,405	reduced 25% with new office lcoation
Salaries & Benefits	167,714	175,000	166,142	172,300	increased benefit expense
Professional Fees	3,500	3,500	3,675	3,700	based on 2015 fee
Office & General Expenses	9,227	9,000	9,359	10,500	includes new internet, IT support fees, office move exp.
Dues & Subscriptions	10,356	16,900	16,447	17,100	see details on next pages
Charitable Donations	288	500	420	500	
Insurance	2,997	3,100	3,063	3,150	as per renewal for 2016
Interest & Service Charges	1,360	1,400	1,699	1,500	increased banking fees
Travel & Entertainment	4,989	5,000	5,323	5,000	see separate FDFA Travel Schedule and Budget on next pages
Telecommunications	1,839	2,400	2,751	3,700	add Aboucher cell usage and new phone purchase for LK
Bad Debts		500		500	
Staff Training		500	545	500	
Foreign Exchange Loss/(Gain)	(305)	500	565	600	
Subtotal	**221,243**	**237,578**	**229,267**	**233,455**	
Total Expense	**346,339**	**404,378**	**412,573**	**412,690**	
Contingency Expense					
Surplus (Deficit)	**68,295**	**(19,278)**	**(51,796)**	**(18,590)**	

FDFA Office Move	2016 Budget	2016 Actual	Notes
Annual Expense:			
Rent	14,400	14,400	As per contract
IT Support	2,000		Estimated - prepaid, charged/expensed as needed
Phone/Internet	1,600	1,680	Estimated based on contract. Exp. To phone & Misc.Office
Microsoft Exchange	120	360	Upgrade Required. Exp.under Dues/Subscription 2016
One-Time Expense			
Moving Labour	350	310	
Office Equipment/furnitings	1,100	1,281	
Misc.	50	84	
Total One-Time Expense	1,500	1,675	expensed under Misc. Office 2016
Surplus/Deficit		(175)	

Board of Directors	2015 Budget	2015 Actual	2016 Budget
Annual Budget	9,000	9,000	9,800
Expense Summary			
Live Meeting January	4,500	4,425	4,300
Live Meeting Summit	1,800	1,627	1,600
Live Meeting Convention & Board Dinner	1,800	2,487	2,300
E.D. performance review		839	800
Resource books, Gifts, Mtg./Events	650	698	700
Teleconferences	250	162	175
Total Expense	**9,000**	**10,238**	**9,875**
Surplus (Deficit)	-	(1,238)	(75)

National Marketing Program	2015 Budget	2015 Actual	Notes	2016 Budget
Annual Budget for Marketing Program (including FDFA admin costs)	**103,000**	**103,000**		**102,000.00**
Marketing Budget Sep. 1/4 - Aug. 31/15				
Development of Overall Strategy				
Style Guide Composition & Rollout (webinars)	7,775	7,775		
Website Redesign	17,000	17,000		
Operator Portal	6,300	6,300		
Website Maintenance	4,500	4,500		
Analytics and Reporting	8,125	6,250		
Royalty Free Images	3,000	2,951		
Account Management	15,000	15,000		
Summer Campaign 2015	40,000	41,322		
Total Program Expense	**101,700**	**101,098**		
FDFA Admin/Meetings, Travel, Misc	1,500	2,490	$800 for allowance video updates	2,000.00
Total Marketing Expense (including FDFA admin costs)	**103,200**	**103,588**		**2,000.00**
Surplus Deficit	(200)	(588)		100,000.00

Government Relations	2015 Budget	2015 Actual	2016	Notes
Annual Budget	25,000	25,000	25,000	
Expense Summary				
Legal (RoadTRIP)				
Lobbyist (TSA) Road TRIP	14,000	14,000	12,000	Nov.-Jan. retainer
Lobbyist (TSA) Tobacco		2,000		
MP/CBSA Meetings (BOD travel etc.)	3,000	2,659	1,000	
Impact Public Affairs Membership	1,000	1,000	1,000	
Press Releases	1,000	530	1,000	
GR Meetings (includes BOD/CBSA dinners)	3,000	2,305	2,000	
Admin, Teleconferences, Translation, Graphics,	2,000	2,589	2,000	
RCC Hotel at FDFA Convention		688		
Economic Impact Report		4,050		
Total Expense	24,000	29,821	19,000	
Surplus (Deficit)	1,000	- 4,821	6,000	

Dues & Subscriptions	2015 Budget	2015 Actual	2016 Budget (draft)	Notes
Annual Budget	**16,500**		17,100	
Expense Summary				
SharePoint/Office 365	350	213	360	
Industry Media/Website Domain Subscriptions	300	442	300	no Hill Times subscription 2016
Adobe Connect (webinars)	510	624	700	increase due to USD exchange
Retail Council of Canada	2,000	2,025	2,025	
Statistics Canada	725			Travel Stats are now complimentary
Intuit Canada (quickbooks)	600	608	625	
Canadian Chamber of Commerce	500	500	500	
Tourism Industry Association Canada	5,000	5,000	5,000	
World Duty Free Membership (€5000)	6,952	7,035	7,000	paid in Euros
Linkedin/Survey Monkey subscriptions			575	
Total Expense	**16,937**	**16,447**	**17,085**	
Surplus (Deficit)	- 437	53	15	

FDFA Travel Schedule & Budget			2016 Budget
Annual Budget			**5,000**
Travel/Entertainment Expense	**Month**	**Duration**	
L. Karson Travel to IAADFS	April 3-6	3 nights	2,500
L. Karson Duty Free Store Visit (TBD)			500
Golf Tournament - Ontario	September	2 nights	900
Supplier Meetings - Toronto, Montreal	TBC		700
Misc. re: events, taxi			500
Total Expense			**5,100**
Surplus/Deficit			- 100

FDFA FINANCIAL FORECAST 2014 - 2016

P & L Forecast	Actual 2014	Actual 2015	Budget 2016	*change*
Revenues:				
Operator Memberships	$86,200	$79,400	$79,400	*0%*
Supplier Memberships	$68,233	$64,960	$68,000	*5%*
Associate Memberships	$10,260	$9,557	$18,500	*94%*
FDFA Connect		$1,000	$1,000	*0%*
Convention (Net of Expenses)	$245,115	$205,168	$225,000	*10%*
Store Bag Program	$1,225	$211	$1,500	*611%*
Other	$3,600	$481	$2,400	*399%*
Total Revenue	$414,634	$360,777	$395,800	*10%*
Expenses:				
Program Expenses	$125,097	$183,306	$178,835	*-2%*
Operating Expenses	$221,243	$229,267	$232,955	*2%*
Contingency Expense				
Total Expense	$346,340	$412,573	$411,790	*0%*
Current Year Surplus (Deficit)	**$68,294**	**-$51,796**	**-$15,990**	*-69%*
Surplus, Start of Year	$169,940	$238,234	$186,438	*-22%*
Surplus, End of Year	**$238,234**	**$186,438**	**$170,448**	*-9%*