



## Financial Services

<b>Prepared for</b>	Council-in-Committee	<b>Report No.</b>	CS-24-2014
<b>Agenda Date</b>	November 10, 2014	<b>File No.</b>	231005

<b>Subject</b>
2014 3 <sup>rd</sup> QUARTER FINANCIAL REPORT

<b>Recommendations</b>
<b>THAT</b> This report be received for information purposes only.

<b>Relation to Council's 2011-2014 Corporate Strategic Plan</b>
Priority: <b>Financial Stewardship</b>
Goal: 11 Cost effective delivery of Town Services
Key Initiative: 11.3 Develop benchmarks and performance indicators to measure and track efficiency and effectiveness.

<b>List of Stakeholders</b>
<ul style="list-style-type: none"><li>• Mayor and Council</li><li>• Fort Erie Ratepayers</li></ul>

Prepared by:	Submitted by:	Approved by:
<i>Original Signed</i>	<i>Original Signed</i>	<i>Original Signed</i>
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**Purpose of Report**

The budget policy requires variance analysis of the operating budget be reported to Council as at June 30, September 30 and December 31.

Summary financial reports for the period ended September 30, 2014 are presented for Council's review in Appendix "1" for general and water/wastewater operations. Capital variances are not included here as the "Allocation of Capital Surpluses and Deficits" Report No. CS-21-2014 presented on October 6, 2014 addressed variances to budget for capital projects.

**Analysis**

The first page of Appendix "1" to this report provides a consolidated summary of all departments, grants and water/wastewater operations for the first nine months of 2014. The budget was approved February 10, 2014 through By-law No. 22-2014. General government expenses are generally proceeding in accordance with budget. Revenue variances that exist as at the end of September are analyzed below and will continue to be monitored in the event that any negative trends can be mitigated. Significant expense variances as of September 30 are analyzed below.

**Revenue****Water and Wastewater**

Water consumption has continued to be lower than expected in the third quarter, resulting in a water and wastewater revenue shortfall compared to budget. The combined net revenue shortfall is expected to range between \$550,000 and \$700,000 by the end of 2014 based on current trends. This deficit will be offset by deferred operating projects and additionally mitigated with reductions in discretionary spending. Excluding any yearend fund transfers resulting from above, the Sewer Rate Stabilization Reserve is projected to have a closing balance of \$1.4 million and the Water Rate Stabilization Reserve is projected to have a closing balance of \$17,000.

**Taxation**

Final residential, commercial and industrial tax billings were completed in the second quarter, with most supplemental tax revenues billed in the third quarter. Amounts billed as of September 30 are \$115,000 compared to total \$175,000 budgeted revenue. Fourth quarter revenues are estimated to be \$60,000, which brings supplemental revenue on budget by yearend. Write-offs are budgeted at \$175,000, excluding additional funding from reserves of \$51,970 approved through Report No. CS-16-2014 for a specific matter. As of September 30 the budget is fully utilized, with an additional \$135,000 expected to be written off in Q4 due to various settlements on assessment appeals. Additional funding from reserves is recommended in Report No. CS-23-2014 to fund this amount. Payment-in-lieu (PIL) revenues relate to government owned facilities such as Provincial and Regional properties and will be marginally above budget by yearend.

**Gaming Revenues**

Gaming revenues are consistent with budget as of the end of September; however a deficit is expected by the end of 2014 due to the change to e-bingo at Uncle Sam's in October 2014 and the related decrease in revenue. This adjustment to revenue was not factored in to the 2014 budget as originally this change was supposed to be made in January 2015. Overall expected revenue deficit is \$65,000.

**Other Revenues**

Penalty and interest revenues are expected to exceed budget by December 31. As of September 30, several appeals have been settled and interest income reversed and reflected in third quarter results. However, increased tax arrears are expected to result in yearend revenues being \$100,000 over budget.

Investment income is expected to exceed budget by the end of 2014 by \$20,000 due to higher cash balances than in the prior year and actively investing general funds. Management provided a semi-annual investment update through Report No. CS-15-2014 and continues to review balances to ensure prudent cash and investment management. A final 2014 investment report will be provided to Council following the yearend.

A projected deficit of \$65,000 is expected for facility rental revenue. Facility rental includes ice rentals, banquet hall rentals and other concessions. The deficit is due primarily to ice rentals, as decreased traffic has resulted from increased competition in the number of facilities available.

Grant income includes gas tax revenue for transit and various conditional and unconditional grants such as engineering and drainage grants. Current variances are primarily attributed to timing of receipt as several grants are not expected until the fourth quarter.

Planning fee activity has slowed such that revenue is 68% of budget as of September 30. Revenues are not expected to increase drastically in the last quarter of the year, projecting a \$50,000 deficit, which includes a small surplus in Committee of Adjustment. This deficit is due to lower and more delayed development experienced in 2014 compared to expected.

***Expenses*****Wages & Benefits**

Wage and benefit expenses are below budget and expected to have favourable variance of \$350,000 from staff turnover and vacancies in Infrastructure Services, Legal, Finance, Clerks and the Office of the CAO. Volunteer fire fighter honorariums are due to be paid in November and are tracking to be on budget based on current call response volume.

**Material & Services**

Materials and services overall are below budget and are expected to meet budget in most areas. Fuel expenses are expected to show an unfavourable variance of \$30,000 by yearend due to the increase in Fleet use during the winter.

The majority of other variances are a result of project timing differences. Department managers are monitoring these to ensure others are managed within their approved budgets.

**Other Expenses**

Operating grants for the EDTC and Library Board are paid in installments, and will have no variance from budget. The conditional grant to the Fort Erie Live Racing Consortium (FELRC) in the amount of \$500,000 is funded from the 2013 General Levy Operating Budget surplus as noted in Report No. CS-13-2014.

**Winter Costs**

The 2014 winter was an exceptionally harsh one, resulting in a greater cost to the Town than anticipated. As of the end of September, costs are tracking towards a projected yearend variance of a \$100,000 deficit, due to increased plowing, sanding and salting, and other maintenance in the first quarter of 2014. The final variance to budget will be determined by the level of severity of the upcoming winter and the related costs in the fourth quarter. Management is attempting to mitigate this deficit by deferring operating projects and discretionary spending.

In addition to the impact on the winter control budget, increased road repair due to potholes developed in the winter is expected this year yielding potential cost overruns. Extreme temperatures meant higher heating costs in early 2014, leading to a projected gas utility overrun by yearend of \$20,000. Water and wastewater operations were also affected, as approximately twice as many water main breaks were responded to than in prior years. The increases in overtime and repair costs mean that these expenditures could be over budget. To mitigate this cost overrun, several operating projects have been suspended, and additional cost saving measures are being monitored.

**Financial/Staffing Implications**

The revenue and expense trends noted above are summarized in the following table. This comparison highlights some of the favourable and unfavourable variances.

