



Staff Report

Finance and IT Services

Report To: Committee of the Whole
Meeting Date: November 5, 2018
Report Number: FAF.18.141
Subject: Monthly Financial Report – September 2018
Prepared by: Katherine Dabrowa, Budget Analyst

A. Recommendations

THAT Council receive Staff Report FAF.18.141 entitled “Monthly Financial Report – September 2018” for information purposes.

B. Overview

This report outlines the Town’s financial activities as of September 30, 2018.

C. Background

On a monthly basis Finance staff provides Council with an update on the financial activities of the Town. This report is broken down into 3 sections; Taxation, which looks at all tax funded departments, Water and Wastewater, and the Building Department and the Harbour. Also attached are charts that highlight major areas of the Town; such as Development Charges collected, Salaries and Benefits, and other important financial indicators.

Charts are also included to outline Bid Awards and Contract Extensions in excess of \$25,000, as awarded by Staff as per the Town’s Purchasing Policy. These charts will reflect the contracts awarded and extended within that particular month.

D. Analysis

Tax Supported Services

After nine months of operations, the Taxation funded Departments are trending slightly over budget at 80%, with Expenses at 76% and Revenue at 67%.

Expenses are on budget at 76% for this time of year, and the larger expenses are right on budget, such as Salaries and Benefits and Purchased Services, although some accounts, such as Operating Expenses, Vehicle Related Expenses, and Financial Related Expenses are over budget.

Operating Expenses are at 97% of budget as many large items have been purchased or committed for the full year, such as maintenance gravel and winter control road salt, and many Library accounts such as Online Digital Subscriptions, Periodicals, Programming, and Special Projects have exceeded their budget.

Vehicle Related Expenses are currently sitting at 81% as the Town has purchased more fuel than expected in Fire, By-law, and Landfill, and full year expenses such as License Plate stickers are paid in March. Staff are expecting fuel expenses to continue to trend over budget for the rest of 2018, as the Town has acquired four additional snow plows and the winter control season has not yet begun. Although fuel prices are difficult to predict, Staff will be using the 2019 Budget process to examine fuel expenses to ensure there is sufficient budget in future years.

Financial Related Expenses are at 99% as loan and principal payments have been accrued for nine months, three of the four payments have been made towards the Conservation Authority Levies, and the majority of grants and sponsorships have been used for the year. These expenses are trending on budget for 2018, however the Sobey's Road Improvement Payments, which is an unbudgeted amount, is causing Financial Related Expenses to be trending over budget.

Overall, Revenues in the Taxation funded Departments are sitting at 67% overall, with External Revenue also at 67%. Although this is slightly under budget for this time of year, Staff expect revenues to end the year close to budget. Staff will also be exploring Fees and Charges throughout the 2019 Budget process to ensure fees are appropriate and the expected External Revenues is as accurate as possible.

After nine months of operations, Staff are expecting the Taxation funded departments to end 2018 similar to 2017, with a small surplus.

Water and Wastewater Operations

The Water and Wastewater Departments are trending slightly below budget in Transfers and Expenses, at 73% and are sitting at 77% of External Revenue. Most expenses are trending on, or slightly below budget in Water and Wastewater, however, Financial Related Expenses and Premise and Site are both trending over budget.

Financial Related Expenses are sitting at 87% of budget as the full payment of principal and interest expenses for the Water Reservoir loan have been made.

Premise and Site is currently at 97% of budget due to the continued increase in the cost of snow removal and grass cutting at many of the Town's facilities. Facility maintenance and janitorial supplies are trending over-budget in most Town Departments, including both Water and Wastewater. Wastewater's full bio-solids removal budget is also committed for the full year. Staff will be using the 2019 Budget process to examine the costs of facility and site

maintenance at all Town facilities to ensure sufficient budget is included to cover the increasing cost of these expenses.

