



**West Hants**  
something inspiring awaits

**WEST HANTS REGIONAL MUNICIPALITY  
Audit Committee – Meeting Agenda  
February 2, 2022, 6:00 p.m.  
Via Zoom and Facebook Livestreamed**

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1. Call to Order
2. Declaration(s) of Conflict of Interest
3. Announcements
4. Approval of Agenda, including additions or deletions
5. Approval of October 20, 2021 Minutes, including additions or deletions
6. New Business
  - (a.) Recommendation Report – West Hants Dial-A-Ride Funding
  - (b.) Information Report – 2019-2020 Financial Condition Index
  - (c.) Information Report – Financial Update- Month Ending December 31/2021
7. Date of Next Meeting – May 2022
8. Adjournment



**West Hants**  
something inspiring awaits

**WEST HANTS REGIONAL MUNICIPALITY  
Audit Committee – Meeting Agenda (REVISED)  
October 20, 2021, 6:00 p.m.  
Via Zoom and Facebook Livestreamed**

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1. Call to Order
2. Declaration(s) of Conflict of Interest
3. Announcements
4. Approval of Agenda, including additions or deletions
5. Approval of May 26, 2021 Minutes, including additions or deletions
6. New Business
  - (a.) Audit Presentation (REVISED)
  - (b.) Financial Update to August 31, 2021 (REVISED to include report)
  - (c.) Review of Committee Composition – terms served, member eligibility for reappointment, nominations
  - (d.) Discussion Topic – going forward do we continue to hold Audit Committee meetings virtually or in-person?
7. Date of Next Meeting – January 2022
8. Adjournment



**West Hants**

something inspiring awaits

**WEST HANTS REGIONAL MUNICIPALITY  
Audit Committee Meeting Minutes  
October 20, 2021, 6:00 p.m.  
Via Zoom and Facebook Livestreamed**

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**Present:** Abraham Zebian  
Ed Sherman  
Glenn Robinson  
Jane Davis  
Carlee Rochon  
Mark Phillips  
Diana Gibson

Carmen Dewar-Miller  
Andy Forse

Mayor / Committee Chair  
Councillor, District 7  
Resident Member (*joined at 6:42pm*)  
Resident Member  
Director of Financial Services  
Chief Administrative Officer (CAO)  
Manager of Accounting & Financial  
Reporting  
Administrative Assistant  
Auditor, Kent & Duffett (*left at 6:27pm*)

1. **Call to Order** - Mayor Zebian called the meeting to order at 6:02pm
2. **Declaration(s) of Conflict of Interest** - No declarations
3. **Announcements** - No Announcements
4. **Approval of Agenda, including additions or deletions**  
Mayor Zebian asked for a motion to approve the agenda  
**MOVED by Resident Member Davis and Councillor Sherman that the agenda be approved.**  
**Motion Carried.**
5. **Approval of May 26, 2021 Minutes, including additions or deletions**  
Mayor Zebian asked for a motion to approve the minutes  
**MOVED by Councillor Sherman and Resident Member Davis that the minutes be approved.**  
**Motion Carried.**
6. **New Business**
  - a) **Audit Presentation**  
Auditor Andy Forse of Kent and Duffett presented the financial audit results

Mr. Forse thanked Director Rochon and staff for the immense amount of work done within condensed time frames. The audit process started from zero as there was no historical testing available for the new municipal unit. The province has been delayed in sending items such as the FIR (Financial Information Return), which was due Sep. 30.

Mr. Forse explained that an audit is not a judgement on how money is spent. Auditors offer an unqualified opinion (no reservations) on whether financial statements are prepared accurately and fairly so that the users of these statements can make informed decisions based on the information found within. Mr. Forse is happy to report that the West Hants Regional Municipality's financial statements are free from any misstatements.

Mr. Forse noted that the entire Council expenses, including the Mayor and CAO are under \$5000, the lowest he has ever seen.

For Year One, the Auditors conducted thorough testing using many different methods. They look for a high level (95-98%) of assurance. They concluded there was sufficient and appropriate evidence this year, with no evidence of misstatement or possible or actual fraud. They evaluated the internal control system and determined that the controls are designed and operating effectively.

Mr. Forse referenced the Consolidated Statement of Financial Activities, on page three of the Financial Statement, as a page that may cause confusion for non-educated users. West Hants is showing a very large surplus. Residents may have questions regarding this surplus.

The reason for this \$15 million surplus from all funds is mostly due to grants and funding from unusual things like capital items (Sports Complex, COVID funding). These are not budgeted items. Most of the money in this surplus is coming from Safe Restart and the grant for the Sports Complex and being spent on capital projects.

The general operating fund is essentially break even. There was an approximately \$1 million surplus in the water fund. A deficit would indicate that water rates are insufficient, not the case here. Both utilities are properly funded with Windsor's water utility creating the larger surplus. Something to watch, as you want to break even every year unless the surplus is being saved for upcoming capital projects. Good to see that most of the surplus comes from non-budgeted items.

Mr. Forse mentioned that this is a starting point for the new municipal unit and pointed out that the net assets line is reflecting a positive number – 2.8 million dollars. Neither Windsor nor West Hants were in a positive position at the end of last year. There has been a turnaround, primarily due to receiving so much funding through the consolidation process, COVID Safe Restart and some other capital grants.

The municipality has a healthy cash position, much of that in the reserves. Due to grants, the new entity is starting out well-funded. Long-term debt is at a very manageable rate. Liabilities are also manageable - residents should feel comfortable. Reserves are approximately \$18 million. Positive cash position, positive net assets position. A very strong result for year one.

Auditors are expected to offer an opinion in a letter, which will be sent to Director Rochon. This letter contains the auditors' comments towards internal controls. For West Hants Regional Municipality, there is nothing to report. It is common for municipal units to have segregation of duties as a finding for internal control deficiencies due to not having sufficient human resources to segregate all duties of the jobs that need to be done. There is some possible threat for manipulation of the role of Director of Financial Services but there are sufficient compensating controls over risk of lack of segregation of duties. Through testing it was determined that there was no risk of manipulation.

Director Rochon addressed the Consolidation Reserve on page 43. The opening balance of this reserve is the amount remaining from provincial funds received by the Coordinating Committee to manage consolidation. In April a deposit of \$4.75 million was received. \$4 million was earmarked for the Sports Complex and \$750,000 for consolidation expenses such as branding and signage (operating transition). We are still waiting on a response from the province regarding the infrastructure funds piece, so this is not the maximum amount of funds received yet.

Director Rochon requested that the Committee put forward a motion recommending to Council that the Audited Consolidated Financial Statement be approved.

**MOVED by Resident Member Davis and Councillor Sherman that the Audit Committee recommends that Council approve the audited Consolidated Financial Statement ending March 31, 2021 for West Hants Regional Municipality as presented to the Audit Committee.  
Motion Carried**

b) Financial Update to August 31, 2021

Director Rochon reviewed this summary of where we are from a financial standpoint to the end of Aug. 31, 2021. This report focused on revenue and expenditure highlights as well as some new items and overall financial implications. (A report to the end of Q2 (September 30<sup>th</sup>) is not yet completed as it is still being finalized.)

Discussion Points

- Fiscal services in general are projecting to be lower. This section covers education, the Public Housing Authority, PVSC, Corrections and the Regional Library. Biggest variance relates to the education piece.

There is no plan yet for double Equalization. Director Rochon's recommendation is to put it into a reserve similar to the smoothing reserve set up for Hantsport Equalization. Committee Members agree with this recommendation.

- c) Review of Committee Composition – terms served, member eligibility for reappointment, nominations  
Per the Audit Committee's Terms of Reference and Council's Meeting and Committee Procedural Policy, Director Rochon will be reaching out to committee members regarding eligibility and reappointments. She will bring this item forward to Council to reappoint or appoint the Audit Committee members for next year
- d) Discussion Topic – going forward do we continue to hold Audit Committee meetings virtually or in-person?

Discussion Points

- Committee is open to proceed either way but in-person is preferred, most would like to return to Council Chambers
- With Zoom, the audio quality is improved, no one is speaking through masks. Per current policy, masks are still required to be worn during in-person meetings
- Public health directives may look different before the next meeting in January
- We can accommodate a hybrid model of zoom and in-person
- In-person is the decision of the Committee

**7. Date of Next Meeting – January 2022**

Typically, last Wednesday of the month, date to be determined closer to January

**8. Adjournment**

Mayor Zebian called for a motion to adjourn

**MOVED by Councilor Sherman and Resident Member Davis that the meeting be adjourned.**

**Motion Carried.**

*Meeting adjourned at 6:48pm*

X

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Committee Chair



**WEST HANTS REGIONAL MUNICIPALITY REPORT**

Information <input type="checkbox"/>	Recommendation <input checked="" type="checkbox"/>	Decision Request <input type="checkbox"/>	Councillor Activity <input type="checkbox"/>
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**To:** Audit Committee

**Submitted by:** *Carlee Rochon*  
 Carlee Rochon, Director, Financial Services

**Date:** February 2, 2022

**Subject:** West Hants Dial-A-Ride Funding

**LEGISLATIVE AUTHORITY**

Municipal Government Act 44 (f)

**RECOMMENDATION or DECISION REQUEST**

Audit Committee recommends:

That Council approve entering into a three-year funding agreement with West Hants Dial-A-Ride, to allow for annual transportation funding beginning in 2022-23.

**BACKGROUND**

Property <input type="checkbox"/>	Public Opinion <input type="checkbox"/>	Environment <input type="checkbox"/>	Social <input checked="" type="checkbox"/>	Economic <input checked="" type="checkbox"/>	Councillor Activity <input type="checkbox"/>
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During the 2020-21 annual grant process, Council directed staff to review and consider adding West Hants Dial-A-Ride as a line item within the budget. At a subsequent Committee of the Whole meeting staff expressed concerns related to the implications of Public Accounting Standards surrounding control. Staff advised Council that this financial matter and associated risks should be reviewed by the Audit Committee.

Staff requested financial details from West Hants Dial-A-Ride as well as their comments on internal control processes. Based on staff’s analysis of West Hants Dial-A-Ride, some internal

control weaknesses were pinpointed which are now in the process of being addressed through a strategic plan.