**Favourable/(Unfavourable) Highlights**

<i>General Levy</i>	<b><u>Sept 30</u> <u>Actual</u></b>	<b><u>Annual</u> <u>Projected</u></b>	<b><u>Annual</u> <u>Budget</u></b>	<b><u>Variance</u> <u>Projected</u></b>
<b>Revenue</b>				
Tax write-offs	(227,000)	(362,000)	(227,000)	(135,000)
Gaming	335,000	291,000	356,000	(65,000)
Penalties and interest	589,000	850,000	750,000	100,000
Investment income	120,000	135,000	115,000	20,000
Facility rentals	506,000	791,000	856,000	(65,000)
Planning fees	167,000	195,000	245,000	(50,000)
				(\$195,000)
<b>Expenses</b>				
Wages & benefits	9,135,000	12,266,000	12,616,000	350,000
Fuel	257,000	346,000	316,000	(30,000)
Winter control	906,000	1,246,000	1,146,000	(100,000)
Utilities	586,000	819,000	799,000	(20,000)
				\$200,000
<b>Operations – net surplus</b>				<b><u>\$ 5,000</u></b>

Yearend General Levy budget surpluses or deficits will be transferred to/from the General Levy Rate Stabilization Reserve in accordance with the Budget Policy.

**Policies Affecting Proposal**

By-law No. 30-11 adopted Council's 2011-2014 Corporate Strategic Plan.

Financial reporting is addressed in Budget Policy By-law No. 127-09, as amended.

**Comments from Relevant Departments/Community and Corporate Partners**

The Town's financial reporting software allows service managers direct access to monitor their account activity in comparison with budget.

The consolidated results for the nine months ending September 30, 2014 have been discussed with the Senior Management team.

**Alternatives**

N/a

**Conclusion**

Staff monitors costs to mitigate any possible yearend operating deficit. Capital account balances are addressed in advance of the yearend as part of the Capital surplus/deficit report prepared in the fourth quarter.

**Attachments**

Appendix "1" – Consolidated Statement of Operations as at September 30, 2014

Appendix "1" to Administrative Report No. CS-24-2014

- 1 Consolidated Revenue Fund
- 2 Water & Wastewater Fund
- 3 General Revenue Fund
- 4 Taxation
- 5 Business Improvement Areas
- 6 Payments in Lieu
- 7 General Revenues
- 8 Charitable Gaming Revenues
- 9 Mayor & Council
- 10 Office of the CAO
- 11 Legal and Legislative Services
- 12 Financial Services
- 13 Corporate Insurance
- 14 Fire
- 15 Community & Development Services
- 16 Roads
- 17 Storm
- 18 Transit
- 19 Operations
- 20 Facilities Management
- 21 Boards & Committees

## CORPORATION OF THE TOWN OF FORT ERIE

## QUARTERLY REPORT

	2014 YTD Actuals September	2014 Budget	2014 Budget Remaining	2013 YTD Actuals September	2013 Budget December
<b>Revenue</b>					
General Levy	21,437,816	21,491,604	53,788	20,762,318	20,707,598
BIA Levies	95,421	96,000	579	90,691	91,000
Payments in Lieu of Taxes	235,303	230,000	(5,303)	228,851	220,000
Water/wastewater billings	11,881,882	16,374,407	4,492,525	11,910,187	16,387,680
Local Improvement Charges	210,688	211,000	312	210,688	211,000
Donations	27,083	9,200	(17,883)	10,938	10,700
Fine Revenue	124,953	152,756	27,803	119,851	157,000
Gaming Revenues	250,575	355,600	105,025	698,647	834,500
Grants	415,883	736,130	320,247	228,696	494,148
Interest & Penalties	753,915	935,850	181,935	817,300	767,000
Sale of land, buildings and equipment	56,478	50,000	(6,478)	96,848	55,000
User Fees	1,429,816	1,956,185	526,369	1,377,533	1,934,069
Miscellaneous other revenues	64,505	79,000	14,495	86,085	64,100
<b>Total Revenue</b>	<b>36,984,318</b>	<b>42,677,732</b>	<b>5,693,414</b>	<b>36,638,633</b>	<b>41,933,795</b>
<b>Expenses</b>					
Wages & Benefits	9,244,175	13,324,682	4,080,507	9,048,797	12,923,924
Materials & Services	6,202,653	9,483,693	3,281,040	5,790,451	9,535,396
Debt Interest Charges	237,214	424,847	187,633	241,815	460,828
Grants	2,409,676	2,752,687	343,011	1,535,079	2,124,889
Partnership Programs	46	63,650	63,604	23,244	63,600
Regional Treatment Costs	6,540,293	8,691,219	2,150,926	7,181,320	9,770,711
<b>Total Expenses</b>	<b>24,634,057</b>	<b>34,740,778</b>	<b>10,106,721</b>	<b>23,820,706</b>	<b>34,879,348</b>
<b>Net before Financing and Transfers</b>	<b>12,350,261</b>	<b>7,936,954</b>	<b>(4,413,307)</b>	<b>12,817,927</b>	<b>7,054,447</b>
<b>FINANCING &amp; TRANSFERS</b>					
Interdepartmental transfers					
Fleet Related Charges	5		(5)	(363)	1
Allocation of Gaming Revenues					
Program Support Charges	4		(4)	(1)	
<b>Total Interdepartmental transfers</b>	<b>9</b>		<b>(9)</b>	<b>(364)</b>	<b>1</b>
Debt principal (advances)/repayments					
Repayment of Debt	1,379,905	1,418,592	38,687	1,308,845	1,347,641
<b>Total Debt principal (advances)/repayments</b>	<b>1,379,905</b>	<b>1,418,592</b>	<b>38,687</b>	<b>1,308,845</b>	<b>1,347,641</b>
Reserve and Capital Fund Transfers					
Transfers from reserves	(395,724)	(434,070)	(38,346)	(325,060)	(687,658)
Transfers to reserves	8,068,851	8,116,154	47,303	6,934,908	6,907,596
Transfers Development Chgs Reserve	(270,810)	(615,130)	(344,320)	(303,200)	(469,262)
<b>Total Reserve and Capital Fund Transfers</b>	<b>7,402,317</b>	<b>7,066,954</b>	<b>(335,363)</b>	<b>6,306,648</b>	<b>5,750,676</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>8,782,231</b>	<b>8,485,546</b>	<b>(296,685)</b>	<b>7,615,129</b>	<b>7,098,318</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>					
General (surplus) deficit	(723,946)	(548,593)	175,353	(15,912)	(43,871)
Water surplus	199,982		(199,982)		
<b>Total (SURPLUS)/DEFICIT CARRYFORWARD</b>	<b>(523,964)</b>	<b>(548,593)</b>	<b>(24,629)</b>	<b>(15,912)</b>	<b>(43,871)</b>
<b>DEPARTMENT NET REVENUE/(EXPENSE)</b>	<b>4,091,994</b>	<b>1</b>	<b>(4,091,993)</b>	<b>5,218,710</b>	



