

# FOOTHILLS COUNTY

INDICATORS OF FINANCIAL CONDITION  
For the year ended December 31, 2025

DRAFT



# Introduction

A Key Performance Indicator (KPI) is a metric used to evaluate factors that are crucial to the success of an organization. The importance of each KPI may change with time depending on the goals and strategic plans of the organization.

When reviewing KPIs, it is important to not only compare to past performance and desired goals, but to consider industry standards and benchmarks.

The following information has been provided in order to provide you some insight into some important KPIs for your organization.

It is important to review the underlying information of your municipality in order to determine cause and create desired change.

*The underlying data for this report was taken from the financial data publicly available found on the Alberta Municipal Affairs website.*

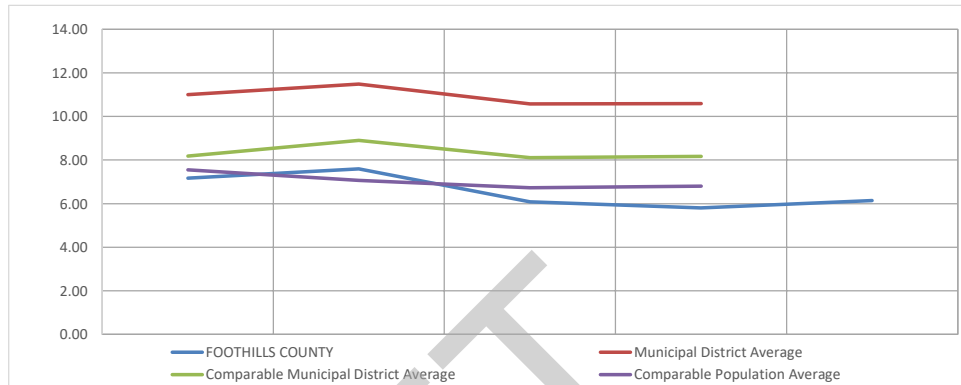
*Comparable municipalities were determined based on a range of 75% to 125% of your population.*

2021                      2022                      2023                      2024                      2025

**SUSTAINABILITY INDICATORS**

**Assets to Liabilities**

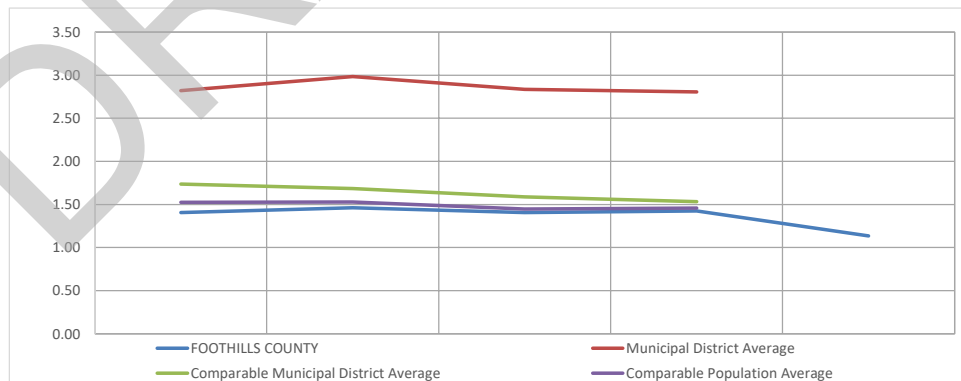
This indicator illustrates the extent a government finances its operations by issuing debt. A ratio higher than one indicates that a government has accumulated surplus and has assets greater than debt. A ratio of less than one indicates that debt is greater than assets and the government has been financing its operations by issuing debt.



Total assets	300,300,667	301,693,612	312,260,809	324,307,281	332,697,845
Total liabilities	41,859,254	39,712,138	51,323,976	55,791,675	54,237,842
Assets to liabilities	7.17	7.60	6.08	5.81	6.13
Municipal District Average	10.99	11.49	10.58	10.59	
Comparable Municipal District Average	8.18	8.91	8.11	8.17	
Comparable Population Average	7.56	7.07	6.73	6.81	

**Financial assets to liabilities**

This indicator illustrates the ratio of a government's financial assets to its liabilities. A result lower than one indicates a net debt position and future revenues will be required to pay for past transactions. A result higher than one indicates net financial assets and financial resources are on hand that can finance future operations. A trend showing increases in net debt or reductions in net financial assets may not be sustainable.