West Hants Dial-A-Ride does not prepare audited financial statements. The financial statements are prepared internally by management and forwarded to an accounting firm to prepare a notice-to-reader. This information undergoes no testing and the accountant offers no opinion or assurances. Secondly, West Hants Dial-A-Ride has indicated to municipal staff that they do not have a procurement policy.

As part of their record-keeping for grants received, Dial-A-Ride enters all of the information from each drive into a spreadsheet and financial system.

For example:

- Drive pick ups
- Drive drop offs
- Date of drive
- Demographic category of passenger (senior, general, or youth)
- Number of passengers (typically just one)
- Wheelchair passenger or not
- Reason for travel (medical, personal errands, social, etc.)
- Full price of drive, subsidized amount, and remainder of the price charged to passenger

Reviewing other, similar funding arrangements, an annual submission of audited financial statements and reporting are commonly required. Our procurement policy also states that funding greater than \$25,000, if used for a capital project, the grant recipient's procurement practices must meet or exceed those practices used by the Municipality.

This would be a concern if West Hants Dial-A-Ride were to have an operational surplus and use surplus funds to purchase a new van. The municipality may wish to propose a restriction on the funds through the agreement.

Applying too many conditions could result in implications from accounting standard PSAB 1300 – Government Reporting Entity. This could result in a simple note disclosure on our statements or consolidating West Hants Dial-A-Ride's financial records into our annual audited statements.

Staff are recommending that this be avoided as follows:

- Not requesting or changing any operational missions or mandates
- No governance oversight at a board level
- Not establishing or changing policies
- No involvement in operational resource deployment

## **DISCUSSION**

For Audit Committee purposes, the proposed conditions will mimic those of other agreements. This will alleviate concerns regarding internal controls mentioned above without triggering a

government reporting entity relationship, while also ensuring minimum risk is taken with taxpayers' funds.

Staff are recommending a three-year funding agreement, that will fund \$30,000 through the transportation budget. This figure will be adjusted annually by the consumer price index (CPI) as part of budget deliberations. The amount would be disbursed in two payments once the following reporting requirements are met:

- Annual Reporting Requirements (triggers 1<sup>st</sup> installment – June 30):
  - Audited Statements
  - Proof of good standing at the Registry of Joint Stocks
  - Plan for annual funding
- Bi-Annual Reporting Requirements (triggers 2<sup>nd</sup> installment – December 31):
  - Six-month budget to actual report
  - Statistics on ridership

Funds would be restricted for operational use to promote and provide ride subsidies.

## **NEXT STEPS**

If the Council motion fails, funding for West Hants Dial-A-Ride will be considered through the annual grant process.

If the Council motion passes, the agreement will be drafted with the conditions and reporting requirements outlined in this report and discussed with West Hants Dial-A-Ride.

Once the agreement is signed, providing all reporting conditions are met, the funding disbursement would begin in fiscal 2022-23.

## **FINANCIAL IMPLICATIONS**

Annual budget amount of \$30,000 will be allocated under the transportation section of the 2022-23 budget and make up part of the general tax rate.

## **ALTERNATIVES**

- Audit Committee may choose not to recommend an annual funding agreement and propose that Council consider their application through the annual grant process.
- Audit Committee may choose to proceed with the recommendation of an agreement but add additional requirements, knowing that this may have financial implications on the annual financial statements.


## **ATTACHMENTS**

- West Hants Dial-A-Ride Financial Statements – Ending December 31, 2020

**CHIEF ADMINISTRATIVE OFFICER REVIEW**

The Director's report and recommendation is in alignment with past discussions by Council.  
Please note the "requirements" noted in the Discussion Section of the report.

I support the recommendation.

Report Prepared by:   
Carlee Rochon, Director Financial Services

Report Reviewed by:   
Mark Phillips, Chief Administrative Officer

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**WEST HANTS DIAL-A-RIDE**  
**(A Project of Family Resource Centre of West Hants)**  
**FINANCIAL STATEMENTS**  
**(Unaudited - See Notice to Reader)**  
**DECEMBER 31, 2020**

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**NOTICE TO READER**

On the basis of information provided by management, I have compiled the statement of financial position of West Hants Dial-A-Ride as at December 31, 2020 and the statement of operations and surplus for the year then ended.

I have not performed an audit or a review engagement in respect of these financial statements and, accordingly, I express no assurance thereon.

Readers are cautioned that these statements may not be appropriate for their purposes.

R. E. Harvey, CPA, CA  
R. E. Harvey Incorporated  
Chartered Professional Accountant

Windsor, Nova Scotia  
June 19, 2021

WEST HANTS DIAL-A-RIDE  
STATEMENT OF FINANCIAL POSITION  
(Unaudited - See Notice to Reader)  
DECEMBER 31, 2020

2

	<u>2020</u>	<u>2019</u>
	\$	\$
<u>ASSETS</u>		
Current		
Bank		
Current	34,413	18,113
Savings	11,431	26,354
Receivables		
Users	21,561	23,282
	<u>67,405</u>	<u>67,749</u>
<u>LIABILITIES</u>		
Current		
Deferred revenue		
Programs	(1,260)	5,426
<u>SURPLUS</u>		
Surplus	68,665	62,323
	<u>67,405</u>	<u>67,749</u>

ON BEHALF OF THE BOARD

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**WEST HANTS DIAL-A-RIDE**  
**STATEMENT OF OPERATIONS AND SURPLUS**  
**(Unaudited - See Notice to Reader)**  
**YEAR ENDED DECEMBER 31, 2020**

	<u>2020</u>	<u>2019</u>
	\$	\$
Income		
Municipal government	18,550	-----
Provincial government	28,135	96,762
Provincial CTAP	76,597	-----
User fees	104,102	152,590
	<u>227,384</u>	<u>249,352</u>
Expenses		
HST expense	2,056	2,755
Salaries and benefits	70,384	69,505
Volunteer mileage and expenses	98,308	115,172
Sub-contract transportation	4,386	6,222
Advertising and promotional	86	609
Bank charges and interest	667	528
Professional fees	17,109	21,976
Insurance	-----	1,000
Office and postage	878	8,431
Miscellaneous and travel	1,043	(1,103)
Telephone	1,279	2,254
Rent	11,000	5,500
Van operating expenses	13,846	18,167
	<u>221,042</u>	<u>251,016</u>
Excess of income over expenses	6,342	(1,664)
Surplus, beginning of year	<u>62,323</u>	<u>63,987</u>
Surplus, end of year	<u><u>68,665</u></u>	<u><u>62,323</u></u>



**WEST HANTS REGIONAL MUNICIPALITY REPORT**

Information <input checked="" type="checkbox"/>	Recommendation <input type="checkbox"/>	Decision Request <input type="checkbox"/>	Councillor Activity <input type="checkbox"/>
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**To:** Audit Committee

**Submitted by:** Carlee Rochon  
Carlee Rochon, Director, Financial Services

**Date:** February 2, 2022

**Subject:** 2019-2020 Financial Condition Index

**LEGISLATIVE AUTHORITY**

Municipal Government Act 44 (f)

**RECOMMENDATION or DECISION REQUEST**

Not Applicable

**BACKGROUND**

Property <input type="checkbox"/>	Public Opinion <input type="checkbox"/>	Environment <input type="checkbox"/>	Social <input type="checkbox"/>	Economic <input checked="" type="checkbox"/>	Councillor Activity <input type="checkbox"/>
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The FCI helps Municipal Councils and Nova Scotians make sense of municipal financial information by providing various forms of analysis in a single document.

The Index is organized into three financial dimensions:

1. Roof – Assesses the overall health of the municipality
2. Structure – Factors that impact the overall health of the municipality
3. Base – Factors that the municipality does not have control over but impacts the financial health of the municipality.

The index was developed jointly by the Province of Nova Scotia, the Nova Scotia Federation of Municipalities (formally the UNSM), and the Association of Municipal Administrators.

Thresholds have been established which compare individual municipal performances against the performance of other Nova Scotian municipalities.

Financial data used to create the FCI results for West Hants and Windsor comes from the 2019-20 Financial Information Return, which is based on the audited statements. These reports reflect the last fiscal year for each of the former Municipal units. Going forward we will receive one Financial Condition Index Report for the Region. This means some of the following indicators' statuses will not be included / updated on in the next report.

**DISCUSSION**

Municipality of the District of West Hants

The 2019-20 FCI summary has the overall Financial Condition rating of West Hants at Low Risk.



The first Yellow indicator relates to Uncollected Taxes. This is the fourth year this indicator has been at a moderate risk. Since 2018-19 report this indicator has dropped 1.5%, meaning the initiatives put in place have been effective. Every effort is made to ensure effective tax collection continues.

Since the 2018-19 FCI summary, the Operating Reserves indicator has moved from Green to Yellow. This has remained Yellow in 2019-20, as explained in the 2018-19 report. Expenditures

influence this indicator and there were a large number of major capital expenditures in 2019-20 that would cause in this indicator to fluctuate.

The Red indicator relates to the 5-Year Budget Accuracy. Based on the FCI, the operating expenses were 6.4% below budget in 2017-18. In 2019-20 an invoice was delayed in processing in the amount of \$551,990. Including this figure would change the variance for 2019-20 from 8.4% to 4.2% below the 5% threshold.

Town of Windsor

Windsor has maintained its status of an overall moderate risk assessment from 2018-19 to 2019-20. One of the former Green indicators moved to a Red indicator, resulting in three Yellow and two Red indicators in 2019-20.



The 5-year Budget Accuracy indicator shows that for three of the last five years the Town consistently maintained their expenditure spending within budget limits. In 2017 and 2018, the Town’s actual expenditures were 5.2% and 6.4% less than budgeted, and in 2019-20 they were 0.6% higher than budgeted. This is why the indicator is Red. It will take time to move this back to a Green status. The budget accuracy indicator shows how precisely expenses were estimated to fairly set tax rates.