## CORPORATION OF THE TOWN OF FORT ERIE

## QUARTERLY REPORT

	2014 YTD Actuals September	2014 Budget	2014 Budget Remaining	2013 YTD Actuals September	2013 Budget December
<b>Revenue</b>					
Water/wastewater billings	11,881,882	16,374,407	4,492,525	11,910,187	16,387,680
Local Improvement Charges	210,688	211,000	312	210,688	211,000
Grants				9,323	
Interest & Penalties	34,459	48,000	13,541	35,865	54,000
User Fees	126,369	112,078	(14,291)	123,090	107,279
<b>Total Revenue</b>	<b>12,253,398</b>	<b>16,745,485</b>	<b>4,492,087</b>	<b>12,289,153</b>	<b>16,759,959</b>
<b>Expenses</b>					
Wages & Benefits	1,463,900	1,982,093	518,193	1,440,235	1,961,970
Materials & Services	508,300	1,291,575	783,275	494,982	1,124,096
Debt Interest Charges	131,229	231,985	100,756	152,618	267,928
Grants	7,941	36,000	28,059	8,819	36,000
Regional Treatment Costs	6,540,293	8,691,219	2,150,926	7,181,320	9,770,711
<b>Total Expenses</b>	<b>8,651,663</b>	<b>12,232,872</b>	<b>3,581,209</b>	<b>9,277,974</b>	<b>13,160,705</b>
<b>Net before Financing and Transfers</b>	<b>3,601,735</b>	<b>4,512,613</b>	<b>910,878</b>	<b>3,011,179</b>	<b>3,599,254</b>
<b>FINANCING &amp; TRANSFERS</b>					
Interdepartmental transfers					
Fleet Related Charges	245,028	301,492	56,464	271,438	336,510
Program Support Charges	296,479	395,305	98,826	287,074	382,765
<b>Total Interdepartmental transfers</b>	<b>541,507</b>	<b>696,797</b>	<b>155,290</b>	<b>558,512</b>	<b>719,275</b>
Debt principal (advances)/repayments					
Repayment of Debt	774,846	813,345	38,499	880,143	918,641
<b>Total Debt principal (advances)/repayments</b>	<b>774,846</b>	<b>813,345</b>	<b>38,499</b>	<b>880,143</b>	<b>918,641</b>
Reserve and Capital Fund Transfers					
Transfers from reserves	(213,436)		213,436	(150,000)	(360,000)
Transfers to reserves	3,597,600	3,597,600		2,743,600	2,743,600
Transfers Development Chgs Reserve	(258,028)	(595,130)	(337,102)	(261,200)	(422,262)
<b>Total Reserve and Capital Fund Transfers</b>	<b>3,126,136</b>	<b>3,002,470</b>	<b>(123,666)</b>	<b>2,332,400</b>	<b>1,961,338</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>4,442,489</b>	<b>4,512,612</b>	<b>70,123</b>	<b>3,771,055</b>	<b>3,599,254</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>					
Water surplus	199,982		(199,982)		
<b>Total (SURPLUS)/DEFICIT CARRYFORWARD</b>	<b>199,982</b>		<b>(199,982)</b>		
<b>DEPARTMENT NET REVENUE/(EXPENSE)</b>	<b>(1,040,736)</b>	<b>1</b>	<b>1,040,737</b>	<b>(759,876)</b>	

**CORPORATION OF THE TOWN OF FORT ERIE**  
**QUARTERLY REPORT**

	2014 YTD Actuals September	2014 Budget	2014 Budget Remaining	2013 YTD Actuals September	2013 YTD Actuals December
<b>Revenue</b>					
General Levy	21,437,816	21,491,604	53,788	20,762,318	20,743,059
BIA Levies	95,421	96,000	579	90,691	90,691
Payments in Lieu of Taxes	235,303	230,000	(5,303)	228,851	228,851
Donations	27,083	9,200	(17,883)	10,938	20,182
Fine Revenue	124,953	152,756	27,803	119,851	160,777
Gaming Revenues	250,575	355,600	105,025	698,647	813,602
Grants	415,883	736,130	320,247	219,373	474,068
Interest & Penalties	719,456	887,850	168,394	781,435	975,154
Sale of land, buildings and equipment	56,478	50,000	(6,478)	96,848	325,410
User Fees	1,303,447	1,844,107	540,660	1,254,443	1,767,072
Miscellaneous other revenues	64,505	79,000	14,495	86,085	92,184
<b>Total Revenue</b>	<b>24,730,920</b>	<b>25,932,247</b>	<b>1,201,327</b>	<b>24,349,480</b>	<b>25,691,050</b>
<b>Expenditures</b>					
Wages & Benefits	7,780,275	11,342,589	3,562,314	7,608,562	10,525,917
Materials & Services	5,694,353	8,192,118	2,497,765	5,295,469	7,523,581
Debt Interest Charges	105,985	192,862	86,877	89,197	182,331
Grants	2,401,735	2,716,687	314,952	1,526,260	2,064,419
Partnership Programs	46	63,650	63,604	23,244	61,891
<b>Total Expenditures</b>	<b>15,982,394</b>	<b>22,507,906</b>	<b>6,525,512</b>	<b>14,542,732</b>	<b>20,358,139</b>
<b>Net before Financing and Transfers</b>	<b>8,748,526</b>	<b>3,424,341</b>	<b>(5,324,185)</b>	<b>9,806,748</b>	<b>5,332,911</b>
<b>FINANCING &amp; TRANSFERS</b>					
Interdepartmental transfers					
Fleet Related Charges	(245,023)	(301,492)	(56,469)	(271,801)	(365,228)
Allocation of Gaming Revenues					
Program Support Charges	(296,475)	(395,305)	(98,830)	(287,075)	(382,766)
<b>Total Interdepartmental transfers</b>	<b>(541,498)</b>	<b>(696,797)</b>	<b>(155,299)</b>	<b>(558,876)</b>	<b>(747,994)</b>
Debt principal (advances)/repayments					
Repayment of Debt	605,059	605,247	188	428,702	428,702
<b>Total Debt principal (advances)/repayments</b>	<b>605,059</b>	<b>605,247</b>	<b>188</b>	<b>428,702</b>	<b>428,702</b>
Reserve and Capital Fund Transfers					
Transfers from reserves	(182,288)	(434,070)	(251,782)	(175,060)	(253,711)
Transfers to reserves	4,471,251	4,518,554	47,303	4,191,308	5,421,351
Transfers Development Chgs Reserve	(12,782)	(20,000)	(7,218)	(42,000)	(30,018)
<b>Total Reserve and Capital Fund Transfers</b>	<b>4,276,181</b>	<b>4,064,484</b>	<b>(211,697)</b>	<b>3,974,248</b>	<b>5,137,622</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>4,339,742</b>	<b>3,972,934</b>	<b>(366,808)</b>	<b>3,844,074</b>	<b>4,818,330</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>					
General (surplus) deficit	(723,946)	(548,593)	175,353	(15,912)	(15,912)
<b>Total (SURPLUS)/DEFICIT CARRYFORWARD</b>	<b>(723,946)</b>	<b>(548,593)</b>	<b>175,353</b>	<b>(15,912)</b>	<b>(15,912)</b>
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>5,132,730</b>		<b>(5,132,730)</b>	<b>5,978,586</b>	<b>530,493</b>