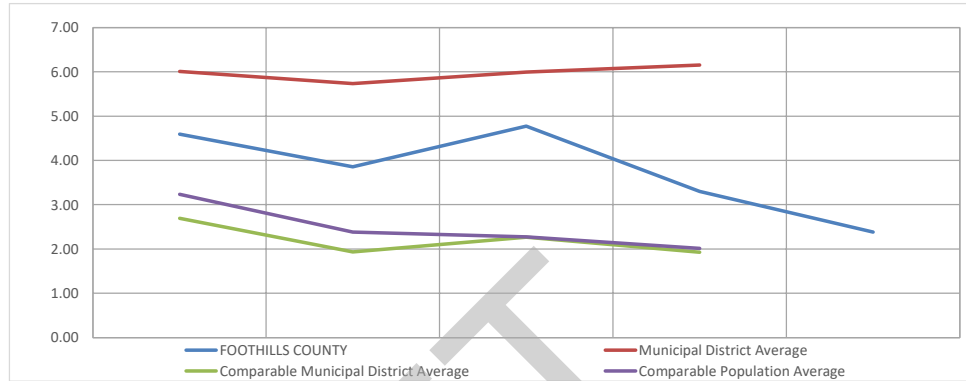
Total financial assets	58,870,051	58,134,229	72,164,610	79,551,581	61,564,736
Total liabilities	41,859,254	39,712,138	51,323,976	55,791,675	54,237,842
Financial assets to liabilities	1.41	1.46	1.41	1.43	1.14
Municipal District Average	2.82	2.99	2.83	2.81	
Comparable Municipal District Average	1.74	1.68	1.59	1.53	
Comparable Population Average	1.52	1.53	1.45	1.46	

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**Current Ratio**

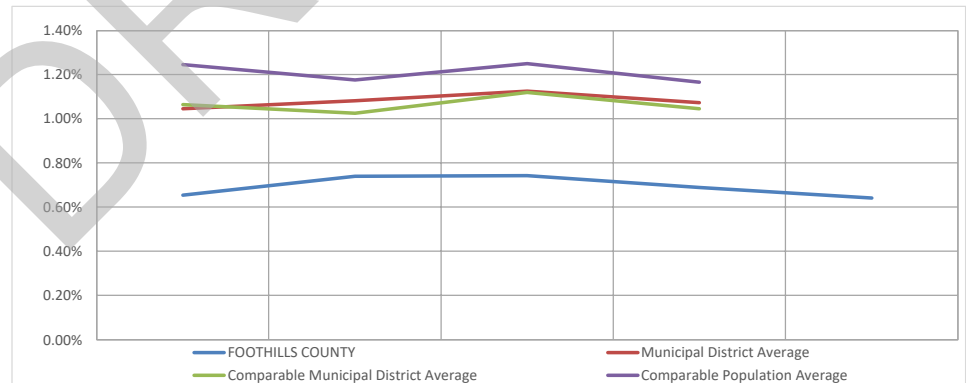
The ratio of current assets (cash, temporary investments, accounts receivable) to current liabilities (accounts payable, temporary borrowings, current repayment obligations on long-term borrowings). This ratio is an indication of the governments ability to meet short term obligations.



Current assets	58,233,375	54,030,180	71,597,897	79,093,994	60,508,880
Current liabilities	12,687,503	14,015,759	14,998,928	23,986,324	25,363,028
Assests to liabilities	4.59	3.85	4.77	3.30	2.39
Municipal District Average	6.01	5.74	5.99	6.15	
Comparable Municipal District Average	2.70	1.93	2.27	1.93	
Comparable Population Average	3.24	2.38	2.27	2.02	

**Operating expenses to taxable assessment**

This indicator provides the trend of government spending over time in relation to the growth in the economy. A trend that shows total expense is growing at a faster rate than the growth in the economy may not be sustainable.