Our next Red indicator is Deficits in the Last 5 Years, from expenses being 0.6% higher than budget. To be determined a high risk for this indicator, you need to have one or more deficits in the last two years with one material deficit greater than 0.5%. A Red Deficits in the Last 5 Years result indicates a town is struggling to meet services. Given it was the last fiscally operational year for this entity, there were a number of items processed in preparation for consolidation.

The Yellow Residential Tax Effort result indicates the current affordability of the Town's taxes in relation to the current service levels. 4.9% of the median household income is required to pay the average tax bill, which shows a limited ability to raise tax revenues without increasing this indicator.

The Town's tax base is not keeping up with the cost of municipal services and programs, as shown by the Yellow indicator for Three-Year Change in Tax Base. This is determined by comparing property assessment growth to the change in the Consumer Price Index.

The last Yellow indicator is for Debt Servicing. This has shown slight improvement from 2018-19, moving from 11.5% to 11%. This means the Town spent 0.5% less of its revenue on debt principal and interest payments. This indicator ensures the Town has adequate cash flows to support increases in borrowing to help fund capital purchases. Moderate risk means there is less flexibility in the Town's cash flows and increased risk in borrowing.

#### **NEXT STEPS**

Not Applicable

#### **FINANCIAL IMPLICATIONS**

Not Applicable

#### **ALTERNATIVES**

Not Applicable

#### **ATTACHMENTS**

- FCI Municipal Report – Municipality of the District of West Hants – March 31, 2020
- FCI Municipal Report – Town of Windsor – March 31, 2020

#### **CHIEF ADMINISTRATIVE OFFICER REVIEW**

I have no further comments.

Report Prepared by: Carlee Rochon  
Carlee Rochon, Director Financial Services

Report Reviewed by: Mark Phillips  
Mark Phillips, Chief Administrative Officer



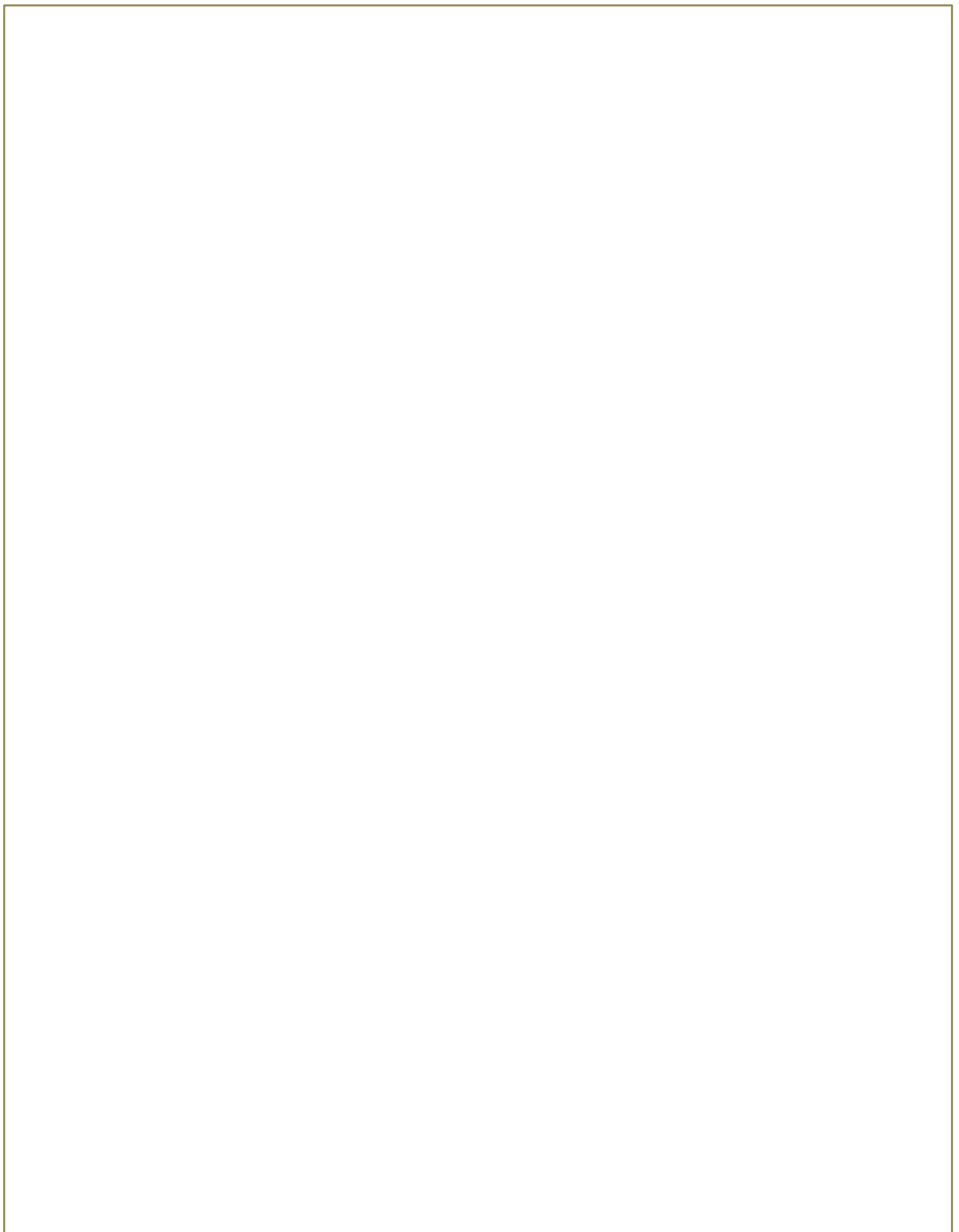
# Municipal Report



**Municipality of the  
District of West Hants  
Department of Municipal Affairs  
and Housing**

Municipal Profile and  
Financial Condition Indicators Results

2019-20



# Municipal Profile and Financial Condition Indicators Report

2019-2020 Fiscal Period

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	<h3>Chapter 1 - Municipal Profile Information</h3> <ul style="list-style-type: none"><li>• Municipal Location and Size</li><li>• Population Information and Demographic Trends</li><li>• Number of Dwelling Units</li><li>• Median Household Income</li><li>• Employment Rate</li><li>• Education Level</li></ul>
	<h3>Chapter 2 - Assessment Information</h3> <p>Information regarding uniform assessment* trends, dependence, and percentage of median household income required to pay the average tax bill.</p> <ul style="list-style-type: none"><li>• Three-year change in Uniform Assessment</li><li>• Highest Reliance on a Single Business or Institution</li><li>• Residential Tax Effort</li><li>• Residential and Commercial Uniform Assessment 5-Year Trend</li></ul> <p><i>*Uniform Assessment is taxable property assessment plus the capitalized value of payments made to municipalities in lieu of taxes.</i></p>
	<h3>Chapter 3 - Financial Information</h3> <ul style="list-style-type: none"><li>• Revenue Information - revenue by source (consolidated and operating fund), percentage of revenue reliance on government transfers, and percentage of tax revenue not collected.</li><li>• Expenditures Information - expenses by fund (consolidated and operating fund) and operating reserve as a percentage of expenses.</li><li>• Accumulated Surplus (Deficit) Information - accumulated surplus (deficit) by fund, annual surplus (deficit) and number of annual deficits in the last 5 years.</li><li>• Debt Information - Longterm debt, bank indebtedness and percentage of revenue used for debt principle and interest payments.</li></ul>
	<h3>Chapter 4 - Financial Condition Indicators</h3> <p>The Financial Condition Indicators (FCIs) condense multiple sources of information into a single visual “House Model” graph. The House Model gives a quick visual of a municipality’s strengths and possible areas where a municipality may want to focus its attention. Thirteen indicators consisting of:</p> <ul style="list-style-type: none"><li>• 4 key performance indicators;</li><li>• 6 financial indicators that concern management and debt; and</li><li>• 3 indicators relating to internal and external factors that could impact the municipality’s revenue stream.</li></ul>
	<h3>Appendices</h3> <ul style="list-style-type: none"><li>• List of additional municipal data located on the Nova Scotia Open Data Portal</li><li>• Municipality’s website contact information</li></ul>
	<h3>Contact Information</h3>

## Introduction

The Department of Municipal Affairs and Housing compiles municipal indicators on behalf of the Nova Scotia Government and Association of Municipal Administrators of Nova Scotia (AMANS) that focus on three areas:

- financial matters;
- administration of the municipality; and
- characteristics of the community.

This report creates a snapshot from those financial and demographic statistics to help community members and decision makers better understand:

- the municipality in which they live;
- the municipality's key characteristics; and
- the municipality's financial risks.

For example, the snapshot makes it easy to:

- compare the Three-Year Change in Tax Base indicator to understand the municipality's revenue growth in comparison to cost of living; and
- use the change in population to indicate whether a community's population is growing or declining and its potential impact on municipal revenues and expenses.



## Chapter 1 - Municipal Profile

Municipalities are diverse and operate within unique demographic and economic characteristics. These characteristics have a significant impact on municipal performance and subsequent strategies required to ensure a sustainable environment. This chapter outlines the unique demographic and economic characteristics of the Municipality, specifically its composition, population trends, demographics, median household income levels, employment rates, and educational attainment. The municipal profile trends could have impacts on the current and potential future tax base for a municipality.