**CORPORATION OF THE TOWN OF FORT ERIE**  
**QUARTERLY REPORT**

	2014 YTD Actuals September	2014 Budget	2014 Budget Remaining	2013 YTD Actuals September	2013 YTD Actuals December
<b>Revenue</b>					
General Levy	21,437,816	21,491,604	53,788	20,762,318	20,743,059
<b>Total Revenue</b>	<b>21,437,816</b>	<b>21,491,604</b>	<b>53,788</b>	<b>20,762,318</b>	<b>20,743,059</b>
<b>Expenditures</b>					
<b>Net before Financing and Transfers</b>	<b>21,437,816</b>	<b>21,491,604</b>	<b>53,788</b>	<b>20,762,318</b>	<b>20,743,059</b>
<b>FINANCING &amp; TRANSFERS</b>					
Reserve and Capital Fund Transfers					
Transfers from reserves	(51,970)	(51,970)			(30,000)
<b>Total Reserve and Capital Fund Transfers</b>	<b>(51,970)</b>	<b>(51,970)</b>			<b>(30,000)</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>(51,970)</b>	<b>(51,970)</b>			<b>(30,000)</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>					
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>21,489,786</b>	<b>21,543,574</b>	<b>53,788</b>	<b>20,762,318</b>	<b>20,773,059</b>

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**QUARTERLY REPORT**

	2014 YTD Actuals September	2014 Budget	2014 Budget Remaining	2013 YTD Actuals September	2013 YTD Actuals December
<b>Revenue</b>					
BIA Levies	95,421	96,000	579	90,691	90,691
Donations	3,905	2,200	(1,705)	646	646
Grants		20,500	20,500		26,000
User Fees	761	1,500	739	1,000	1,160
Miscellaneous other revenues	15,466	20,000	4,534	20,367	25,161
<b>Total Revenue</b>	<b>115,553</b>	<b>140,200</b>	<b>24,647</b>	<b>112,704</b>	<b>143,658</b>
<b>Expenditures</b>					
Materials & Services	88,598	139,454	50,856	105,936	137,297
<b>Total Expenditures</b>	<b>88,598</b>	<b>139,454</b>	<b>50,856</b>	<b>105,936</b>	<b>137,297</b>
<b>Net before Financing and Transfers</b>	<b>26,955</b>	<b>746</b>	<b>(26,209)</b>	<b>6,768</b>	<b>6,361</b>
<b>FINANCING &amp; TRANSFERS</b>					
Reserve and Capital Fund Transfers					
Transfers to reserves	4,319	4,319		5,067	2,494
<b>Total Reserve and Capital Fund Transfers</b>	<b>4,319</b>	<b>4,319</b>		<b>5,067</b>	<b>2,494</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>4,319</b>	<b>4,319</b>		<b>5,067</b>	<b>2,494</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>					
General (surplus) deficit	(14,060)	(3,573)	10,487	(10,193)	(10,193)
<b>Total (SURPLUS)/DEFICIT CARRYFORWARD</b>	<b>(14,060)</b>	<b>(3,573)</b>	<b>10,487</b>	<b>(10,193)</b>	<b>(10,193)</b>
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>36,696</b>		<b>(36,696)</b>	<b>11,894</b>	<b>14,060</b>

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	2014 YTD Actuals September	2014 Budget	2014 Budget Remaining	2013 YTD Actuals September	2013 YTD Actuals December
<b>Revenue</b>					
Payments in Lieu of Taxes	235,303	230,000	(5,303)	228,851	228,851
<b>Total Revenue</b>	<b>235,303</b>	<b>230,000</b>	<b>(5,303)</b>	<b>228,851</b>	<b>228,851</b>
<b>Expenditures</b>					
<i>Net before Financing and Transfers</i>	<b>235,303</b>	<b>230,000</b>	<b>(5,303)</b>	<b>228,851</b>	<b>228,851</b>
<b>FINANCING &amp; TRANSFERS</b>					
<b>NET FINANCING &amp; TRANSFERS</b>					
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>					
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>235,303</b>	<b>230,000</b>	<b>(5,303)</b>	<b>228,851</b>	<b>228,851</b>

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	2014 YTD Actuals September	2014 Budget	2014 Budget Remaining	2013 YTD Actuals September	2013 YTD Actuals December
<b>Revenue</b>					
Fine Revenue	57,314	77,756	20,442	57,451	94,765
Grants	254,475	339,300	84,825	38,550	51,400
Interest & Penalties	709,272	864,850	155,578	759,125	956,396
User Fees	90,501	82,500	(8,001)	49,433	49,433
Miscellaneous other revenues	48,612	55,000	6,388	62,687	63,119
<b>Total Revenue</b>	<b>1,160,174</b>	<b>1,419,406</b>	<b>259,232</b>	<b>967,246</b>	<b>1,215,113</b>
<b>Expenditures</b>					
Materials & Services		500	500	(50)	(50)
<b>Total Expenditures</b>		<b>500</b>	<b>500</b>	<b>(50)</b>	<b>(50)</b>
<b>Net before Financing and Transfers</b>	<b>1,160,174</b>	<b>1,418,906</b>	<b>258,732</b>	<b>967,296</b>	<b>1,215,163</b>
<b>FINANCING &amp; TRANSFERS</b>					
Reserve and Capital Fund Transfers					
Transfers from reserves					(30,750)
Transfers to reserves					933,186
<b>Total Reserve and Capital Fund Transfers</b>					<b>902,436</b>
<b>NET FINANCING &amp; TRANSFERS</b>					<b>902,436</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>					
General (surplus) deficit	(202,416)	(37,550)	164,866		
<b>Total (SURPLUS)/DEFICIT CARRYFORWARD</b>	<b>(202,416)</b>	<b>(37,550)</b>	<b>164,866</b>		
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>1,362,590</b>	<b>1,456,456</b>	<b>93,866</b>	<b>967,296</b>	<b>312,727</b>

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	2014 YTD Actuals September	2014 Budget	2014 Budget Remaining	2013 YTD Actuals September	2013 YTD Actuals December
<b>Revenue</b>					
Gaming Revenues	250,425	355,600	105,175	698,647	813,602
<b>Total Revenue</b>	<b>250,425</b>	<b>355,600</b>	<b>105,175</b>	<b>698,647</b>	<b>813,602</b>
<b>Expenditures</b>					
<b>Net before Financing and Transfers</b>	<b>250,425</b>	<b>355,600</b>	<b>105,175</b>	<b>698,647</b>	<b>813,602</b>
<b>FINANCING &amp; TRANSFERS</b>					
Interdepartmental transfers					
Allocation of Gaming Revenues	165,000	355,600	190,600	657,792	657,792
<b>Total Interdepartmental transfers</b>	<b>165,000</b>	<b>355,600</b>	<b>190,600</b>	<b>657,792</b>	<b>657,792</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>165,000</b>	<b>355,600</b>	<b>190,600</b>	<b>657,792</b>	<b>657,792</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>					
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>85,425</b>		<b>(85,425)</b>	<b>40,855</b>	<b>155,810</b>