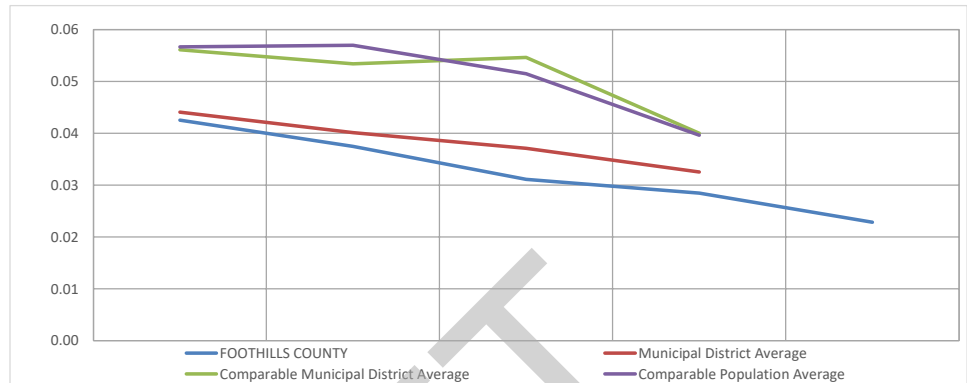
Operating expenses	52,781,295	58,641,470	63,224,534	64,513,179	67,252,147
Taxable assessment	8,064,558,790	7,920,648,053	8,502,819,856	9,370,586,730	10,473,292,863
Operating expenses to taxable assessment	0.65%	0.74%	0.74%	0.69%	0.64%
Municipal District Average	1.05%	1.08%	1.13%	1.07%	
Comparable Municipal District Average	1.06%	1.03%	1.12%	1.05%	
Comparable Population Average	1.25%	1.18%	1.25%	1.17%	

2021                      2022                      2023                      2024                      2025

**FLEXIBILITY INDICATORS**

**Public debt charges to revenues**

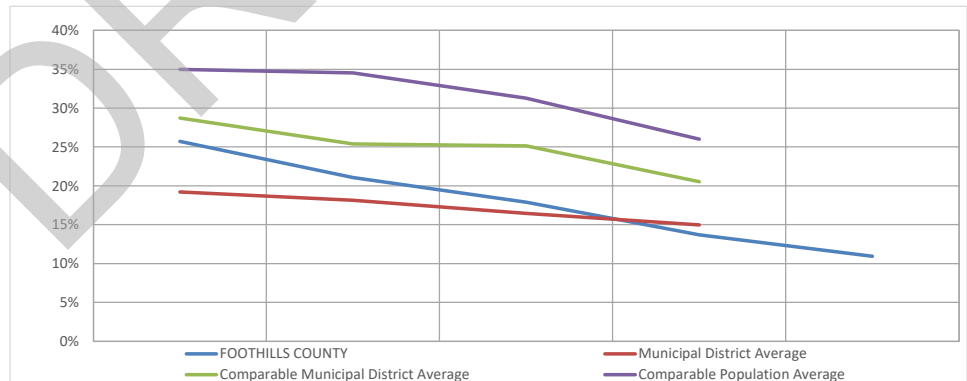
This indicator measures public debt charges as a percentage of revenues. It illustrates the extent to which past borrowing decisions present a constraint on the ability to meet financial and service commitments in the current period. Specifically, the more a government uses revenues to fund debt servicing, the less will be available for program spending.



Debt servicing	2,029,734	2,055,075	1,794,615	1,794,614	1,497,971
Operating revenue	47,745,494	54,879,528	57,689,385	63,045,465	65,668,725
Public debt charges to revenues	0.04	0.04	0.03	0.03	0.02
Municipal District Average	0.04	0.04	0.04	0.03	
Comparable Municipal District Average	0.06	0.05	0.05	0.04	
Comparable Population Average	0.06	0.06	0.05	0.04	

**Debt to Revenue Percentage**

The total amount of municipal borrowings, including long term capital leases, as a percentage of total municipal revenues. This indicator demonstrates the growth in revenue compared to changes in debt. An increasing trend would indicate the municipality is increasing its debt load faster than its revenue is growing, which may not be sustainable.