## Municipal Profile Highlights

### About the Municipality

Name: District of West Hants

County: Hants County

Approximate size: 1,240 km<sup>2</sup>

Number of dwellings: 7,731

Government: 10 elected councillors (including the Warden)

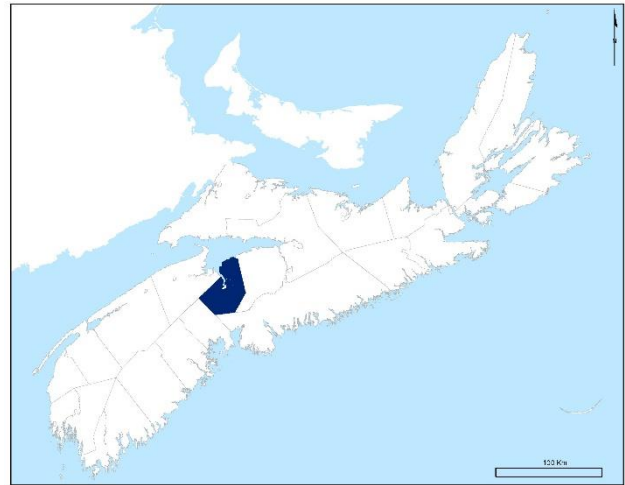


Figure 1- Location of Municipality

### Population Highlights

Population 2016: 15,370

Population 5-year trend: +0.3%

County 5-year trend: +0.6%

Demographic trend: Aging

Up to 19 Yrs. 21%

20 to 59 Yrs. 51%

Over 60 Yrs. 28%

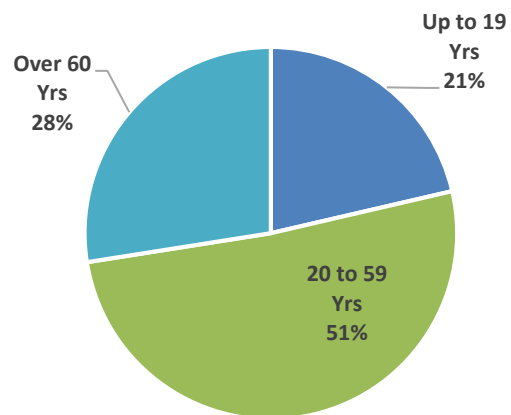


Figure 2 - Age Breakdown

## Population Trends

Population: 15,370  
 Provincial population: 1.7%  
 20-year trend: Growing [supported by Figure 3 below]  
 Age Trend: Majority between 40-69 years of age [supported by Figure 4 below]

Population Trend from 1996 to 2016

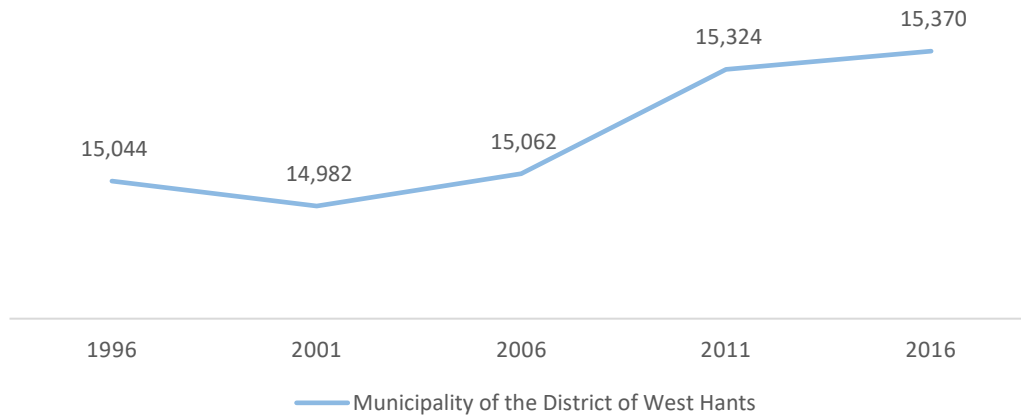


Figure 3 - Population from 1996-2016. Source: Statistics Canada

2016 Population by Age

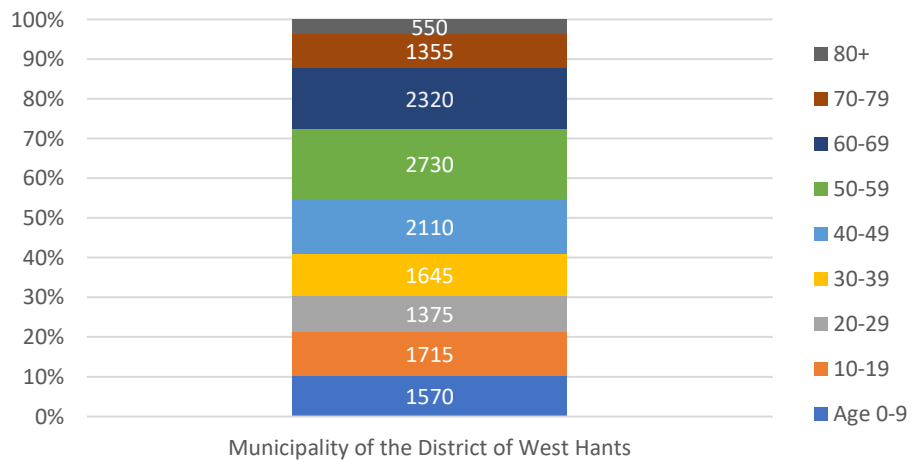


Figure 4 - Population by Age for 2016. Source: Statistics Canada

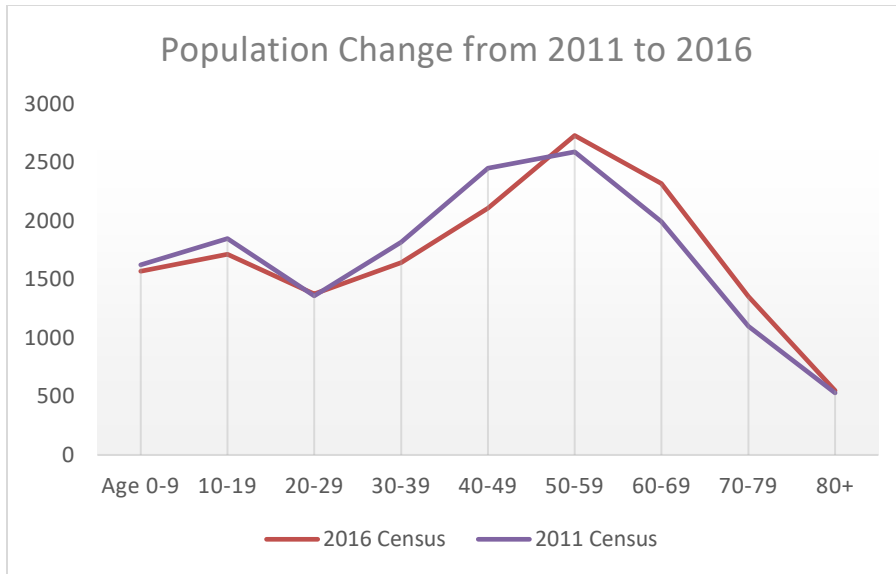


Figure 5- Population Age Change from 2011 to 2016. Source: Statistics Canada

According to the 2016 Census, similar to most rurals in Nova Scotia, the majority of West Hants’s citizens are between the ages of 40 and 69.

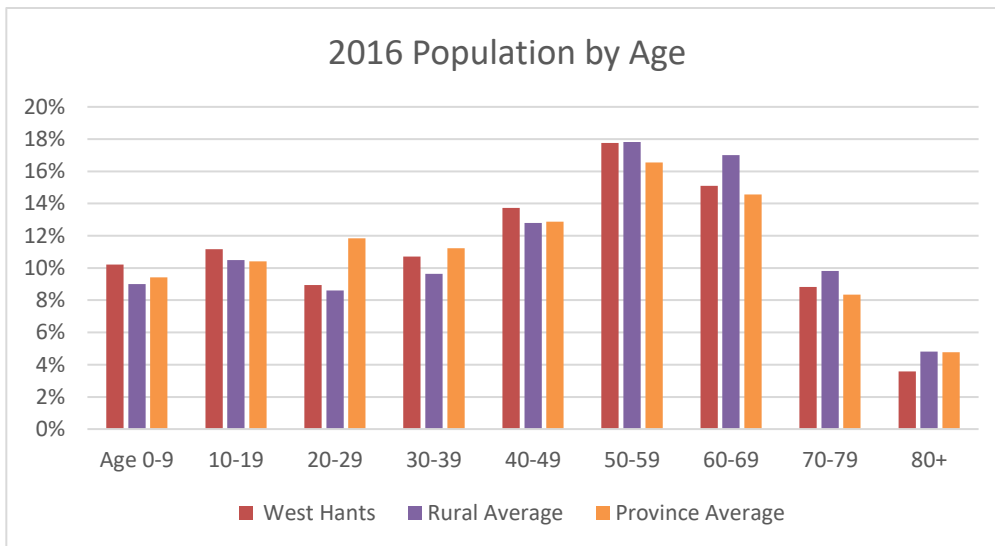


Figure 6 - Comparison of Population by Age for 2011 and 2016. Source: Statistics Canada

## Economic Indicators

Along with population trends, employment rates and median household income are important economic indicators. Education levels can also play a crucial role in economic and social progress and can help improve income distribution. These factors provide an indication of the wellbeing of the economy and labour force.

	<b>2016 Census</b>	<b>2011 Census</b>	<b>+/-</b>	<b>Rural Average</b>
<b>Median Household Income</b>	<b>\$62,087</b>	<b>\$58,182</b>	<b>\$3,905</b>	<b>\$57,294</b>
<b>Employment Rate</b>	<b>53.9%</b>	<b>56.5%</b>	<b>-2.6%</b>	<b>50.1%</b>
<b>Education Beyond High School</b>	<b>52.5%</b>	<b>50.0%</b>	<b>2.5%</b>	<b>49.4%</b>

Source: 2011 and 2016 Statistics Canada

Median household income: West Hants's median household income is higher than the Provincial rural average, and has increased since 2011.

Employment rate: In a healthy economy, the employment rate is between 97% and 95%. The District of West Hants's employment rate is above the Provincial rural average, although it has decreased.

Education level: West Hants's education level is higher than the Provincial rural average and has increased since 2011.

## Chapter 2 - Assessment Information



Since property taxes are a primary source of revenue for most municipalities, special emphasis has been placed on reviewing assessment trends.

Three-year change in uniform assessment[1]:	8.2%	growth keeps pace with cost living
Highest reliance on a single business or institution:	0.9%	not dependent (low risk)
Residential Tax Effort:	2.5%	has some flexibility (low risk)

The line graphs below show the five-year trend of residential and commercial portion of the municipality's uniform assessment.