Water and Wastewater Revenues are on target for this time of year, and eight months of utility bills have been collected. It is expected that both Water and Wastewater will end the year on budget for their external revenue. However, Wastewater is trending under budget in private wastewater billings, and is not receiving as much revenue as expected from the landfill, as less leachate than expected is being hauled. Staff will be examining the revenues for Wastewater throughout the 2019 Budget process to ensure its revenues are sufficient to cover its expenses in future years.

After nine months of operations, it is expected that the Water Department will end 2018 on budget and Wastewater will end the year with a small deficit, similar to 2017.

User Fee Supported Operations (Building and Harbour)

The User Fee Supported Departments continue to trend under budget in Expenses and over-budget in Revenues. Expenses are sitting at 67% overall, as Salaries and Benefits continue to be under-budget due to the significant staff vacancies that occurred for much of 2018 in the Building Department. When significant staff vacancies occur, many related accounts will also trend under budget, such as Administrative Expenses, Personnel, Training, and Travel, and Communication, which is reflected in the User Fee Summary (Attachment 4).

Operating Expenses are over-budget in Harbour, as more inventory has been purchased which is available for re-sale. This expense is offset by the Harbour also trending over-budget in Revenue.

Revenues are over-budget in the User-Fee Supported Departments, as the Harbour has collected all of its mooring fees for the year and sold more inventory than was budgeted, and the Building Department continues to see significant Revenues for Building Permits.

Staff are expecting the Building Department to end 2018 with a significant surplus, and the Harbour to end the year with a small surplus.

E. The Blue Mountains' Strategic Plan

Goal #4: Promote a Culture of Organizational and Operational Excellence
Objective #4: To Be a Financially Responsible Organization

F. Environmental Impacts

None.

G. Financial Impact

As per above.

H. In consultation with

Vicky Bouwman, Financial Analyst
Kris Couture, Tax Collector
Sam Dinsmore, Deputy Treasurer/Manager of Accounting and Budgets
Wanda Robertson, Account Analyst
Serena Wilgress, Manager of Purchasing and Risk Management

I. Public Engagement

The topic of this Staff Report has not been subject to a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required. Comments regarding this report should be submitted to Katherine Dabrowa, Budget Analyst at finance@thebluemountains.ca

J. Attached

1. September 2018 Flash Report
2. September 2018 Budget Variance Report Tax Levy Summary
3. September 2018 Budget Variance Report Water and Wastewater Services Summary
4. September 2018 Budget Variance Report User Fee Summary

Respectfully Submitted,

Katherine Dabrowa
Budget Analyst

Ruth Prince
Director of Finance and IT Services

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2018 Development Charges Collected

Month	2018 Monthly Actuals	2017 Monthly Actuals
January	\$ 638,363	\$ 129,562
February	\$ 47,326	\$ 158,002
March	\$ 154,834	\$ 83,664
April	\$ 141,630	\$ (158,413)
May	\$ 355,172	\$ 307,322
June	\$ 204,802	\$ 1,728,837
July	\$ 788,325	\$ 554,993
August	\$ 133,405	\$ 111,324
September	\$ 125,667	\$ 206,639
October		\$ 1,521,477
November		\$ 764,727
December		\$ 133,537
Total	\$ 2,589,524	\$ 5,541,671

Reserve Fund	Reserve Fund Balance
General Government	\$ (165,897)
Fire	\$ 379,047
Police	\$ 31,575
Public Works	\$ 825,592
Roads and Related	\$ 2,346,379
Parks and Recreation	\$ 1,179,421
Library	\$ 1,131,543
Water	\$ 3,888,533
Wastewater	\$ 1,856,952
Total	\$ 11,473,145

Estimated from the DC Background Study	\$ 4,370,518
2018 Year to Date Actual	\$ 2,589,524
2017 Year to Date Actual	\$ 3,121,930
Percent of Budget	59%

2018 Legal Fees

Month	2018 Monthly Actual	2017 Monthly Actuals
January	\$ 4,910	\$ 550
February	\$ 6,342	\$ 16,059
March	\$ 23,732	\$ 25,364
April	\$ 7,573	\$ 12,533
May	\$ 19,716	\$ 62,012
June	\$ 31,248	\$ 27,299
July	\$ 5,461	\$ 12,822
August	\$ 45,805	\$ 24,705
September	\$ 1,854	\$ 17,597
October		\$ 31,562
November		\$ 82,589
December		\$ 109,787
Totals	\$ 146,641	\$ 422,878

