



Finance Committee Meeting Minutes

May 13, 2025

2:00 - 3:00 pm

Attendees: Brandon Makowecki, Christine Moore, Steve Burford
Staff: DeAnn Hunter, Clarissa Robinson, Chandon Griffin

1. Welcome/Land Acknowledgement

Christine welcomed everybody to the meeting and called the meeting to order.

2. Approval of Agenda

To approve the agenda as presented.

Brandon/Steve/Carried

3. Approval of Minutes – March 7, 2025 (attached)

To approve the minutes of March 7, 2025 as presented.

Brandon/Steve/Carried

4. Financial Report (attached)

Clarissa presented the Fiscal 2025 highlights to the committee, noting that the purpose of this document is to comment on variances between the current year and prior year actuals, whereas the quarterly finance report comments on variances to budget.

The committee appreciated the breakdown of the causes for the change in revenue.

When reviewing the increases in expenditures, further details were requested regarding the 18 additional positions. Clarissa will add these details to the report.

There was also discussion regarding the significant increase in travel and meetings. Specifically, when reviewing mileage, once a certain threshold is met, it would be more cost effective to purchase a vehicle rather than continually reimburse staff. Clarissa will review the average mileage per person, as well as adjust the mileage rate to be more in line with the Government of Alberta rate.

a. Q4 Financial Reports – before amortization (attach.)

Clarissa presented the Q4 Financial Reports. The Balance Sheet provides variances to both the prior quarter as well as the prior year. The increase in cash is mainly attributed to the donation from ECSA Charitable Properties, noting that this is only a partial payment. The reason for the partial payment was attributed to the need for operating cashflows in Charitable Properties, which are anticipated to reach a sufficient level by summer.

It was also pointed out that in the prior year, the benefits clearing account was written off as it did not meet the definition of an asset (due to the uncertainty regarding its collectibility). In the current year, enCompass did receive a portion of the benefits pool when leaving the group benefits plan, so the prior year write-off was reversed and the benefits account is now reconciled monthly to the statement of account.

There were no further questions regarding the Summary by Program or the Account Details as the information provided in the report was sufficient.

b. Balance Sheet – after amortization (attach.)

No significant changes were noted on the balance sheet, aside from updates related to capitalization.

c. Schedule of Operations by Program (attach.)

Clarissa presented a draft Schedule of Operations by Program. This schedule is attached to the audited financial statements, but is not included in the audit opinion.

The purpose of this schedule is to provide further information regarding the various programs, as well as reconcile to the net program cashflow, which ultimately impacts the Board restricted reserves.

Proposed changes include the addition of a column for Agency Development, as funding has been obtained for specific projects and therefore it would be inaccurate to include these in Unrestricted Funds. These projects include leadership development, the agency rebrand, and overall agency growth initiatives.

Also, the category of Other has been reduced by splitting out Project grants and John Howard Society of Canada (CBSA).

Further discussion took place regarding the allocation of Unrestricted Funds to either Lease Properties or Agency Development, and the subsequent allocation to the Board restricted reserve accounts. In the absence of a reserve policy, it is unclear where the surplus should be allocated. The committee asks that a policy be drafted and presented at a future meeting. Management will plan to have this available for review in the fall.

As it is believed that neither fund is of significantly higher priority than the other at this time, the committee agreed that an allocation in line with management's proposed allocation was appropriate. It was noted that as the audit is ongoing, the dollar amounts may vary from what is presented. As a result, the recommendation from the Committee is to make their recommendation based on a percentage of the surplus. See below for the formal motion.

d. Decision Record – Allocation of Surplus (attach.)

The Finance Committee recommends that the Board allocate the fiscal 2025 surplus between the two existing reserve accounts as follows:

105th Street Capital Reserve – 51%

Future Funding Reserve – 49%

Brandon/Steve/Carried

5. Key Performance Indicators – Draft (attach.)

In response to a request from the committee at the March 7th meeting, management has drafted Key Performance Indicators to be provided to the committee going forward.

Some historical information was included in order to assist in determining what a “normal” level is, however it was noted that with the significant changes that have occurred, a historical view may not be the most appropriate.

A stretch target for revenue will be introduced to account for economic uncertainty. This target will serve as an aspirational benchmark, and the committee will determine the degree of the stretch based on external conditions.

A baseline revenue level will be created, with an initial benchmark set around a 5% increase. The stretch target will exceed this baseline to encourage strategic growth.

These metrics will continue to evolve over time, with the committee in agreement that this was a sufficient starting point. More information will be brought back in the fall. The draft is attached to this minutes.

6. Administration update (verbal)

a. IT

Scott, the new IT Manager, started last month and has been collaborating with Danny and Tony to develop a comprehensive IT strategy for the agency.

The budget includes funds allocated for a managed service provider. The extent of MSP involvement will be determined based on the plan Scott presents, ensuring alignment with agency needs.

An overall IT report will be generated to present to the Finance Committee. This report will outline current IT operations, strategic goals, and any budgetary considerations.

b. Capital

The space needs assessment remains in progress, aiming to identify current and future requirements to optimize facility usage and planning. Funding sources are also being explored at the same time.

7. New business

There were no new items brought forward for discussion at this time.

8. Adjournment

The meeting was adjourned at 3:00 PM.

enCompass Community Safety Agency
Finance Report
Key Performance Indicators

Description	For the year ended March 31, 2024	For the year ended March 31, 2025	For the year ended March 31, 2026 - Budget	Baseline	Stretch Goal	Over/Under
Current Ratio	1.24	1.22	-		1.2	1.4
Staff vacancy rate*	1.02%	2.36%	3.79%		2.50%	-0.14%
Admin Ratio	13.31%	14.93%	16.44%		15.00%	-0.07%
Revenue Growth Rate	1.89%	14.05%	-1.22%		5.00%	10.00%
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						-

*actual cost compared to cost if fully staffed

Calculations

	For the year ended March 31, 2024	For the year ended March 31, 2025	For the year ended March 31, 2026 - Budget
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Current Ratio

Current Asset	2471617.8	3,101,078	
Current Liabilites	1992911	2,539,668	
	1.24	1.22	

Staff vacancy rate (based on costs)

Salaries - actuals	6,648,477	7,824,421	8,115,216
Salaries - full cost	6,716,614	8,009,230	8,422,874
Difference	68,137	184,809	307,658
	1.02%	2.36%	3.79%

Admin Ratio - excl amortization and admin allocation

Total Admin Exp	1,509,340	2,208,885	2,441,072
Total Exp	11,340,740	14,794,550	14,845,494
	13.31%	14.93%	16.44%

Revenue Growth Rate - excl amortization, admin allocation and internal rent

Current year revenue	11,351,195	12,946,601	12,788,791
Prior year revenue	11,140,397	11,351,195	12,946,601
Difference	210,798	1,595,406	(157,810)
	1.89%	14.05%	-1.22%