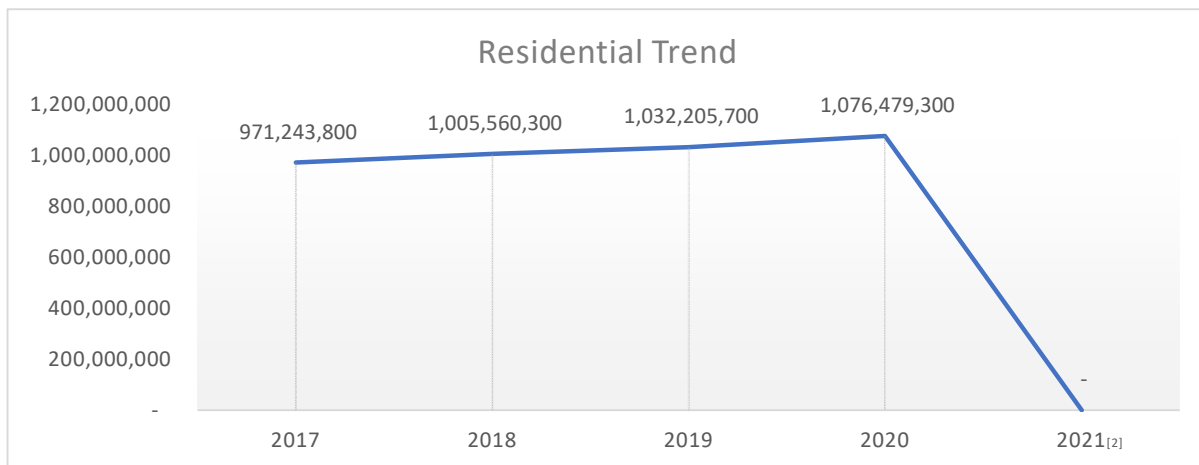


Figure 7 - Residential assessment value over the last five years. Source: 2016-2020 Statement of Estimates - Assessment

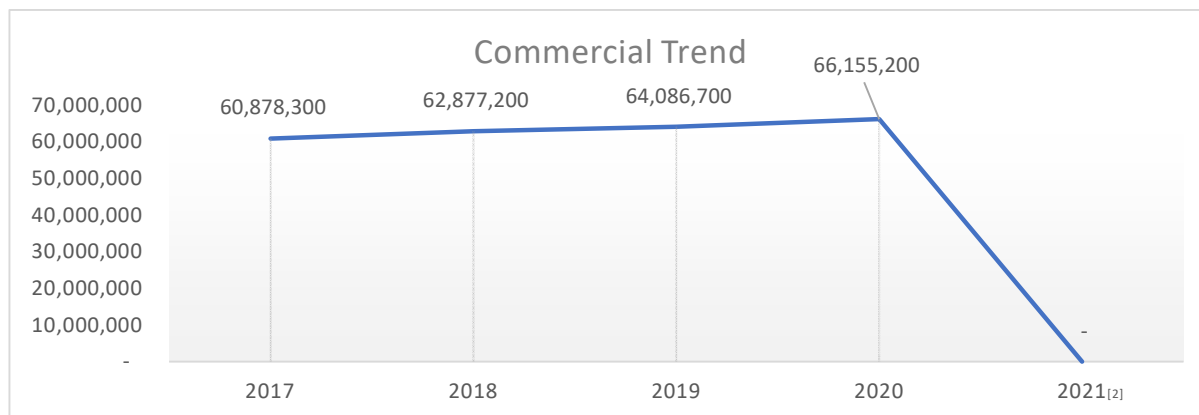


Figure 8 - Commercial assessment value over the last five years. Source: 2016-2020 Statement of Estimates - Assessment

[1] Uniform assessment is the value of a municipality's taxable property assessment plus the capitalized value of payments in lieu of taxes.

[2] As of April 1, 2020, the Town of Windsor and the Municipality of West Hants were consolidated to form the West Hants Regional Municipality.

## Chapter 3 - Financial Information

### General Overview:

Audited financial statements are presented on a consolidated basis. These consolidated financial statements present all municipal entities as one single reporting entity:

- all the individual funds managed by the Municipality
- organizations or enterprises that the Municipality owns or controls, such as:
  - Water Utility

The Municipality's non-consolidated financial statements present only the individual funds managed by the Municipality, such as the General Operating Fund, General Capital Fund, Water Operating Fund, Water Capital Fund, Non-operating Reserve Fund, and the Operating Reserve Fund. Non-consolidated financial statements are reconciled but not audited.<sup>2</sup>

### Financial Reporting Compliance:

Audited financial statements and financial information return submitted:	yes
Submission of financial information:	After deadline <sup>3</sup>
Financial statements include:	
Remuneration and Expenses for Elected Officials and CAO/Clerk Note:	yes
Unqualified Opinion:	yes
Quarterly Expenditure report posted online:	yes
Summary Expenditure Report submitted:	yes
Statement of Estimates and assessment information submitted:	yes

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<sup>2</sup> Please be advised that, although the Department reconciles, at a high level, a municipality's non-consolidated financial statements to the consolidated financial statements, the non-consolidated financial statements are usually not audited nor presented in full accordance with Canadian public sector accounting standards.

<sup>3</sup> Annually, municipalities are required to submit their financial information by Sept 30<sup>th</sup>.

## Financial Highlights

### Revenue

Total consolidated revenue:	\$20.7 million
Revenue generated from own source revenue *:	\$15.2 million
Total operating revenue:	\$13.8 million
Largest operating revenue:	85%
	Net property taxes and payments in lieu of taxes

### Expenses

Total consolidated expenses:	\$14.6 million
Total operating expenses:	\$11.0 million
Largest operating expense:	39%
	Protective services

### Annual Surplus

Annual consolidated surplus (deficit):	\$6.1 million
Consolidated accumulated surplus (deficit):	\$42.3 million
Annual operating surplus (deficit):	\$922 thousand

### Debt

Total consolidated long-term debt:	\$8.6 million
Total general capital fund long-term debt:	\$7.7 million
Operating fund bank indebtedness:	nil

\* Consolidated revenue excluding government transfers

**Revenue:**

**\$20.7 M**  
2020 Consolidated Revenue

Total consolidated revenue:	\$20.7 million
Largest revenue:	\$11.6 million Taxes and grants in lieu of taxes
Revenue generated from own revenue:	73%

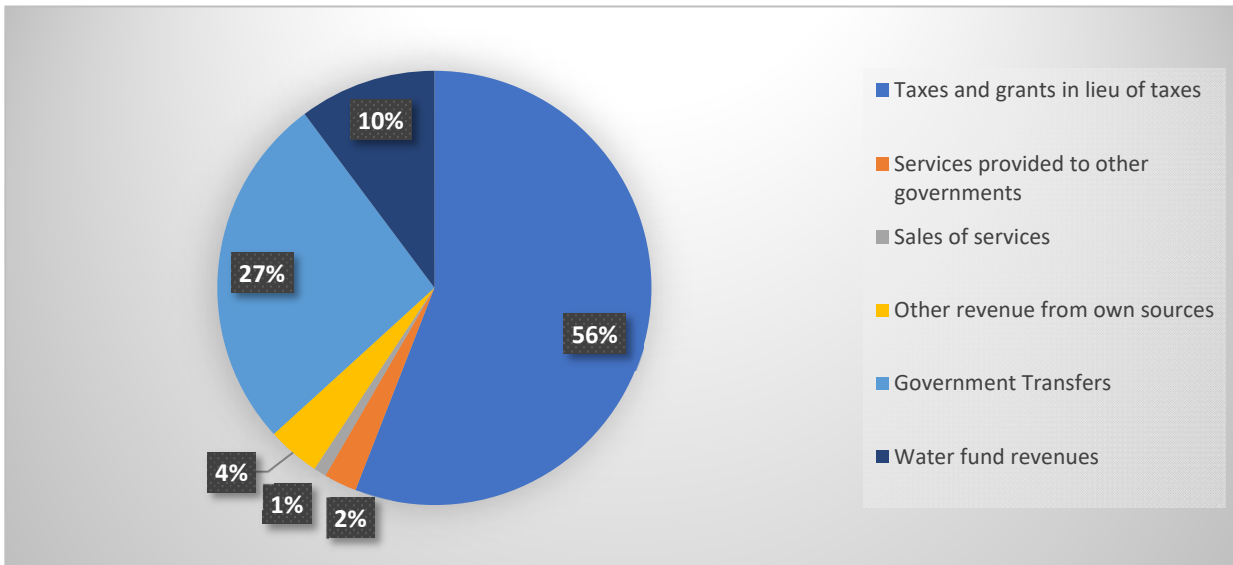


Figure 9 - Consolidated Revenue Source: 2019-20 Financial Information Return

The graph above and table below show the Municipality's consolidated revenue divided into categories.

	Consolidated Revenue
Taxes and Grants in lieu of taxes	\$11.6 million
Services provided to other governments	\$0.5 million
Sales of services	\$0.2 million
Other revenue from own sources	\$0.8 million
Government Transfers	\$5.5 million
Net income from government business enterprises	nil
Water fund revenues	\$2.1 million
Electric fund revenues	nil

## \$13.8 M 2020 General Operating Revenue

Total operating revenue:	\$13.8 million
Largest operating revenue:	85%
	Net property taxes and payments in lieu of taxes
Uncollected Taxes:	12.3%
Reliance on Government Transfers:	2.8%

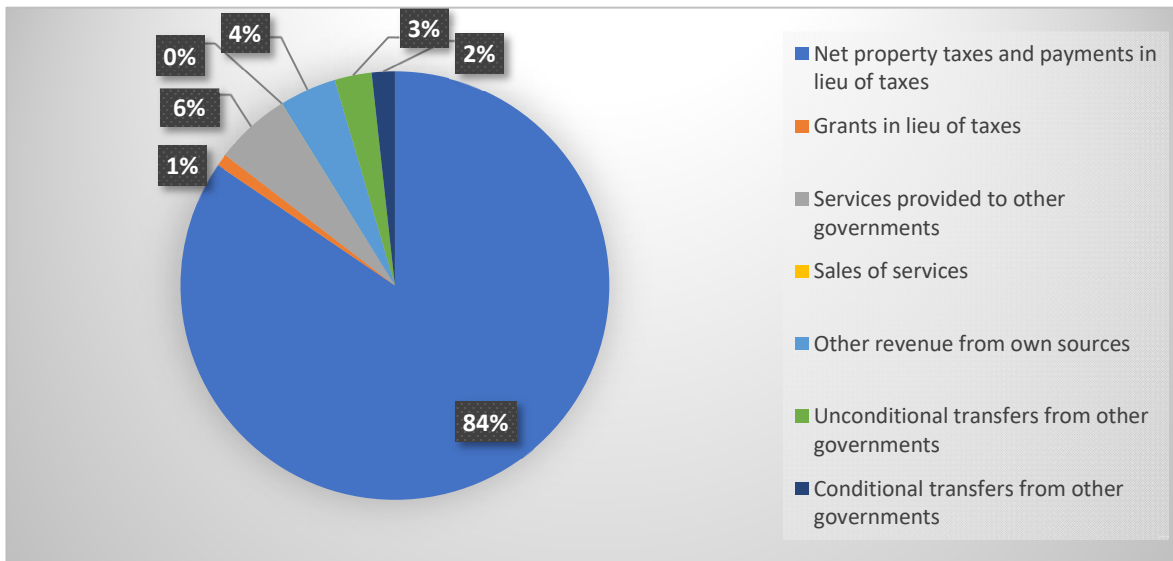


Figure 10 - General Operating Fund Revenue Source: 2019-20 Financial Information Return

The graph above and table below show the Municipality's operating fund revenue divided into categories.