Annual Budget	\$ 305,100
2018 Year to Date Actual	\$ 146,641
2017 Year to Date Actual	\$ 198,941
Percent of Budget	48%

2018 Building Permits Collected

Month	2018 Monthly Actual	2017 Monthly Actuals
January	\$ 29,555	\$ 65,503
February	\$ 27,911	\$ 17,479
March	\$ 87,650	\$ 62,864
April	\$ 85,450	\$ 115,727
May	\$ 195,915	\$ 138,001
June	\$ 133,036	\$ 183,659
July	\$ 151,923	\$ 185,551
August	\$ 86,182	\$ 70,182
September	\$ 71,078	\$ 123,321
October		\$ 243,128
November		\$ 69,845
December		\$ 46,772
Totals	\$ 868,700	\$ 1,322,032

Annual Budget	\$ 967,719
2018 Year to Date Actual	\$ 868,700
2017 Year to Date Actual	\$ 962,287
Percent of Budget	90%

2018 Interest Income

Month	2018 Monthly Actual	2017 Monthly Actuals
January	\$ 37,072	\$ 30,024
February	\$ 36,749	\$ 28,522
March	\$ 42,906	\$ 25,760
April	\$ 34,692	\$ 21,974
May	\$ 21,239	\$ 23,596
June	\$ 22,722	\$ 26,531
July	\$ 21,561	\$ 25,901
August	\$ 15,900	\$ 29,827
September	\$ 21,593	\$ 38,846
October		\$ 37,832
November		\$ 42,681
December		\$ 41,309
Totals	\$ 254,434	\$ 372,803

Annual Budget	\$ 311,200
2018 Year to Date Actual	\$ 254,434
2017 Year to Date Actual	\$ 250,981
Percent of Budget	82%

2018 Town Salaries and Benefits

Month	2018 Monthly Actual	2017 Monthly Actuals
January	\$ 968,349	\$ 812,049
February	\$ 886,576	\$ 796,055
March	\$ 912,921	\$ 924,110
April	\$ 953,182	\$ 859,673
May	\$ 1,082,687	\$ 981,854
June	\$ 941,269	\$ 976,887
July	\$ 1,073,704	\$ 898,749
August	\$ 1,114,401	\$ 1,018,843
September	\$ 964,311	\$ 894,973
October		\$ 1,002,532
November		\$ 849,794
December		\$ 1,089,568
Totals	\$ 8,897,400	\$ 11,105,087

Annual Budget	\$ 12,106,465
2018 Year to Date Actual	\$ 8,897,400
2017 Year to Date Actual	\$ 8,163,193
Percent of Budget	73%

2018 Hydro Costs and Consumption

Month	2018 Monthly Dollars	2018 Monthly Consumption	2017 Monthly Dollars	2017 Monthly Consumption
January	\$ 107,972	601,216	\$ 105,000	568,352
February	\$ 94,312	543,315	\$ 102,652	513,368
March	\$ 82,729	505,975	\$ 102,138	522,343
April	\$ 84,904	465,553	\$ 77,082	418,625
May	\$ 81,998	444,975	\$ 80,600	398,299
June	\$ 85,730	433,776	\$ 80,736	374,062
July	\$ 74,899	405,395	\$ 79,678	384,980
August	\$ 73,389	424,678	\$ 80,540	376,957
September	\$ 33,903 ¹	201,342	\$ 88,624	342,588
October			\$ 84,102	412,761
November			\$ 76,676	382,890
December			\$ 89,831	490,674
Total	\$ 719,836	4,026,225	\$ 1,047,659	5,185,899

Annual Budget	\$ 1,098,555
2018 Year to Date Actual	\$ 719,836
2017 Year to Date Actual	\$ 797,050
Percent of Budget	66%

¹ The Town has not yet received all September Hydro invoices. This number represents the hydro bills received to date for the month of September.