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	2014 YTD Actuals September	2014 Budget	2014 Budget Remaining	2013 YTD Actuals September	2013 YTD Actuals December
<b>Revenue</b>					
<b>Expenditures</b>					
Wages & Benefits	171,227	239,001	67,774	169,758	218,879
Materials & Services	21,789	52,801	31,012	21,140	28,625
<b>Total Expenditures</b>	<b>193,016</b>	<b>291,802</b>	<b>98,786</b>	<b>190,898</b>	<b>247,504</b>
<b>Net before Financing and Transfers</b>	<b>(193,016)</b>	<b>(291,802)</b>	<b>(98,786)</b>	<b>(190,898)</b>	<b>(247,504)</b>
<b>FINANCING &amp; TRANSFERS</b>					
Interdepartmental transfers					
Program Support Charges	96,133	128,177	32,044	90,893	121,191
<b>Total Interdepartmental transfers</b>	<b>96,133</b>	<b>128,177</b>	<b>32,044</b>	<b>90,893</b>	<b>121,191</b>
Reserve and Capital Fund Transfers					
Transfers from reserves		(5,500)	(5,500)		
Transfers to reserves				13,000	13,000
<b>Total Reserve and Capital Fund Transfers</b>		<b>(5,500)</b>	<b>(5,500)</b>	<b>13,000</b>	<b>13,000</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>96,133</b>	<b>122,677</b>	<b>26,544</b>	<b>103,893</b>	<b>134,191</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>					
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(289,149)</b>	<b>(414,479)</b>	<b>(125,330)</b>	<b>(294,791)</b>	<b>(381,695)</b>



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	2014 YTD Actuals September	2014 Budget	2014 Budget Remaining	2013 YTD Actuals September	2013 YTD Actuals December
<b>Revenue</b>					
<b>Expenditures</b>					
Wages & Benefits	598,100	893,204	295,104	599,225	755,838
Materials & Services	218,236	342,521	124,285	204,050	274,542
<b>Total Expenditures</b>	<b>816,336</b>	<b>1,235,725</b>	<b>419,389</b>	<b>803,275</b>	<b>1,030,380</b>
<b>Net before Financing and Transfers</b>	<b>(816,336)</b>	<b>(1,235,725)</b>	<b>(419,389)</b>	<b>(803,275)</b>	<b>(1,030,380)</b>
<b>FINANCING &amp; TRANSFERS</b>					
Interdepartmental transfers					
Program Support Charges	(579,075)	(772,100)	(193,025)	(525,409)	(700,544)
<b>Total Interdepartmental transfers</b>	<b>(579,075)</b>	<b>(772,100)</b>	<b>(193,025)</b>	<b>(525,409)</b>	<b>(700,544)</b>
Reserve and Capital Fund Transfers					
Transfers to reserves	86,600	86,600		59,600	59,600
<b>Total Reserve and Capital Fund Transfers</b>	<b>86,600</b>	<b>86,600</b>		<b>59,600</b>	<b>59,600</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>(492,475)</b>	<b>(685,500)</b>	<b>(193,025)</b>	<b>(465,809)</b>	<b>(640,944)</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>					
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(323,861)</b>	<b>(550,225)</b>	<b>(226,364)</b>	<b>(337,466)</b>	<b>(389,436)</b>

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	2014 YTD Actuals September	2014 Budget	2014 Budget Remaining	2013 YTD Actuals September	2013 YTD Actuals December
<b>Revenue</b>					
Sale of land, buildings and equipment	56,478	50,000	(6,478)	95,759	324,321
User Fees	32,451	38,000	5,549	32,191	38,985
<b>Total Revenue</b>	<b>88,929</b>	<b>88,000</b>	<b>(929)</b>	<b>127,950</b>	<b>363,306</b>
<b>Expenditures</b>					
Wages & Benefits	437,216	591,148	153,932	303,564	399,691
Materials & Services	175,710	305,911	130,201	218,496	297,559
<b>Total Expenditures</b>	<b>612,926</b>	<b>897,059</b>	<b>284,133</b>	<b>522,060</b>	<b>697,250</b>
<b>Net before Financing and Transfers</b>	<b>(523,997)</b>	<b>(809,059)</b>	<b>(285,062)</b>	<b>(394,110)</b>	<b>(333,944)</b>
<b>FINANCING &amp; TRANSFERS</b>					
Interdepartmental transfers					
Program Support Charges	(41,651)	(55,535)	(13,884)	(41,608)	(55,477)
<b>Total Interdepartmental transfers</b>	<b>(41,651)</b>	<b>(55,535)</b>	<b>(13,884)</b>	<b>(41,608)</b>	<b>(55,477)</b>
Reserve and Capital Fund Transfers					
Transfers from reserves	(40,000)	(80,000)	(40,000)		
Transfers to reserves	108		(108)	104,316	321,137
<b>Total Reserve and Capital Fund Transfers</b>	<b>(39,892)</b>	<b>(80,000)</b>	<b>(40,108)</b>	<b>104,316</b>	<b>321,137</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>(81,543)</b>	<b>(135,535)</b>	<b>(53,992)</b>	<b>62,708</b>	<b>265,660</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>					
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(442,454)</b>	<b>(673,524)</b>	<b>(231,070)</b>	<b>(456,818)</b>	<b>(599,604)</b>

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	2014 YTD Actuals September	2014 Budget	2014 Budget Remaining	2013 YTD Actuals September	2013 YTD Actuals December
<b>Revenue</b>					
Grants	6,183		(6,183)		
User Fees	120,199	192,290	72,091	165,549	222,271
Miscellaneous other revenues	427	1,000	573	2,052	2,052
<b>Total Revenue</b>	<b>126,809</b>	<b>193,290</b>	<b>66,481</b>	<b>167,601</b>	<b>224,323</b>
<b>Expenditures</b>					
Wages & Benefits	746,483	1,121,009	374,526	824,476	1,083,389
Materials & Services	312,536	389,372	76,836	322,805	443,944
<b>Total Expenditures</b>	<b>1,059,019</b>	<b>1,510,381</b>	<b>451,362</b>	<b>1,147,281</b>	<b>1,527,333</b>
<b>Net before Financing and Transfers</b>	<b>(932,210)</b>	<b>(1,317,091)</b>	<b>(384,881)</b>	<b>(979,680)</b>	<b>(1,303,010)</b>
<b>FINANCING &amp; TRANSFERS</b>					
Interdepartmental transfers					
Program Support Charges	(438,250)	(584,333)	(146,083)	(439,688)	(586,250)
<b>Total Interdepartmental transfers</b>	<b>(438,250)</b>	<b>(584,333)</b>	<b>(146,083)</b>	<b>(439,688)</b>	<b>(586,250)</b>
Reserve and Capital Fund Transfers					
Transfers to reserves	46,998	46,500	(498)	38,500	38,834
Transfers Development Chgs Reserve	(8,005)		8,005	(42,000)	(29,795)
<b>Total Reserve and Capital Fund Transfers</b>	<b>38,993</b>	<b>46,500</b>	<b>7,507</b>	<b>(3,500)</b>	<b>9,039</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>(399,257)</b>	<b>(537,833)</b>	<b>(138,576)</b>	<b>(443,188)</b>	<b>(577,211)</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>					
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(532,953)</b>	<b>(779,258)</b>	<b>(246,305)</b>	<b>(536,492)</b>	<b>(725,799)</b>

