



**CROWSNEST PASS**  
*Naturally Rewarding*

# Financial Report

## Sep 30 2015

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## Executive Summary

### Operating Performance

Operating Revenue and Expenditure is in line with the budget for 2015, with the following variances highlighted:

- Property Taxes are billed in full by April 2015.
- Business licenses are billed in full by January 2015.
- 100% of Grants to community organizations have been paid out.
- Expenditures include uncollectible property taxes
- MSI operating grant for 2015 has not yet been received

### Capital Projects

Capital projects are in progress or are currently being tendered

### Personnel

- Development Officer vacancy has been reposted and applicants are being evaluated
- Electrical Lineman vacancy.
- Community Peace Officer has been hired and is attending training.
- Collective Bargaining Agreement ratified.

### Initiatives

#### Finance and Corporate Services

- EFT payments to vendors are now being made on a regular basis with no recurring issues
- Work continues on the 3 year budget for 2016-2018 with budget meetings scheduled every 2 weeks.
- Long-term financing bylaws are in place for the 2016 year
- Purchasing policy is being reviewed along with operating and workflow procedures.
- Year end preparation is beginning.

#### Community Services

- Agreement and bylaw updates (Park, Library bylaws & Fireman's Park Agreement)
- Fall/Winter Community Guide.
- ASMA repairs fully completed.
- Ice Resurface Received.
- Pool renovation draft RFP and borrowing bylaw are in place.
- Art Gallery building sale completed.
- Ski Hill run development project nearing completion
- Transportation review completed & new model being implemented

#### Planning, Engineering and Operations

- Completed all asphalt patching, concrete replacement and hydrant replacements.
- Westend radio repeater for operations staff is in place.
- Completed snow clearing and ASP policies.

## Operating Summary by Department

Target Spending to Date	75%	2014 Actual	2015 Budget	2015 Sep 30 YTD	% of Budget
<b>Revenues</b>					
General		10,337,707	10,363,823	<b>10,132,870</b>	98%
Council		150	0	<b>0</b>	0%
Finance and Corporate Services		576,238	342,440	<b>136,401</b>	40%
Community Services		616,998	820,174	<b>656,083</b>	80%
Protective Services		517,970	477,735	<b>367,427</b>	77%
Planning, Engineering, Operations		8,183,407	4,785,317	<b>4,808,728</b>	100%
Economic Development		0	0	<b>0</b>	0%
<b>Total Revenues</b>		<b>20,232,469</b>	<b>16,789,489</b>	<b>16,101,508</b>	<b>96%</b>
<b>Expenditures</b>					
General		2,846,209	2,760,766	<b>2,658,870</b>	96%
Council		183,473	186,386	<b>129,746</b>	70%
Finance and Corporate Services		2,691,872	2,276,976	<b>2,367,927</b>	104%
Community Services		3,427,092	2,845,763	<b>2,205,145</b>	77%
Protective Services		1,241,080	1,120,671	<b>734,629</b>	66%
Planning, Engineering, Operations		13,684,163	7,059,454	<b>6,175,123</b>	87%
Economic Development		88,424	67,466	<b>19,081</b>	28%
<b>Total Expenditures</b>		<b>24,162,314</b>	<b>16,317,482</b>	<b>14,290,521</b>	<b>88%</b>
<b>Net Revenue/(Expenditure)</b>		<b>-3,929,845</b>	<b>472,007</b>	<b>1,810,988</b>	

### Variance Highlights

General - Property taxes are billed in full by April 15, 2015

## Operating Summary by Type

Target Spending to Date	75%	2014 Actual	2015 Budget	2015 Sep 30 YTD	% of Budget
<b>Revenues</b>					
Property Taxes excluding Municipal		9,702,278	9,836,151	<b>9,704,684</b>	99%
Grants		2,405,985	540,661	<b>1,302,743</b>	241%
Sales of Goods and Services		4,082,337	4,448,875	<b>2,840,597</b>	64%
Cost recoveries, permits		3,987,421	1,961,902	<b>2,244,666</b>	114%
Donations and Sponsorships		24,448	1,900	<b>4,065</b>	214%
Transfers from Reserves		30,000	0	<b>4,754</b>	0%
<b>Total Revenues</b>		<b>20,232,469</b>	<b>16,789,489</b>	<b>16,101,508</b>	<b>96%</b>
<b>Expenditures</b>					
Salaries, Wages, and Benefits		5,649,229	6,194,048	<b>4,570,682</b>	74%
General Purchases		12,805,424	4,832,854	<b>4,858,726</b>	101%
Contract Services		1,534,468	1,736,646	<b>1,072,797</b>	62%
Alberta School Foundation		2,504,667	2,361,752	<b>2,361,752</b>	100%
Seniors Foundation		270,161	297,178	<b>296,234</b>	100%
Transfer to Reserves		376,596	441,688	<b>70,391</b>	16%
Grants/ Donations to organizations		177,418	283,000	<b>276,898</b>	98%
CARLS, Library		49,286	40,066	<b>39,114</b>	98%
Bank Charges, Interest		34,742	51,200	<b>15,708</b>	31%
Tax rebates, bad debts, penalites		760,323	79,050	<b>728,220</b>	921%
<b>Total Expenditures</b>		<b>24,162,314</b>	<b>16,317,482</b>	<b>14,290,521</b>	<b>88%</b>
<b>Net Revenue/(Expenditure)</b>		<b>-3,929,845</b>	<b>472,007</b>	<b>1,810,988</b>	