	Operating Revenue
Net property taxes and payments in lieu of taxes	\$11.6 million
Grants in lieu of taxes	\$0.1 million
Services provided to other governments	\$0.8 million
Sales of services	\$0.0 million
Other revenue from own sources	\$0.6 million
Unconditional transfers from other governments	\$0.4 million
Conditional transfers from other governments	\$0.2 million

**Expenses:**

**\$14.6 M**  
2020 Consolidated Expenses

Total consolidated expenses:  
Largest expense:

\$14.6 million  
29%  
Protective services

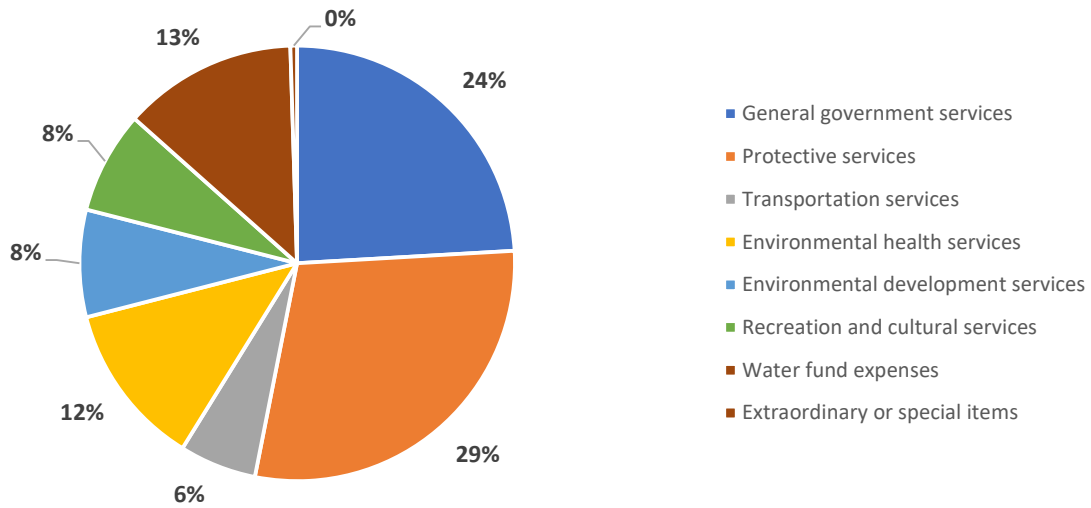


Figure 11 - Consolidated Expenses Source: 2019-20 Financial Information Return

The graph above and table below show the Municipality's consolidated expenses divided into categories.

	Consolidated Expenses
General government services	\$3.5 million
Protective services	\$4.2 million
Transportation services	\$0.8 million
Environmental health services	\$1.8 million
Public health services	nil
Environmental development services	\$1.2 million
Recreation and cultural services	\$1.1 million
Water fund expenses	\$1.9 million
Electric fund expenses	nil
Extraordinary or special items	\$0.1 million

## \$11.0 M 2020 General Operating Expenses

Total operating expenses:	\$11.0 million
Largest operating expense:	39%
	Protective services
Operating reserves as a percentage of total operating expenses:	18.7%

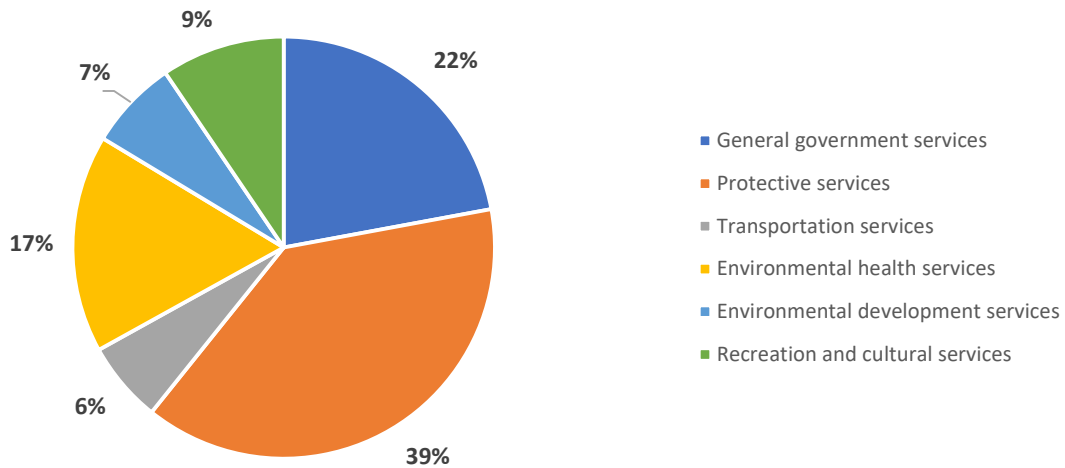


Figure 12 - General Operating Fund Expenses Source: 2019-20 Financial Information Return

The graph above and table below show the Municipality's operating expenses divided into categories.

	Operating Expenses
General government services	\$2.4 million
Protective services	\$4.3 million
Transportation services	\$0.7 million
Environmental health services	\$1.8 million
Public health services	nil
Environmental development services	\$0.8 million
Recreation and cultural services	\$1.0 million
Extraordinary or special items	nil

The graph below shows the expense by function for the municipal operations or General Operating Fund expenses compared to the provincial rural average.

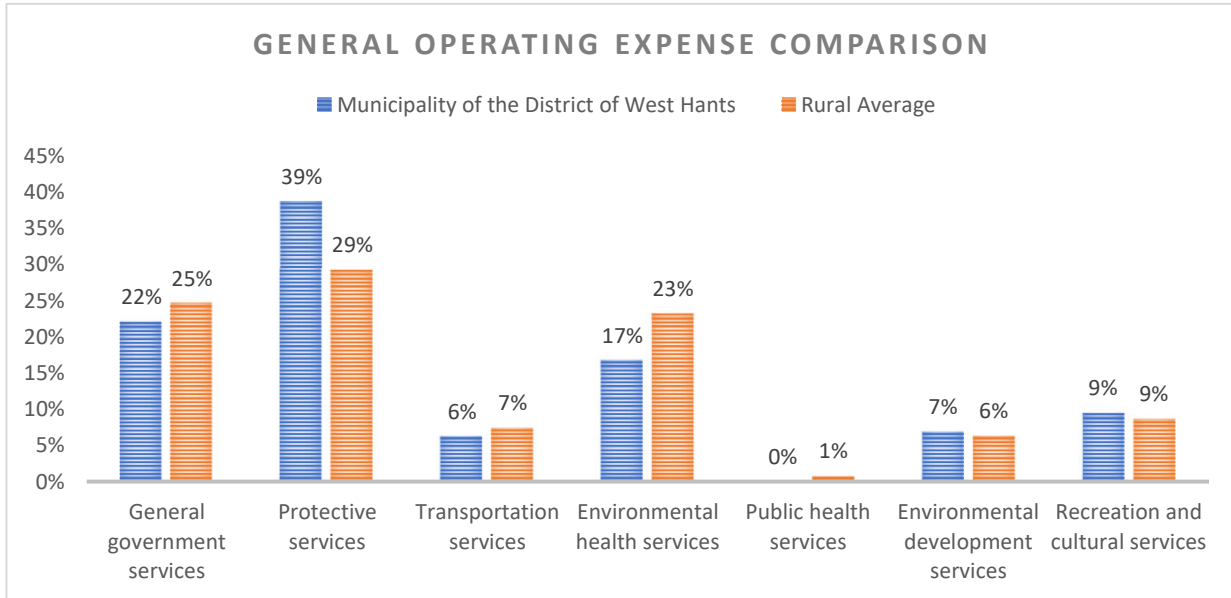


Figure 13 - Comparison of General Fund Expenses to Provincial Rural Average. Source: 2019-20 Financial Information Return

## Accumulated Surplus (Deficit)

Annual Surplus: Revenue - Expenses

Note: Annual surplus is added to the accumulated surplus (deficit)

Annual consolidated surplus (deficit):	\$6.1 million
Consolidated accumulated surplus (deficit):	\$42.3 million
Annual operating surplus (deficit):	\$922 thousand
Number of operating deficits in the last 5 years:	0