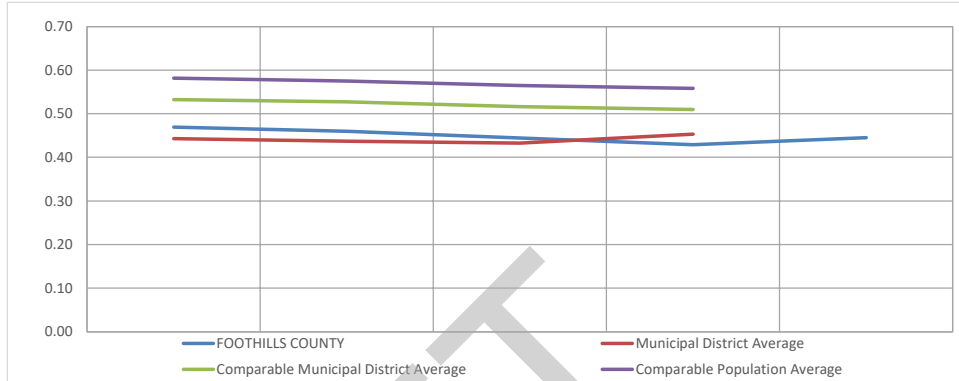
Total long term debt principal balance	15,069,179	13,095,228	11,374,839	9,874,226	8,336,952
Total revenue	58,575,950	62,181,531	63,544,415	72,091,952	76,237,082
Debt to revenue	26%	21%	18%	14%	11%
Municipal District Average	19%	18%	16%	15%	
Comparable Municipal District Average	29%	25%	25%	21%	
Comparable Population Average	35%	35%	31%	26%	

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2021                      2022                      2023                      2024                      2025

**Net book value to cost of tangible capital assets**

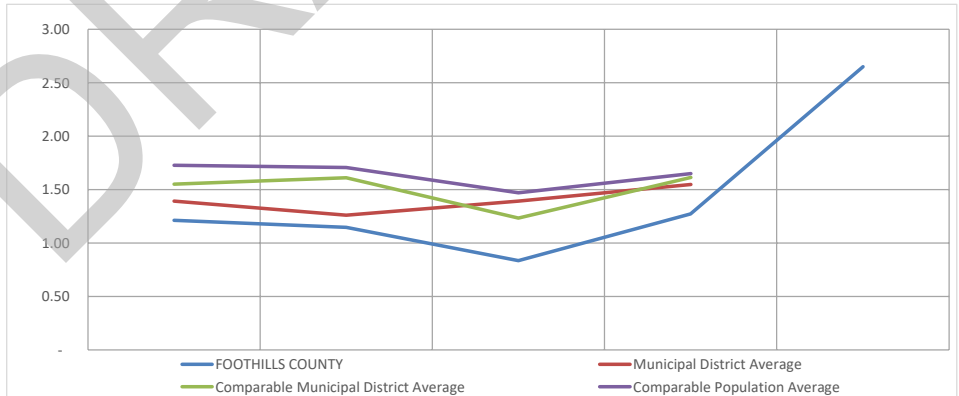
This indicator is important because it reports the extent that the estimated useful lives of tangible capital assets are available to provide its services. If a government's scale, scope and level of services remain unchanged or grow, its asset base could eventually impair flexibility because of the impending future costs of capital asset repair or replacement.



Net book value	236,387,361	238,464,091	236,309,644	231,362,113	257,700,622
Cost of tangible capital assets	503,296,054	518,406,894	532,150,741	539,636,380	579,327,167
Net book value to cost of tangible capital assets	0.47	0.46	0.44	0.43	0.44
Municipal District Average	0.44	0.44	0.43	0.45	
Comparable Municipal District Average	0.53	0.53	0.52	0.51	
Comparable Population Average	0.58	0.57	0.56	0.56	

**Infrastructure Investment**

The total cost of annual additions (through purchases or construction) to tangible capital assets (vehicles, equipment, buildings, roads, utility infrastructure, land) relative to the annual amortization (depreciation) on all tangible capital assets - measured as a five-year average.



Tangible capital assets additions	19,612,390	19,584,261	14,299,974	21,608,274	43,998,143
Annual amortization expense	16,177,187	17,083,239	17,128,794	16,974,440	16,595,321
Additions to amortization expense	1.21	1.15	0.83	1.27	2.65
Municipal District Average	1.39	1.26	1.39	1.55	
Comparable Municipal District Average	1.55	1.61	1.23	1.61	
Comparable Population Average	1.73	1.71	1.47	1.65	