### Variance Highlights

Community Services Admin expenditure - 81% of grants have been paid out  
 General - Property taxes are billed in full by April 15, 2015

## Department - General

Target Spending to Date By Type	75%	2014 Actual	2015 Budget	2015 Sep 30 YTD	% of Budget
<b>Revenues</b>					
Property Taxes excluding Municipal		9,702,278	9,736,151	<b>9,704,684</b>	100%
Grants		1	0	<b>0</b>	0%
Cost recoveries, permits		635,427	627,672	<b>428,186</b>	68%
<b>Total Revenues</b>		<b>10,337,707</b>	<b>10,363,823</b>	<b>10,132,870</b>	<b>98%</b>
<b>Expenditures</b>					
Alberta School Foundation		2,504,667	2,361,752	<b>2,361,752</b>	100%
Seniors Foundation		270,161	297,178	<b>296,234</b>	100%
Bank Charges, Interest		0	30,000	<b>0</b>	0%
Tax rebates, bad debts, penalites		71,381	49,000	<b>884</b>	2%
<b>Total Expenditures</b>		<b>2,846,209</b>	<b>2,737,930</b>	<b>2,658,870</b>	<b>97%</b>
<b>Net Revenue/(Expenditure)</b>		<b>7,491,497</b>	<b>7,625,893</b>	<b>7,474,000</b>	<b>98%</b>

### Variance Highlights

General - Property taxes are billed in full by April 15, 2015  
 ASFF and Seniors Foundation paid in full

## Department - Council

Target Spending to Date By Type	75%	2014 Actual	2015 Budget	2015 Sep 30 YTD	% of Budget
<b>Revenues</b>					
Cost recoveries, permits		150	0	0	0%
<b>Total Revenues</b>		<b>150</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Expenditures</b>					
Salaries, Wages, and Benefits		147,980	141,762	<b>99,208</b>	70%
General Purchases		35,494	43,325	<b>25,200</b>	58%
Contract Services		0	1,300	<b>5,337</b>	411%
<b>Total Expenditures</b>		<b>183,473</b>	<b>186,386</b>	<b>129,746</b>	<b>70%</b>
<b>Net Revenue/(Expenditure)</b>		<b>-183,323</b>	<b>-186,386</b>	<b>-129,746</b>	<b>70%</b>

### Variance Highlights

Council advertising, promotions and convention expenditures exceed budget by \$2,100  
 Contract Services includes unbudgeted expense for strategic priorities workshop

## Department - Finance and Corporate Services

Target Spending to Date By Department	75%	2014 Actual	2015 Budget	2015 Sep 30 YTD	% of Budget
<b>Revenues</b>					
Administrative Services		551,409	76,500	<b>105,281</b>	138%
Legislative Services		0	120,000	<b>0</b>	
Information Technology		0	145,940	<b>0</b>	0%
Health and Safety		24,829	0	<b>31,120</b>	0%
<b>Total Revenues</b>		<b>576,238</b>	<b>342,440</b>	<b>136,401</b>	<b>40%</b>

<b>Expenditures</b>					
Administrative Services		2,855,739	1,666,189	<b>1,937,521</b>	116%
Legislative Services		0	359,500	<b>215,318</b>	
Information Technology		119,619	177,327	<b>145,501</b>	82%
Health and Safety		61,799	73,961	<b>69,587</b>	94%
<b>Total Expenditures</b>		<b>3,037,157</b>	<b>2,276,976</b>	<b>2,367,927</b>	<b>104%</b>