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	2014 YTD Actuals September	2014 Budget	2014 Budget Remaining	2013 YTD Actuals September	2013 YTD Actuals December
<b>Revenue</b>					
<b>Expenditures</b>					
Materials & Services	607,289	623,480	16,191	799,200	809,010
<b>Total Expenditures</b>	<b>607,289</b>	<b>623,480</b>	<b>16,191</b>	<b>799,200</b>	<b>809,010</b>
<b>Net before Financing and Transfers</b>	<b>(607,289)</b>	<b>(623,480)</b>	<b>(16,191)</b>	<b>(799,200)</b>	<b>(809,010)</b>
<b>FINANCING &amp; TRANSFERS</b>					
Interdepartmental transfers					
Program Support Charges	(467,610)	(623,480)	(155,870)	(575,933)	(767,910)
<b>Total Interdepartmental transfers</b>	<b>(467,610)</b>	<b>(623,480)</b>	<b>(155,870)</b>	<b>(575,933)</b>	<b>(767,910)</b>
Reserve and Capital Fund Transfers					
Transfers to reserves	20,000	20,000		20,000	20,000
<b>Total Reserve and Capital Fund Transfers</b>	<b>20,000</b>	<b>20,000</b>		<b>20,000</b>	<b>20,000</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>(447,610)</b>	<b>(603,480)</b>	<b>(155,870)</b>	<b>(555,933)</b>	<b>(747,910)</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>					
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(159,679)</b>	<b>(20,000)</b>	<b>139,679</b>	<b>(243,267)</b>	<b>(61,100)</b>

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	2014 YTD Actuals September	2014 Budget	2014 Budget Remaining	2013 YTD Actuals September	2013 YTD Actuals December
<b>Revenue</b>					
Donations	4,607		(4,607)	(740)	(207)
User Fees	31,296	8,750	(22,546)	5,645	10,432
<b>Total Revenue</b>	<b>35,903</b>	<b>8,750</b>	<b>(27,153)</b>	<b>4,905</b>	<b>10,225</b>
<b>Expenditures</b>					
Wages & Benefits	511,408	1,266,560	755,152	501,767	1,214,314
Materials & Services	323,637	348,924	25,287	293,445	352,874
Debt Interest Charges	26,425	47,682	21,257		22,288
<b>Total Expenditures</b>	<b>861,470</b>	<b>1,663,166</b>	<b>801,696</b>	<b>795,212</b>	<b>1,589,476</b>
<b>Net before Financing and Transfers</b>	<b>(825,567)</b>	<b>(1,654,416)</b>	<b>(828,849)</b>	<b>(790,307)</b>	<b>(1,579,251)</b>
<b>FINANCING &amp; TRANSFERS</b>					
Interdepartmental transfers					
Fleet Related Charges	152,775	203,699	50,924	172,741	216,640
Program Support Charges	322,253	429,670	107,417	315,720	420,960
<b>Total Interdepartmental transfers</b>	<b>475,028</b>	<b>633,369</b>	<b>158,341</b>	<b>488,461</b>	<b>637,600</b>
Debt principal (advances)/repayments					
Repayment of Debt	160,557	160,556	(1)		
<b>Total Debt principal (advances)/repayments</b>	<b>160,557</b>	<b>160,556</b>	<b>(1)</b>		
Reserve and Capital Fund Transfers					
Transfers to reserves	402,000	402,000		384,000	384,000
<b>Total Reserve and Capital Fund Transfers</b>	<b>402,000</b>	<b>402,000</b>		<b>384,000</b>	<b>384,000</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>1,037,585</b>	<b>1,195,925</b>	<b>158,340</b>	<b>872,461</b>	<b>1,021,600</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>					
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(1,863,152)</b>	<b>(2,850,341)</b>	<b>(987,189)</b>	<b>(1,662,768)</b>	<b>(2,600,851)</b>

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	2014 YTD Actuals September	2014 Budget	2014 Budget Remaining	2013 YTD Actuals September	2013 YTD Actuals December
<b>Revenue</b>					
Donations	12,097	4,400	(7,697)	4,320	12,631
Fine Revenue	3,350	5,000	1,650	1,957	2,257
Grants		37,230	37,230		36,833
User Fees	402,551	483,350	80,799	339,293	443,114
Miscellaneous other revenues		3,000	3,000	979	1,852
<b>Total Revenue</b>	<b>417,998</b>	<b>532,980</b>	<b>114,982</b>	<b>346,549</b>	<b>496,687</b>
<b>Expenditures</b>					
Wages & Benefits	1,390,808	1,863,505	472,697	1,357,459	1,744,901
Materials & Services	150,947	230,297	79,350	93,365	247,410
Grants		20,000	20,000		
<b>Total Expenditures</b>	<b>1,541,755</b>	<b>2,113,802</b>	<b>572,047</b>	<b>1,450,824</b>	<b>1,992,311</b>
<b>Net before Financing and Transfers</b>	<b>(1,123,757)</b>	<b>(1,580,822)</b>	<b>(457,065)</b>	<b>(1,104,275)</b>	<b>(1,495,624)</b>
<b>FINANCING &amp; TRANSFERS</b>					
Interdepartmental transfers					
Fleet Related Charges	19,388	25,850	6,462	23,293	28,165
Program Support Charges	323,695	431,593	107,898	323,723	431,629
<b>Total Interdepartmental transfers</b>	<b>343,083</b>	<b>457,443</b>	<b>114,360</b>	<b>347,016</b>	<b>459,794</b>
Reserve and Capital Fund Transfers					
Transfers from reserves	(15,000)	(33,600)	(18,600)	(99,890)	(99,890)
Transfers to reserves	9,291		(9,291)	1,325	28,492
<b>Total Reserve and Capital Fund Transfers</b>	<b>(5,709)</b>	<b>(33,600)</b>	<b>(27,891)</b>	<b>(98,565)</b>	<b>(71,398)</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>337,374</b>	<b>423,843</b>	<b>86,469</b>	<b>248,451</b>	<b>388,396</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>					
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(1,461,131)</b>	<b>(2,004,665)</b>	<b>(543,534)</b>	<b>(1,352,726)</b>	<b>(1,884,020)</b>