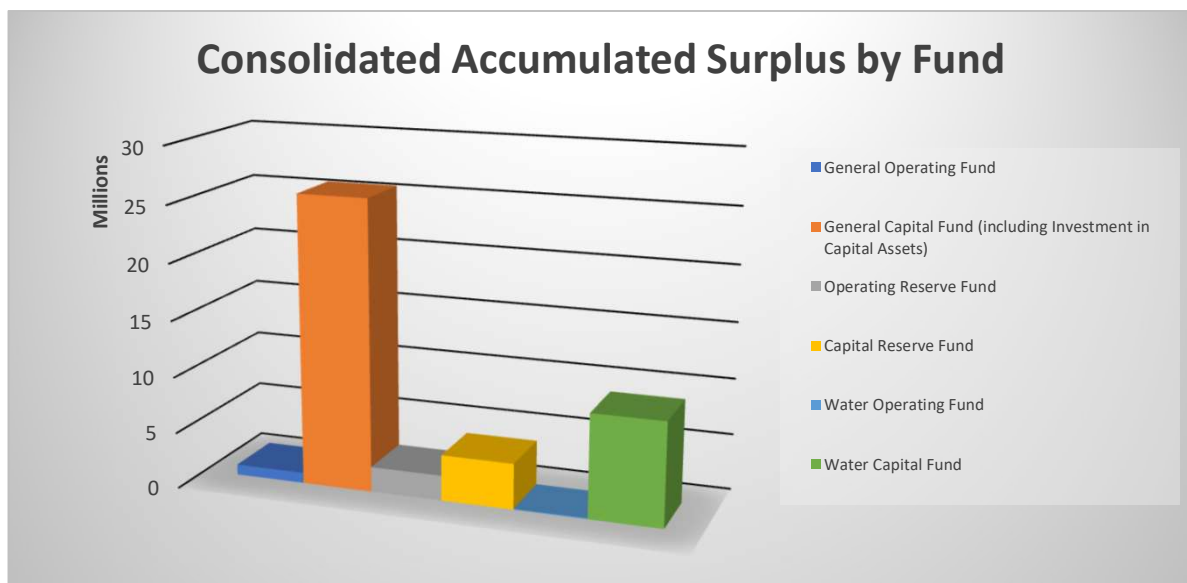


Figure 14 - Consolidated Accumulated Surplus by Fund. Source: 2019-20 Financial Information Return

## Debt

Total consolidated long-term debt:	\$8.6 million
Total general capital fund long-term debt:	\$7.7 million
Debt Service Ratio:	7.1%
Operating fund bank indebtedness:	nil
Outstanding operating debt as a percentage of Net Property Taxes/Payment in Lieu of Taxes, Grants in Lieu of Taxes and Government Transfers:	0.0%

## Chapter 4 - Financial Condition Indicators: House Model



The Financial Condition Indicators (FCIs) condense multiple sources of information into a single visual “House Model” graph. The House Model gives a quick visual of a municipality’s strengths and possible areas where a municipality may want to focus its attention.

### The Model:

The Model consists of 13 indicators organized into base, structure and roof, focusing on:

- roof: 4 key performance indicators;
- structure: 6 financial indicators that concern management and debt; and
- base: 3 indicators relating to internal and external factors that could impact the municipality's revenue stream.

### Risk thresholds:

Each indicator is assessed against a risk threshold:

- low risk (**green**);
- moderate risk (**yellow**); and
- high risk (**red**).

### Overall assessment:

The Department calculates an overall assessment for fiscal instability:

- low risk (**green**): 10-13 FCIs meet low risk threshold;
- moderate risk (**yellow**): 8-9 FCIs meet low risk threshold; and
- high risk (**red**): 7 or less FCIs meet low risk threshold.

## Overall Assessment

**Overall Assessment for:** Municipality of the District of West Hants

**Financial Condition:** **Low risk**

The overall Financial Condition Index assessment for the Municipality of the District of West Hants is Low risk

This means that although the Municipality has a few challenges, it is considered low risk for fiscal instability.

**Comparison:** Most rural municipalities are low risk. (see chart below)

### OVERALL RESULTS FOR RURAL MUNICIPALITIES FOR 2019-20



## Financial Condition Indicators Highlights

Overall Assessment

Green (low risk)

The overall Financial Conditions Index assessment for the District of West Hants is green (low risk). This means that, although the Municipality has a few challenges, it is considered low risk for fiscal instability.

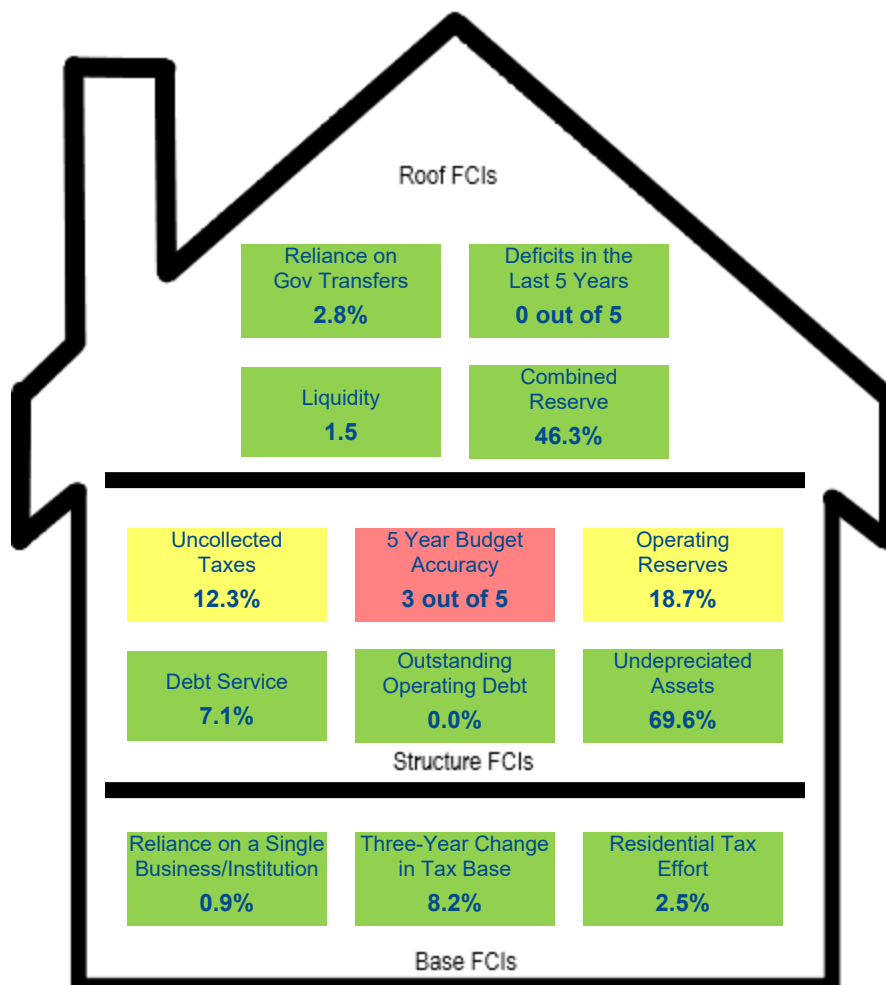
As shown in the House model below, West Hants' FCIs are comprised of:

Low Risk (green): 10 Indicators

Moderate Risk (yellow): 2 Indicators

High Risk (red): 1 Indicator

Details on the individual FCI assessments and the Municipality's specific challenges are provided below.



## Two-Year Comparison of Financial Condition Indicators

<b>BASE</b>	<b>2020</b>	<b>2019</b>	<b>+/-</b>
3-year Change in Tax Base	● 8.2%	● 8.9%	-0.7%
Reliance on a Single Business or Institution	● 0.9%	● 1.0%	0.0%
Residential Tax Effort	● 2.5%	● 2.4%	0.1%

### STRUCTURE

Uncollected Taxes	● 12.3%	● 13.8%	-1.5%
5 Year Budget Accuracy	● 3/5	● 4/5	-1
Operating Reserves	● 18.7%	● 27.6%	-8.9%
Debt Service	● 7.1%	● 6.9%	0.2%
Outstanding Operating Debt	● 0.0%	● 0.0%	0.0%
Undepreciated Assets	● 69.6%	● 66.2%	3.4%

### ROOF

Deficits in the Last 5 Years	● 0/5	● 0/5	0
Liquidity	● 1.5	● 1.8	-0.3
Reliance on Government Transfers	● 2.8%	● 1.5%	1.2%
Combined Reserve	● 46.3%	● 47.6%	-1.4%

\* For 3-year Change in Tax Base, CPI % change for 2020 is 3.2% and for 2019 is 5.2%

## The Base FCI Indicators

### Reliance on a Single Business or Institution

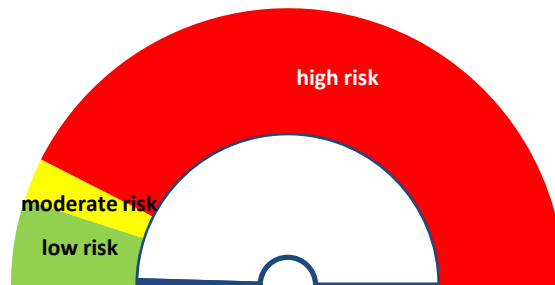
**2020 Results:** **Low risk 0.9%**  
The largest single commercial or institutional account is only .9% of the Municipality's total Uniform Assessment.

**What does it mean?** The Municipality is showing no vulnerability in this area. The Municipality's tax base is not dependent on one single business or institution.

**Calculation:** 
$$\frac{\text{Taxable assessment value of the largest business or institution}}{\text{Uniform Assessment}} = 0.9\%$$

**Risk Thresholds:**

-  Low: Less than 10%
-  Moderate: 10% to 15%
-  High: Greater than 15%



### Three-Year Change in Tax Base

**2020 Results:**                      **Low risk**        **8.2%**

**What does it mean?**

Growth is above the CPI % change of 3.2%.

The municipality's tax base is strong to cover the cost of municipal services and programs.