By Type	2014 Actual	2015 Budget	2015 Sep 30 YTD	% of Budget
<b>Revenues</b>				
Grants	118,007	145,940	<b>35,437</b>	24%
Sales of Goods and Services	7,220	5,900	<b>5,349</b>	91%
Cost recoveries, permits	451,012	90,600	<b>95,614</b>	106%
Reserve transfers	0	100,000	<b>0</b>	0%
<b>Total Revenues</b>	<b>576,238</b>	<b>342,440</b>	<b>136,401</b>	<b>40%</b>

<b>Expenditures</b>				
Salaries, Wages, and Benefits	1,099,590	1,169,258	<b>905,364</b>	77%
General Purchases	526,416	469,525	<b>506,101</b>	108%
Contract Services	384,991	499,600	<b>277,154</b>	55%
Transfer to Reserves	26,889	137,564	<b>21,791</b>	16%
Bank Charges, Interest	2,649	1,030	<b>1,107</b>	107%
Tax rebates, bad debts, penalites	996,622	0	<b>656,410</b>	0%
<b>Total Expenditures</b>	<b>3,037,157</b>	<b>2,276,976</b>	<b>2,367,927</b>	<b>104%</b>

<b>Net Revenue/(Expenditure)</b>	<b>-2,460,919</b>	<b>-1,934,536</b>	<b>-2,231,527</b>	<b>115%</b>
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### Variance Highlights

Uncollectable tax related to Riverrun property \$656000 to be capitalized as property asset  
 Administrative Services revenue includes \$35,000 MSI capital grant  
 Administrative legal fees for costs of employment and general legal services is \$33,000 over budget  
 Administrative assessment services is currently at budget with 3 months remaining in 2015

Administrative costs for postage, photocopiers and bank services charges overbudget by \$1,400  
 Legislative Services revenue includes a \$100,000 transfer from reserve scheduled at year end  
 Legislative Services revenue includes a \$20,000 cost recovery that will not happen  
 H&S Revenue received as WCB rebate  
 H&S contract services is over budget by \$2500 due to employment screenings for 17 positions  
 IT Revenue includes \$145,940 MSI operational grant not yet received  
 IT Contracts will be over by approximately \$7000 by year end  
 Internet Contracts will be over by approximately \$2,700



## Department - Community Services

Target Spending to Date By Department	75%	2014 Actual	2015 Budget	2015 Sep 30 YTD	% of Budget
<b>Revenues</b>					
Community Services Admin		-43,871	125,500	88,947	71%
Community Services Operations		181,481	208,988	200,992	96%
Community Services FCSS		201,304	197,086	135,024	69%
Community Services Rec Programs		48,484	42,000	28,666	68%
Community Services Town Rounder		17,323	19,900	17,543	88%
Community Services Pool		43,460	44,550	46,719	105%
Community Services Ski Hill		168,817	182,150	138,671	76%
<b>Total Revenues</b>		<b>616,998</b>	<b>820,174</b>	<b>656,562</b>	<b>80%</b>

<b>Expenditures</b>					
Community Services Admin		894,172	549,471	<b>492,770</b>	90%
Community Services Operations		1,437,925	1,193,600	<b>827,726</b>	69%
Community Services FCSS		253,619	248,918	<b>197,179</b>	79%
Community Services Rec Programs		109,259	107,371	<b>75,445</b>	70%
Community Services Town Rounder		102,026	104,031	<b>78,203</b>	75%
Community Services Pool		151,494	164,544	<b>181,606</b>	110%
Community Services Ski Hill		478,596	477,830	<b>352,216</b>	74%
<b>Total Expenditures</b>		<b>3,427,092</b>	<b>2,845,763</b>	<b>2,205,145</b>	<b>77%</b>

By Type	2014 Actual	2015 Budget	2015 Sep 30 YTD	% of Budget
<b>Revenues</b>				
Grants	121,300	163,586	<b>143,428</b>	88%
Sales of Goods and Services	308,854	372,050	<b>301,369</b>	81%
Cost recoveries, permits	175,493	282,638	<b>208,701</b>	74%
Donations and Sponsorships	11,352	1,900	<b>3,065</b>	161%
<b>Total Revenues</b>	<b>616,998</b>	<b>820,174</b>	<b>656,562</b>	<b>80%</b>

<b>Expenditures</b>				
Salaries, Wages, and Benefits	1,515,475	1,447,111	<b>1,142,974</b>	79%
General Purchases	1,149,764	893,873	<b>661,973</b>	74%
Contract Services	161,090	143,346	<b>84,186</b>	59%
Transfer to Reserves	374,060	43,367	<b>0</b>	0%
Grants/ Donations to organizations	177,418	278,000	<b>276,898</b>	100%
CARLS, Library	49,286	40,066	<b>39,114</b>	98%
<b>Total Expenditures</b>	<b>3,427,092</b>	<b>2,845,763</b>	<b>2,205,145</b>	<b>77%</b>