2018 Grants

Grant	Funding Received	Total Grant
Ontario Municipal Partnership Fund	\$ 951,975	\$ 1,151,300
Stewardship	\$ 107,904	\$ 134,312
Gas Tax	\$ 102,767	\$ 205,534
Ontario Community Infrastructure Fund	\$ 502,332	\$ 602,799
Clean Water and Wastewater Fund	\$ 416,504	\$ 1,279,961
Green House Gases Fund	\$ 103,575	\$ 2,310,750
Main Street Revitalization	\$ 43,860	\$ 43,860
Federation of Canadian Municipalities	\$ -	\$ 47,000
L.E. Shore Memorial Library ²	\$ 6,125	\$ 29,910
Thornbury Business Improvement Area	\$ 1,750	\$ 1,750
Total	\$ 2,236,792	\$ 5,807,176

² \$6,125 in Funding Received, and the \$29,910 Total Grant includes \$5,850 received for Young Canada Works Funding.

2018 Long-Term Debt Payments

Debt	Principal	Interest	Annual Payments	Balance
Town Hall	\$ 105,900.70	\$ 21,966.25	\$ 255,733.90	\$ 2,096,824.10
OPP Station	\$ 9,190.36	\$ 9,496.53	\$ 37,373.78	\$ 521,341.99
Water Reservoir	\$ 80,000.00	\$ 56,218.40	\$ 136,056.00	\$ 1,000,000.00
Harbour Docks/Dredging	\$ 20,399.66	\$ 9,741.71	\$ 30,141.37	\$ 591,590.28
Sobeys Road Improvements	\$ 298,532.80	\$ -	\$ 298,532.80	\$ 395,120.51
Total	\$ 514,023.52	\$ 97,422.89	\$ 757,837.85	\$ 4,604,876.88

2018 Major Capital Projects

Project	Expenditures	Committed	Spent	Budget
Library Barrel Roof	\$ 159,251	\$ 304,825	\$ 464,076	\$ 468,500
Moreau Park Pavilion	\$ -	\$ -	\$ -	\$ 207,800
Hwy 26 Crossing Northwinds Beach	\$ 2,106	\$ 4,127	\$ 6,233	\$ 416,500
Elma & Alice Street Reconstruction	\$	\$ 44,664	\$ 44,664	\$ 5,669,050
Peel Street Reconstruction	\$ 3,017	\$ 153,600	\$ 156,617	\$ 156,600
Ravenna Yard Improvements	\$ 193	\$ 24,103	\$ 24,296	\$ 175,000
Sidewalk Replacement	\$ 153,496	\$ 38,680	\$ 192,176	\$ 188,000
Leachate Management	\$ 79,701	\$ 166,364	\$ 246,065	\$ 2,452,800
Harbour Fuel Storage	\$ 20,929	\$ 55,540	\$ 76,469	\$ 240,000
Total	\$ 418,693	\$ 791,903	\$ 1,210,596	\$ 9,974,250

2018 Council Live-Streaming

Month	Users	% of New	% of Recurring
January	145	47%	53%
February	208	43%	57%
March	236	47%	53%
April	296	38%	62%
May	244	36%	64%
June	216	36%	64%
July	104	38%	62%
August	124	38%	62%
September	170	31%	69%
October			
November			
December			

2018 Tax Levy

2018 Tax Billing	
Town	\$ 15,148,579
Grey County	\$ 14,492,787
Education	\$ 8,959,697
Local Improvements	\$ 495,152
BIA	\$ 108,000
Total Levied to Date	\$ 39,204,215

2018 Supplementary Tax	
Town	\$ 260,424
Grey County	\$ 249,199
Education	\$ 128,536
Total Levied to Date	\$ 638,159

2018 Tax Reductions	
Town	\$ 55,539
Grey County	\$ 53,599
Education	\$ 48,615
Total Reduction to Date	\$ 157,753

2018 Taxable Assessment	
Residential	\$ 3,714,036,461
Farm Land	\$ 136,986,922
Managed Forest	\$ 16,399,906
Commercial & Industrial	\$ 187,744,165
Pipeline	\$ 6,091,000
Payment-in-Lieu	\$ 27,981,050
Total Assessment	\$ 4,089,239,504