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	2014 YTD Actuals September	2014 Budget	2014 Budget Remaining	2013 YTD Actuals September	2013 YTD Actuals December
<b>Revenue</b>					
Grants	12,625	22,000	9,375	18,359	19,539
User Fees	4,158	40,300	36,142	9,886	14,787
<b>Total Revenue</b>	<b>16,783</b>	<b>62,300</b>	<b>45,517</b>	<b>28,245</b>	<b>34,326</b>
<b>Expenditures</b>					
Wages & Benefits	466,717	725,870	259,153	470,322	628,684
Materials & Services	479,841	670,298	190,457	417,368	610,686
Debt Interest Charges	47,962	80,000	32,038	53,603	88,836
<b>Total Expenditures</b>	<b>994,520</b>	<b>1,476,168</b>	<b>481,648</b>	<b>941,293</b>	<b>1,328,206</b>
<b>Net before Financing and Transfers</b>	<b>(977,737)</b>	<b>(1,413,868)</b>	<b>(436,131)</b>	<b>(913,048)</b>	<b>(1,293,880)</b>
<b>FINANCING &amp; TRANSFERS</b>					
Interdepartmental transfers					
Fleet Related Charges	21,443	28,591	7,148	25,985	31,030
Program Support Charges	158,756	211,674	52,918	152,260	203,013
<b>Total Interdepartmental transfers</b>	<b>180,199</b>	<b>240,265</b>	<b>60,066</b>	<b>178,245</b>	<b>234,043</b>
Debt principal (advances)/repayments					
Repayment of Debt	250,633	251,000	367	242,765	242,765
<b>Total Debt principal (advances)/repayments</b>	<b>250,633</b>	<b>251,000</b>	<b>367</b>	<b>242,765</b>	<b>242,765</b>
Reserve and Capital Fund Transfers					
Transfers to reserves	1,649,553	1,649,553		1,322,100	1,322,100
Transfers Development Chgs Reserve	(4,777)	(20,000)	(15,223)		(223)
<b>Total Reserve and Capital Fund Transfers</b>	<b>1,644,776</b>	<b>1,629,553</b>	<b>(15,223)</b>	<b>1,322,100</b>	<b>1,321,877</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>2,075,608</b>	<b>2,120,818</b>	<b>45,210</b>	<b>1,743,110</b>	<b>1,798,685</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>					
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(3,053,345)</b>	<b>(3,534,686)</b>	<b>(481,341)</b>	<b>(2,656,158)</b>	<b>(3,092,565)</b>

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	2014 YTD Actuals September	2014 Budget	2014 Budget Remaining	2013 YTD Actuals September	2013 YTD Actuals December
<b>Revenue</b>					
Grants		27,000	27,000	35,000	69,098
User Fees	67,064	40,100	(26,964)	55,892	76,688
<b>Total Revenue</b>	<b>67,064</b>	<b>67,100</b>	<b>36</b>	<b>90,892</b>	<b>145,786</b>
<b>Expenditures</b>					
Wages & Benefits	218,060	304,302	86,242	293,818	384,103
Materials & Services	129,225	383,250	254,025	100,928	153,549
Debt Interest Charges	31,598	65,180	33,582	35,594	71,207
<b>Total Expenditures</b>	<b>378,883</b>	<b>752,732</b>	<b>373,849</b>	<b>430,340</b>	<b>608,859</b>
<b>Net before Financing and Transfers</b>	<b>(311,819)</b>	<b>(685,632)</b>	<b>(373,813)</b>	<b>(339,448)</b>	<b>(463,073)</b>
<b>FINANCING &amp; TRANSFERS</b>					
Interdepartmental transfers					
Fleet Related Charges	147,409	227,223	79,814	162,986	201,497
Program Support Charges	83,873	111,830	27,957	70,826	94,435
<b>Total Interdepartmental transfers</b>	<b>231,282</b>	<b>339,053</b>	<b>107,771</b>	<b>233,812</b>	<b>295,932</b>
Debt principal (advances)/repayments					
Repayment of Debt	193,869	193,691	(178)	185,937	185,937
<b>Total Debt principal (advances)/repayments</b>	<b>193,869</b>	<b>193,691</b>	<b>(178)</b>	<b>185,937</b>	<b>185,937</b>
Reserve and Capital Fund Transfers					
Transfers from reserves	(25,540)	(175,000)	(149,460)		(17,901)
Transfers to reserves	1,008,557	1,008,557		788,700	788,700
<b>Total Reserve and Capital Fund Transfers</b>	<b>983,017</b>	<b>833,557</b>	<b>(149,460)</b>	<b>788,700</b>	<b>770,799</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>1,408,168</b>	<b>1,366,301</b>	<b>(41,867)</b>	<b>1,208,449</b>	<b>1,252,668</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>					
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(1,719,987)</b>	<b>(2,051,933)</b>	<b>(331,946)</b>	<b>(1,547,897)</b>	<b>(1,715,741)</b>



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	2014 YTD Actuals September	2014 Budget	2014 Budget Remaining	2013 YTD Actuals September	2013 YTD Actuals December
<b>Revenue</b>					
Grants	135,000	270,000	135,000	127,464	252,464
User Fees	760	47,000	46,240	32,104	48,532
<b>Total Revenue</b>	<b>135,760</b>	<b>317,000</b>	<b>181,240</b>	<b>159,568</b>	<b>300,996</b>
<b>Expenditures</b>					
Wages & Benefits	87,255	126,835	39,580	89,699	121,562
Materials & Services	368,946	748,789	379,843	351,116	716,976
<b>Total Expenditures</b>	<b>456,201</b>	<b>875,624</b>	<b>419,423</b>	<b>440,815</b>	<b>838,538</b>
<b>Net before Financing and Transfers</b>	<b>(320,441)</b>	<b>(558,624)</b>	<b>(238,183)</b>	<b>(281,247)</b>	<b>(537,542)</b>
<b>FINANCING &amp; TRANSFERS</b>					
Interdepartmental transfers					
Fleet Related Charges	12,584	16,778	4,194	10,626	20,924
Program Support Charges	80,109	106,811	26,702	82,062	109,415
<b>Total Interdepartmental transfers</b>	<b>92,693</b>	<b>123,589</b>	<b>30,896</b>	<b>92,688</b>	<b>130,339</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>92,693</b>	<b>123,589</b>	<b>30,896</b>	<b>92,688</b>	<b>130,339</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>					
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(413,134)</b>	<b>(682,213)</b>	<b>(269,079)</b>	<b>(373,935)</b>	<b>(667,881)</b>