<b>Net Revenue/(Expenditure)</b>	<b>-2,810,094</b>	<b>-2,025,589</b>	<b>-1,548,583</b>	<b>76%</b>
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### Variance Highlights

Library is projected to be on budget

Pool end of season projected net results overbudget \$20,000, including staffing overage \$17,000 & pool cover \$6,500

Town Rounder projecting year end deficit due to wages for sick replacement (\$9,000), transit start-up costs (\$5,000)

Ski Hill is projecting on or near budget despite unanticipated haul-rope replacement (\$16,000) and waterline repair (\$8,000)

Rec Programming projecting approx. \$3,000 over-budget due to slightly lower program enrollment

FCSS projecting \$10,000 year end surplus due to additional grant funding announced

Community Organizations projected to be on budget if \$50,000 reimbursement of 150th grant received

Parks and Facilities projected to be on budget or better

## Department - Protective Services

Target Spending to Date By Department	75%	2014 Actual	2015 Budget	2015 Sep 30 YTD	% of Budget
<b>Revenues</b>					
Protective Services- Enforcement		157,434	108,500	<b>55,132</b>	51%
Protective Services -Agriculture Services		215,139	204,235	<b>201,579</b>	99%
Protective Services- Fire/ Rescue		145,397	165,000	<b>110,716</b>	67%
<b>Total Revenues</b>		<b>517,970</b>	<b>477,735</b>	<b>367,427</b>	<b>77%</b>

<b>Expenditures</b>					
Protective Services- Enforcement		221,669	211,062	<b>103,967</b>	49%
Protective Services -Agriculture Services		297,559	336,054	<b>260,151</b>	77%
Protective Services- Fire/ Rescue		721,853	573,555	<b>370,512</b>	65%
<b>Total Expenditures</b>		<b>1,241,080</b>	<b>1,120,671</b>	<b>734,629</b>	<b>66%</b>

By Type	2014 Actual	2015 Budget	2015 Sep 30 YTD	% of Budget
<b>Revenues</b>				
Grants	214,301	198,135	<b>133,135</b>	67%
Sales of Goods and Services	69,673	56,100	<b>68,015</b>	121%
Cost recoveries, permits	220,900	223,500	<b>165,277</b>	74%
Donations and Sponsorships	13,096	0	<b>1,000</b>	0%
<b>Total Revenues</b>	<b>517,970</b>	<b>477,735</b>	<b>367,427</b>	<b>77%</b>

<b>Expenditures</b>				
Salaries, Wages, and Benefits	460,933	477,160	<b>368,195</b>	77%
General Purchases	471,490	349,310	<b>163,779</b>	47%
Contract Services	308,657	294,200	<b>202,655</b>	69%
<b>Total Expenditures</b>	<b>1,241,080</b>	<b>1,120,671</b>	<b>734,629</b>	<b>66%</b>

<b>Net Revenue/(Expenditure)</b>	<b>-723,110</b>	<b>-642,936</b>	<b>-367,203</b>	<b>57%</b>
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### Variance Highlights

\$50,000 Firesmart grant budget will not be received in 2015

Peace Officer revenue lower than expected due to increased bylaw enforcement and vacant position

## Department - Planning, Engineering and Operations

Target Spending to Date By Department	75%	2014 Actual	2015 Budget	2015 Sep 30 YTD	% of Budget
<b>Revenues</b>					
Planning and Land Development		197,013	189,850	<b>144,296</b>	76%
Planning, Engineering, Ops- Transportation		3,540,661	50,000	<b>1,017,691</b>	2035%
Planning, Engineering, Ops- Utilities		4,445,733	4,545,467	<b>3,646,740</b>	80%
<b>Total Revenues</b>		<b>8,183,407</b>	<b>4,785,317</b>	<b>4,808,728</b>	<b>100%</b>

<b>Expenditures</b>					
Planning and Land Development		279,525	677,985	<b>480,489</b>	71%
Planning, Engineering, Ops- Transportation		9,106,704	3,013,368	<b>3,357,725</b>	111%
Planning, Engineering, Ops- Utilities		4,297,934	3,368,101	<b>2,336,909</b>	69%
<b>Total Expenditures</b>		<b>13,684,163</b>	<b>7,059,454</b>	<b>6,175,123</b>	<b>87%</b>