Bid Awards and Contract Extensions

2018 Contract Extensions to September 30, 2018 over \$25,000

Contract for:	Vendor/Proponent	Amount	Budget
Thunder Hill Road Winter Maintenance Snowplowing, Sanding & Salting	Blue Mountain Four Season	\$ 32,266.00	\$345,000 ³

2018 Bid Awards to September 30, 2018 over \$25,000

Contract for:	Vendor/Proponent	Amount	Budget
Loading & Hauling Snow from Various Sites in The Blue Mountains	Zwart's Topsoil & Landscape Supplies	\$ 68,250.00	\$345,000 ³

³ This budget includes all Contract Services for Roads and Drainage Winter Control.

Cheque Register by Type of Expenses September 2018

Expense Type	Amount
Advertising	\$ 4,069.83
Cleaning and Janitorial Supplies	\$ 7,039.63
Conservation Authority	\$ 58,719.69
Consulting	\$ 16,891.11
Contract Services	\$ 59,895.91
Contract Services – Capital	\$ 127,322.02
Contract Services – Election	\$ 5,031.36
Contract Services – Waste Collection	\$ 193,421.55
Contract Services – Winter Control	\$ 361.60
Council and Boards	\$ 2,286.48
Donations, Grants and Sponsorships	\$ 0.00
Employee Related	\$ 765,427.36
Engineering	\$ 64,468.43
Equipment	\$ 38,905.06
Equipment – Capital	\$ 881.40
Equipment Repairs and Maintenance	\$ 33,262.64
Facility Maintenance	\$ 4,635.61
Financial Obligations	\$ 75,998.52
Grey County	\$ 3,717,402.15
Individuals	\$ 23,117.38
IT Software & Hardware	\$ 30,018.52
Library Cheques	\$ 10,387.13
Materials and Supplies	\$ 2,639.55
Memberships and Licenses	\$ 19,217.06
Office Supplies	\$ 7,914.82
Other Municipalities	\$ 14,501.84
Payments to Law Firms	\$ 16,455.91
P-Cards	\$ 57,967.23
School Boards	\$ 2,216,737.61
Special Events	\$ 1,828.00
Utilities	\$ 81,317.81
Vehicle Expenses	\$ 128,130.21
Total	\$ 7,786,253.42

Notes:

The cheque registers represents all cheques prepared by the Town in the month of September 2018. This does not mean that it was for a 2018 expense or even an expense to the Town. For example, in the Contract Services total, the good or service could have been received in 2017 and the cheque not prepared until 2018. In this scenario, this would represent a 2017 expense and been included on the Town's 2017 Financial Statements.

Included in the Employee Related total are payments made to the Receiver General (CRA). This includes Income Tax deducted from employees, which is not a Town expense. Another example is under the Financial Obligations total are deposits or securities received by the Town in previous years that is being returned. These are not Town expenses and will not be shown in any year on the Town's Financial Statements as expenses or revenue.