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	2014 YTD Actuals September	2014 Budget	2014 Budget Remaining	2013 YTD Actuals September	2013 YTD Actuals December
<b>Revenue</b>					
Donations	1,966		(1,966)	1,000	1,000
Grants	3,000	8,000	5,000		11,619
Interest & Penalties	11,541	23,000	11,459	23,450	19,986
Sale of land, buildings and equipment				1,000	1,000
User Fees	117,660	116,250	(1,410)	93,724	130,167
<b>Total Revenue</b>	<b>134,167</b>	<b>147,250</b>	<b>13,083</b>	<b>119,174</b>	<b>163,772</b>
<b>Expenditures</b>					
Wages & Benefits	2,044,514	2,608,952	564,438	1,820,248	2,372,156
Materials & Services	1,646,195	2,270,850	624,655	1,396,159	2,022,152
Grants	19,304	25,350	6,046	8,260	20,880
<b>Total Expenditures</b>	<b>3,710,013</b>	<b>4,905,152</b>	<b>1,195,139</b>	<b>3,224,667</b>	<b>4,415,188</b>
<b>Net before Financing and Transfers</b>	<b>(3,575,846)</b>	<b>(4,757,902)</b>	<b>(1,182,056)</b>	<b>(3,105,493)</b>	<b>(4,251,416)</b>
<b>FINANCING &amp; TRANSFERS</b>					
Interdepartmental transfers					
Fleet Related Charges	(637,523)	(855,501)	(217,978)	(712,097)	(919,478)
Program Support Charges	405,457	540,607	135,150	507,403	676,537
<b>Total Interdepartmental transfers</b>	<b>(232,066)</b>	<b>(314,894)</b>	<b>(82,828)</b>	<b>(204,694)</b>	<b>(242,941)</b>
Reserve and Capital Fund Transfers					
Transfers from reserves	(44,778)	(48,000)	(3,222)	(40,170)	(40,170)
Transfers to reserves	460,425	459,425	(1,000)	366,300	367,300
<b>Total Reserve and Capital Fund Transfers</b>	<b>415,647</b>	<b>411,425</b>	<b>(4,222)</b>	<b>326,130</b>	<b>327,130</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>183,581</b>	<b>96,531</b>	<b>(87,050)</b>	<b>121,436</b>	<b>84,189</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>					
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(3,759,427)</b>	<b>(4,854,433)</b>	<b>(1,095,006)</b>	<b>(3,226,929)</b>	<b>(4,335,605)</b>

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	2014 YTD Actuals September	2014 Budget	2014 Budget Remaining	2013 YTD Actuals September	2013 YTD Actuals December
<b>Revenue</b>					
Donations		100	100		
Fine Revenue	64,289	70,000	5,711	60,443	63,755
Grants					3,015
Interest & Penalties	(1,357)		1,357	(1,140)	(1,228)
Sale of land, buildings and equipment				89	89
User Fees	430,417	783,067	352,650	457,477	721,705
<b>Total Revenue</b>	<b>493,349</b>	<b>853,167</b>	<b>359,818</b>	<b>516,869</b>	<b>787,336</b>
<b>Expenditures</b>					
Wages & Benefits	834,769	1,211,023	376,254	898,506	1,233,886
Materials & Services	1,120,023	1,595,856	475,833	931,664	1,374,091
Grants		14,467	14,467		
<b>Total Expenditures</b>	<b>1,954,792</b>	<b>2,821,346</b>	<b>866,554</b>	<b>1,830,170</b>	<b>2,607,977</b>
<b>Net before Financing and Transfers</b>	<b>(1,461,443)</b>	<b>(1,968,179)</b>	<b>(506,736)</b>	<b>(1,313,301)</b>	<b>(1,820,641)</b>
<b>FINANCING &amp; TRANSFERS</b>					
Interdepartmental transfers					
Fleet Related Charges	38,901	51,868	12,967	44,665	55,994
Allocation of Gaming Revenues				(346,500)	(346,500)
Program Support Charges	(300,762)	(401,015)	(100,253)	(311,663)	(415,550)
<b>Total Interdepartmental transfers</b>	<b>(261,861)</b>	<b>(349,147)</b>	<b>(87,286)</b>	<b>(613,498)</b>	<b>(706,056)</b>
Reserve and Capital Fund Transfers					
Transfers from reserves		(35,000)	(35,000)		
Transfers to reserves	553,400	611,600	58,200	1,058,400	1,112,508
<b>Total Reserve and Capital Fund Transfers</b>	<b>553,400</b>	<b>576,600</b>	<b>23,200</b>	<b>1,058,400</b>	<b>1,112,508</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>291,539</b>	<b>227,453</b>	<b>(64,086)</b>	<b>444,902</b>	<b>406,452</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>					
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(1,752,982)</b>	<b>(2,195,632)</b>	<b>(442,650)</b>	<b>(1,758,203)</b>	<b>(2,227,093)</b>

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	2014 YTD Actuals September	2014 Budget	2014 Budget Remaining	2013 YTD Actuals September	2013 YTD Actuals December
<b>Revenue</b>					
Donations	4,508	2,500	(2,008)	5,712	6,112
Gaming Revenues	150		(150)		
Grants	4,600	12,100	7,500		4,100
User Fees	5,629	11,000	5,371	12,249	9,798
<b>Total Revenue</b>	<b>14,887</b>	<b>25,600</b>	<b>10,713</b>	<b>17,961</b>	<b>20,010</b>
<b>Expenditures</b>					
Wages & Benefits	273,718	391,180	117,462	279,720	368,514
Materials & Services	51,381	89,815	38,434	39,847	54,916
Grants	2,382,431	2,656,870	274,439	1,518,000	2,043,539
Partnership Programs	46	63,650	63,604	23,244	61,891
<b>Total Expenditures</b>	<b>2,707,576</b>	<b>3,201,515</b>	<b>493,939</b>	<b>1,860,811</b>	<b>2,528,860</b>
<b>Net before Financing and Transfers</b>	<b>(2,692,689)</b>	<b>(3,175,915)</b>	<b>(483,226)</b>	<b>(1,842,850)</b>	<b>(2,508,850)</b>
<b>FINANCING &amp; TRANSFERS</b>					
Interdepartmental transfers					
Allocation of Gaming Revenues	(165,000)	(355,600)	(190,600)	(311,292)	(311,292)
Program Support Charges	60,597	80,796	20,199	64,339	85,785
<b>Total Interdepartmental transfers</b>	<b>(104,403)</b>	<b>(274,804)</b>	<b>(170,401)</b>	<b>(246,953)</b>	<b>(225,507)</b>
Reserve and Capital Fund Transfers					
Transfers from reserves	(5,000)	(5,000)		(35,000)	(35,000)
Transfers to reserves	230,000	230,000		30,000	30,000
<b>Total Reserve and Capital Fund Transfers</b>	<b>225,000</b>	<b>225,000</b>		<b>(5,000)</b>	<b>(5,000)</b>
<b>NET FINANCING &amp; TRANSFERS</b>	<b>120,597</b>	<b>(49,804)</b>	<b>(170,401)</b>	<b>(251,953)</b>	<b>(230,507)</b>
<b>(SURPLUS)/DEFICIT CARRYFORWARD</b>					
General (surplus) deficit	(507,470)	(507,470)		(5,719)	(5,719)
<b>Total (SURPLUS)/DEFICIT CARRYFORWARD</b>	<b>(507,470)</b>	<b>(507,470)</b>		<b>(5,719)</b>	<b>(5,719)</b>
<b>DEPARTMENT NET REVENUE /( EXPENDITURE)</b>	<b>(2,305,816)</b>	<b>(2,618,641)</b>	<b>(312,825)</b>	<b>(1,585,178)</b>	<b>(2,272,624)</b>