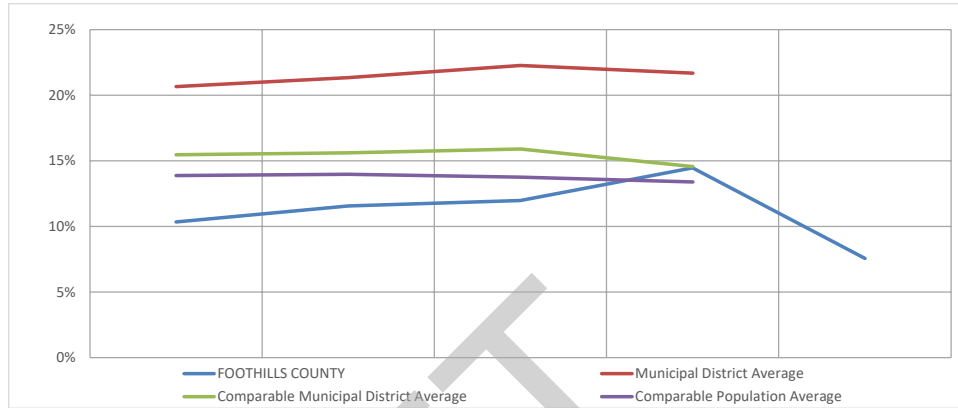


2021                      2022                      2023                      2024                      2025

**OTHER INDICATORS**

**Reserves to total accumulated surplus**

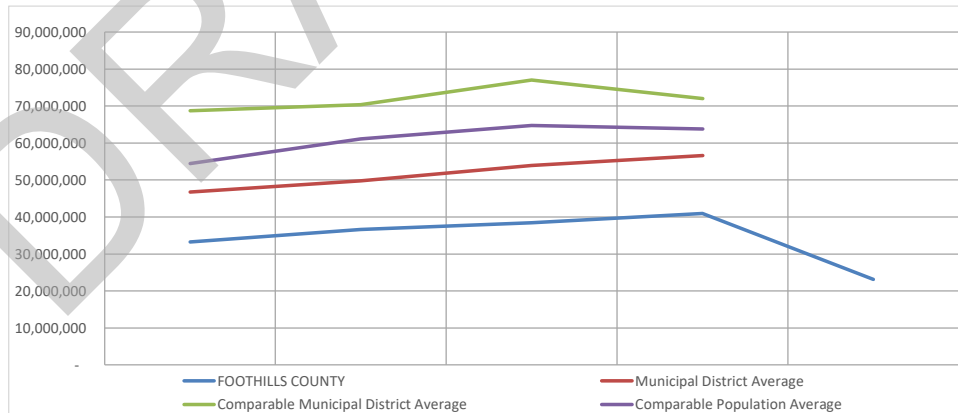
The purpose of this ratio is to show the proportion of total accumulated surplus that has been internally restricted. This indicator provides insight on the change in reserves in relation to overall accumulated surplus. A decrease would show that the government has drawn on past reserves to fund current operations.



Accumulated surplus - restricted	26,740,044	30,288,492	31,205,174	38,817,557	21,025,117
Overall accumulated surplus	258,441,413	261,981,474	260,936,833	268,515,606	278,460,003
Restricted surplus to accumulated surplus	10%	12%	12%	14%	8%
Municipal District Average	21%	21%	22%	22%	-
Comparable Municipal District Average	15%	16%	16%	15%	-
Comparable Population Average	14%	14%	14%	13%	-

**Accumulated surplus available for future use**

Accumulated surplus, to the extent it has not been invested in Tangible Capital Assets, represents overall surplus that is available for future use. This consists of unrestricted surplus and reserves and shows trends in spending vs. saving. This indicator only shows total surplus; the overall size of the municipality is not taken into account.



Accumulated surplus - restricted	26,740,044	30,288,492	31,205,174	38,817,557	21,025,117
Accumulated surplus - unrestricted	6,499,572	6,324,120	7,228,241	2,111,020	2,090,400
Total accumulated surplus	33,239,616	36,612,612	38,433,415	40,928,577	23,115,517
Municipal District Average	46,717,275	49,815,475	53,934,924	56,591,338	-
Comparable Municipal District Average	68,723,511	70,408,491	77,086,186	72,025,412	-
Comparable Population Average	54,441,950	61,140,504	64,719,424	63,798,109	-



## Comparable Listing

Comparables were determined on a range of 75% to 125% of your population

### **Total Municipal District Count: 63**

#### **Comparables - Same Type (4)**

Municipal District list with a comparable population

FOOTHILLS COUNTY  
GRANDE PRAIRIE NO. 1, COUNTY OF  
RED DEER COUNTY  
STURGEON COUNTY

#### **Comparables - Any Type (8)**

List used for comparable populations

BEAUMONT  
CAMROSE  
CHESTERMERE  
FOOTHILLS COUNTY  
GRANDE PRAIRIE NO. 1, COUNTY OF  
RED DEER COUNTY  
STONY PLAIN  
STURGEON COUNTY

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