Tax Levy Summary

2018 Budget Variance Report
For the months ending September 30, 2018

	September	YTD Actuals	Committed	Total YTD	Total Budget	Unexpended \$	% of Budget
Expenses							
Salaries, Wages, and Benefits	\$756,606	\$7,050,090	\$0	\$7,050,090	\$9,432,420	\$2,382,330	75%
Administrative Expenses	\$12,953	\$97,580	\$0	\$97,580	\$144,950	\$47,370	67%
Personnel, Training and Travel	\$25,135	\$171,030	\$0	\$171,030	\$277,825	\$106,795	62%
Operating Expenses	\$23,704	\$582,178	\$77,810	\$659,988	\$683,180	\$23,192	97%
Communications	\$6,415	\$137,436	\$7,760	\$145,196	\$222,140	\$76,944	65%
Utilities	\$79,722	\$283,800	\$0	\$283,800	\$434,475	\$150,675	65%
Equipment Related	\$47,929	\$339,360	\$35,547	\$374,907	\$570,750	\$195,843	66%
Vehicle Related	\$32,419	\$270,073	\$0	\$270,073	\$334,240	\$64,167	81%
Purchased Services	\$480,409	\$3,706,446	\$730,110	\$4,436,556	\$5,879,194	\$1,442,638	75%
Financial Expenses	\$90,928	\$1,044,765	\$15,988	\$1,060,753	\$1,076,765	\$16,012	99%
Premises and Site	\$25,505	\$266,115	\$22,852	\$288,966	\$456,435	\$167,469	63%
Total Expenses	\$1,581,722	\$13,948,874	\$890,066	\$14,838,940	\$19,512,374	\$4,673,434	76%
Transfers							
Transfers to Capital	\$53,907	\$260,143	\$0	\$260,143	\$307,242	\$47,100	85%
Transfers to Reserves	\$164,808	\$1,574,858	\$0	\$1,574,858	\$1,977,400	\$402,542	80%
Interfunctional Transfers	(\$78,427)	(\$669,262)	\$0	(\$669,262)	(\$840,163)	(\$170,901)	80%
Total Transfers	\$140,288	\$1,165,739	\$0	\$1,165,739	\$1,444,479	\$278,740	81%
Total Transfers and Expenses	\$1,722,010	\$15,114,613	\$890,066	\$16,004,679	\$20,956,853	\$4,952,175	76%
Revenue							
Grants and Donations	\$108,601	\$1,349,030	\$0	\$1,349,030	\$1,877,991	\$528,960	72%
External Revenue	\$319,624	\$1,953,353	\$0	\$1,953,353	\$2,933,316	\$979,963	67%
Internal Revenue	\$35,218	\$603,878	\$0	\$603,878	\$996,964	\$393,086	61%
Total Revenue	\$463,442	\$3,906,261	\$0	\$3,906,261	\$5,808,271	\$1,902,010	67%
Net Cost of Service	\$1,258,568	\$11,208,351	\$890,066	\$12,098,417	\$15,148,582	\$3,050,165	80%

Water and Wastewater Services Summary

2018 Budget Variance Report
For the months ending September 30, 2018

	September	YTD Actuals	Committed	Total YTD	Total Budget	Unexpended \$	% of Budget
Expenses							
Salaries, Wages, and Benefits	\$132,345	\$1,230,045	\$0	\$1,230,045	\$1,703,480	\$473,435	72%
Administrative Expenses	\$1,181	\$5,969	\$0	\$5,969	\$9,550	\$3,581	63%
Personnel, Training and Travel	\$2,594	\$26,610	\$0	\$26,610	\$56,075	\$29,465	47%
Operating Expenses	\$32,706	\$181,592	\$4,891	\$186,483	\$243,950	\$57,467	76%
Communications	\$5,739	\$39,067	\$0	\$39,067	\$53,960	\$14,893	72%
Utilities	\$135,189	\$581,520	\$0	\$581,520	\$762,605	\$181,085	76%
Equipment Related	\$17,646	\$237,748	\$44,324	\$282,072	\$431,881	\$149,809	65%
Vehicle Related	\$4,650	\$31,075	\$0	\$31,075	\$54,030	\$22,955	58%
Purchased Services	\$27,043	\$238,736	\$163,968	\$402,704	\$748,028	\$345,324	54%
Financial Expenses	\$17,892	\$290,130	\$0	\$290,130	\$332,530	\$42,400	87%
Premises and Site	\$4,910	\$81,667	\$39,362	\$121,028	\$124,530	\$3,502	97%
Total Expenses	\$381,895	\$2,944,159	\$252,545	\$3,196,704	\$4,520,619	\$1,323,915	71%
Transfers							
Transfers to Capital	\$50	\$1,494	\$0	\$1,494	\$2,450	\$956	61%
Transfers to Reserves	\$202,979	\$1,826,809	\$0	\$1,826,809	\$2,435,746	\$608,937	75%
Interfunctional Transfers	\$64,660	\$539,897	\$0	\$539,897	\$660,381	\$120,484	82%
Total Transfers	\$267,689	\$2,368,201	\$0	\$2,368,201	\$3,098,577	\$730,376	76%
Total Transfers and Expenses	\$649,584	\$5,312,359	\$252,545	\$5,564,904	\$7,619,196	\$2,054,292	73%
Revenue							
Grants and Donations	\$0	\$0	\$0	\$0	\$0	\$0	0%
External Revenue	\$293,525	\$5,156,010	\$0	\$5,156,010	\$6,658,139	\$1,502,129	77%
Internal Revenue	\$17,647	\$234,042	\$0	\$234,042	\$961,057	\$727,015	24%
Total Revenue	\$311,171	\$5,390,052	\$0	\$5,390,052	\$7,619,196	\$2,229,144	71%
Net Cost of Service	\$338,413	(\$77,693)	\$252,545	\$174,853	\$0	(\$174,853)	0%