By Type	2014 Actual	2015 Budget	2015 Sep 30 YTD	% of Budget
<b>Revenues</b>				
Grants	1,952,376	33,000	<b>990,743</b>	3002%
Sales of Goods and Services	3,696,591	4,014,825	<b>2,465,864</b>	61%
Cost recoveries, permits	2,504,440	737,492	<b>1,347,367</b>	183%
Transfers from Reserves	30,000	0	<b>4,754</b>	0%
<b>Total Revenues</b>	<b>8,183,407</b>	<b>4,785,317</b>	<b>4,808,728</b>	<b>100%</b>

<b>Expenditures</b>				
Salaries, Wages, and Benefits	2,425,252	2,947,557	<b>2,053,390</b>	70%
General Purchases	7,074,429	3,053,435	<b>3,492,172</b>	114%
Contract Services	616,047	796,700	<b>502,480</b>	63%
Transfer to Reserves	3,511,577	218,761	<b>48,622</b>	22%
Tax rebates, bad debts, penalites	56,858	43,000	<b>78,459</b>	182%
<b>Total Expenditures</b>	<b>13,684,163</b>	<b>7,059,454</b>	<b>6,175,123</b>	<b>87%</b>

<b>Net Revenue/(Expenditure)</b>	<b>-5,500,757</b>	<b>-2,274,137</b>	<b>-1,366,395</b>	<b>60%</b>
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### Variance Highlights

- \$38,000 off-site levy refunds not budgeted
- Transportation revenues include \$1,009,500 of capital grants
- Utility revenue includes \$825,000 of capital grants
- Total revenue less capital grants is 62% of budget
- Utility revenue is to end of August only
- Capital costs included in operating results \$1,405,228
- Only 1/3 of Heritage Grant received to date (\$20,000 remaining)
- Additional advertising required for permits (\$4,000 over budget by year end)
- Unanticipated surveying costs for aquisition of Firemen's park (\$5,000)
- Lower Passburg Pit revenue due to closure (\$7,500)
- Additional equipment repairs/parts (\$30,000 over budget by year end)
- Additional building maintenance supplies (\$10,000 over budget by year end)
- Roof repair to Blairmore WTP in 2014 was paid in 2015 (\$6,000)
- Additional landfill tipping fees (\$10,000 over budget by year end)

## Department - Economic Development

Target Spending to Date By Type	75%	2014 Actual	2015 Budget	2015 Sep 30 YTD	% of Budget
<b>Revenues</b>					
Grants		0	0	0	0%
<b>Total Revenues</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>
<b>Expenditures</b>					
Salaries, Wages, and Benefits		0	11,200	<b>1,550</b>	14%
General Purchases		24,742	54,766	<b>16,546</b>	30%
Contract Services		63,682	1,500	<b>985</b>	66%
<b>Total Expenditures</b>		<b>88,424</b>	<b>67,466</b>	<b>19,081</b>	<b>28%</b>
<b>Net Revenue/(Expenditure)</b>		<b>-88,424</b>	<b>-67,466</b>	<b>-19,081</b>	<b>28%</b>

### Variance Highlights

Budget on track for the year

### Overtime Summary September 26, 2015 (Converted)

	2015 Budget			September 26, 2015 Actual			Variance		
	Bank	Paid	Total	Bank	Paid	Total	Bank	Paid	Total
<b>Standby, On-Call, Shift Differential</b>									
Community Services	-	230	230	74	69	143	(74)	161	87
Protective Services	-	-	-	-	21	21	-	(21)	(21)
Planning, Engineering, Operations	430	1,600	2,030	515	1,053	1,568	(85)	547	462
	430	1,830	2,260	589	1,143	1,732	(159)	687	528
<b>Overtime (including call-outs)</b>									
Administration/Council/Safety	334	326	660	416	64	480	(82)	262	180
Community Services	403	792	1,195	302	303	606	101	489	589
Economic Development Committee	-	-	-	26	-	26	(26)	-	(26)
Protective Services	68	146	214	52	90	142	17	56	72
Planning, Engineering, Operations	612	1,611	2,223	780	712	1,492	(168)	899	731
	1,417	2,875	4,292	1,576	1,169	2,745	(159)	1,706	1,547
<b>TOTAL OVERTIME</b>	<b>1,847</b>	<b>4,705</b>	<b>6,552</b>	<b>2,165</b>	<b>2,312</b>	<b>4,477</b>	<b>(318)</b>	<b>2,393</b>	<b>2,075</b>