User Fee Summary

2018 Budget Variance Report
For the months ending September 30, 2018

Fund	September	YTD Actuals	Committed	Total YTD	Total Budget	Unexpended \$	% of Budget
Expenses							
Salaries, Wages, and Benefits	\$70,145	\$593,074	\$0	\$593,074	\$970,565	\$377,491	61%
Administrative Expenses	\$337	\$6,772	\$0	\$6,772	\$11,750	\$4,978	58%
Personnel, Training and Travel	\$552	\$17,817	\$0	\$17,817	\$40,460	\$22,643	44%
Operating Expenses	\$16,500	\$103,603	\$0	\$103,603	\$74,860	(\$28,743)	138%
Communications	\$350	\$4,455	\$0	\$4,455	\$7,400	\$2,945	60%
Utilities	\$5,271	\$12,187	\$0	\$12,187	\$15,375	\$3,188	79%
Equipment Related	\$637	\$5,450	\$0	\$5,450	\$9,635	\$4,185	57%
Vehicle Related	\$481	\$11,718	\$0	\$11,718	\$14,690	\$2,972	80%
Purchased Services	\$160	\$24,883	\$0	\$24,883	\$76,120	\$51,237	33%
Financial Expenses	\$16,673	\$57,395	\$0	\$57,395	\$79,635	\$22,240	72%
Premises and Site	\$63,663	\$92,402	\$400	\$92,802	\$123,665	\$30,863	75%
Total Expenses	\$174,770	\$929,755	\$400	\$930,155	\$1,424,155	\$494,000	65%
Transfers							
Transfers to Capital	\$0	\$630,807	\$0	\$630,807	\$33,950	(\$596,857)	1,858%
Transfers to Reserves	\$0	\$333	\$0	\$333	\$0	(\$333)	0%
Interfunctional Transfers	\$13,728	\$124,569	\$0	\$124,569	\$165,732	\$41,163	75%
Total Transfers	\$13,728	\$755,708	\$0	\$755,708	\$199,682	(\$556,026)	378%
Total Transfers and Expenses	\$188,498	\$1,685,464	\$400	\$1,685,864	\$1,623,837	(\$62,027)	104%
Revenue							
Grants and Donations	\$0	\$7,414	\$0	\$7,414	\$0	(\$7,414)	0%
External Revenue	\$99,730	\$2,092,205	\$0	\$2,092,205	\$1,603,569	(\$488,636)	130%
Internal Revenue	\$0	\$0	\$0	\$0	\$20,268	\$20,268	0%
Total Revenue	\$99,730	\$2,099,619	\$0	\$2,099,619	\$1,623,837	(\$475,782)	129%
Net Cost of Service	\$88,768	(\$414,155)	\$400	(\$413,755)	\$0	\$413,755	0%

Note: the Harbour long-term debt is included in the Transfer to Capital line and the External Revenue line.