**Calculation:**

$$\frac{\text{Current Uniform Assessment} - \text{Uniform Assessment 3 Years Prior}}{\text{Uniform Assessment 3 Years Prior}} = 8.2\%$$

**Risk Thresholds:**

- Low: Equal or above CPI% Change
- Moderate: Below CPI % Change, but not negative growth
- High: Negative growth

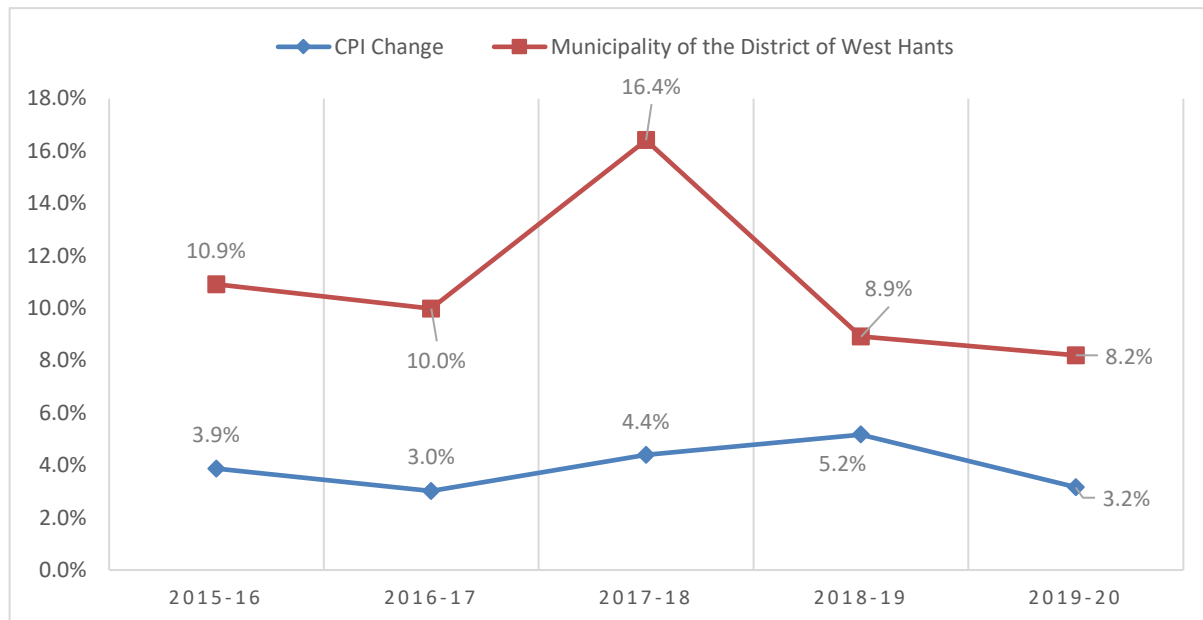


Figure 15- Three-year change in Uniform Assessment in comparison to three-year change in CPI for the last 5 years. Source: Statement of Estimates-Assessment and Statistics Canada




## Residential Tax Effort

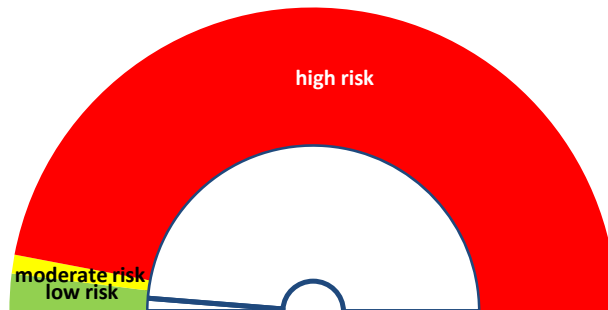
**2020 Results:**                      **Low risk      2.5%**  
2.5% of median household income is required to pay the average tax bill.

**What does it mean?**                      The Municipality has some flexibility to increase the taxes, if required.  
  
This indicator helps council assess the affordability of municipal taxes in relation to the current service levels.

**Calculation:**                      
$$\frac{\text{Total residential tax revenue per dwelling unit}}{\text{Median Household Income}} = 2.5\%$$

**Risk Thresholds:**

	Low: Less than 4%
	Moderate: 4% to 6%
	High: Greater than 6%



## FCI Indicators - Structure (Management) Indicators

### Debt Service

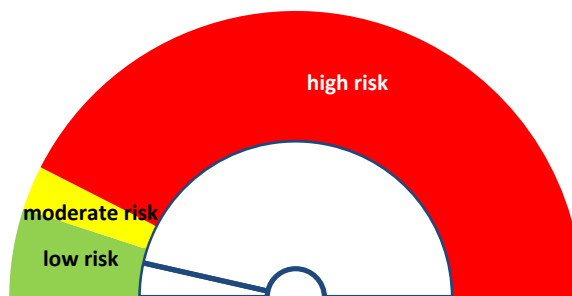
**2020 Results:** **Low risk 7.1%**  
7.1% of own source revenue is spent on principal and interest payments.

**What does it mean?** With adequate cash flow, the Municipality has the potential for flexibility to increase borrowing levels to help finance future capital expenditures

**Calculation:** 
$$\frac{\text{Principal and Interest Paid on Long-term Debt}}{\text{Total Own Source Operating Revenue}} = 7.1\%$$

**Risk Thresholds:**

-  Low: Less than 10%
-  Moderate: 10% to 15%
-  High: Greater than 15%





## Operating Reserve

**2020 Results:**                      **Mod risk**      **18.7%**

**What does it mean?**




The Municipality has not set aside sufficient funds to help mitigate any unforeseen risks or future needs.

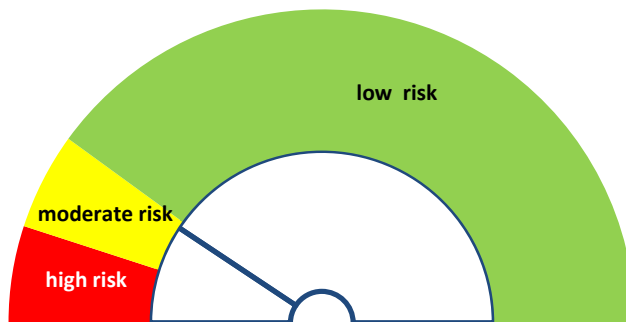
This indicator provides the value of funds set aside for planned future needs, to smooth expenses or for unexpected expenses.

**Calculation:**

$$\frac{\text{Total Operating Reserve Fund Balance}}{\text{Total Operating Expenditures}} = 18.7\%$$

**Risk Thresholds:**

-  Low: Greater than 20%
-  Moderate: 10% to 20%
-  High: Less than 10%





## Undepreciated Assets

**2020 Results:**                      **Low risk      69.6%**

**What does it mean?**




This indicator estimates that the Municipality's capital assets have 69.6% of useful life remaining.

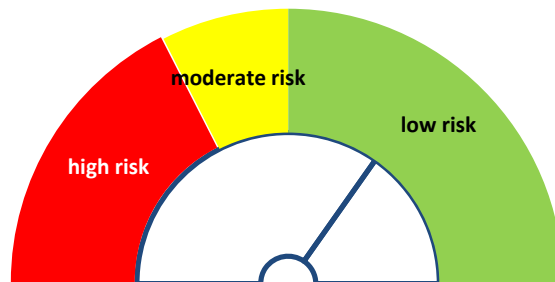
Municipalities across Canada are facing sufficient infrastructure challenges. This indicates that the Municipality is experiencing less of an infrastructure challenge than other municipalities.

**Calculation:**

$$\frac{\text{Total Net Book Value of Capital Assets}}{\text{Gross Costs of Capital Assets}} = 69.6\%$$

**Risk Thresholds:**

-  Low: Greater than 50%
-  Moderate: 35% to 50%
-  High: Less than 35%






## 5-Year Budget Accuracy

**2020 Results:** **High risk** 3 of the last 5 years, actual expenditures were within +/- 5% of budget

**What does it mean?** The Municipality did not consistently maintain expenditure spending within budget limits.

**Calculation:** 
$$\frac{\text{Total budget expenditures} - \text{Total actual expenditures}}{\text{Total budget expenditures}}$$

**Risk Thresholds:**

-  Low: 5 out of 5 years, expenditures were within +/- 5% or expenditure and revenue variance were within +/- 5% of each other
-  Moderate: 4 out of 5 years, expenditures were within +/- 5%
-  High: Less than 4 out of 5 years, expenditures were within +/- 5%

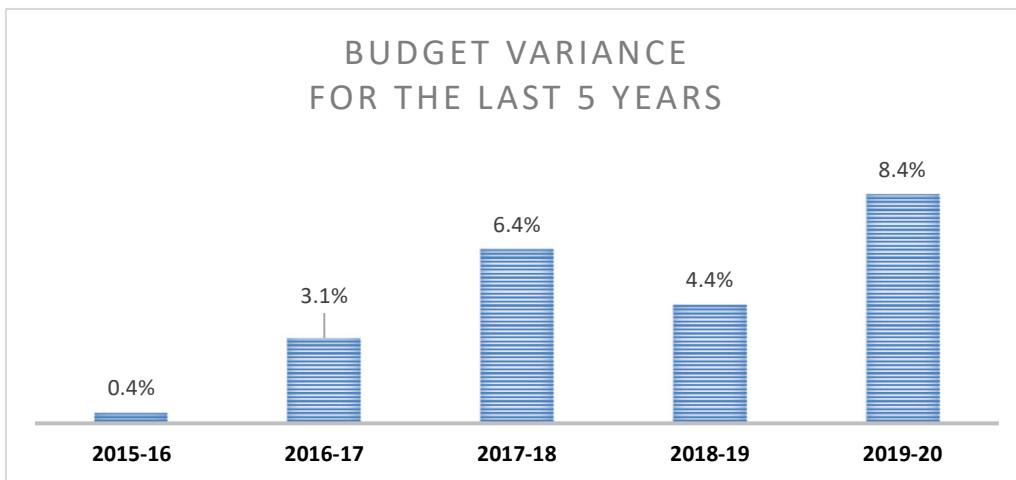


Figure 16- Operating budget variance over the last 5 years. Source: Financial Information Return and Statement of Estimates- Budget



## Number of Deficits in the Last 5 Years

**2020 Results:**                      **Low risk**      0 Operating deficits in the last five years

**What does it mean?**                      Deficits are important indications of financial health. The result indicates that the municipality is able to meet its needs in a balanced manner and maintain a balanced budget

**Calculation:**                      The number of non-consolidated operating deficits in the last five years = 0

**Risk Thresholds:**



Low: 0 in the last 5 years

Moderate: 1 or more in the last 5 years

High: 1 or more in the last 2 years with one material deficit (0.5% of operating expenses)

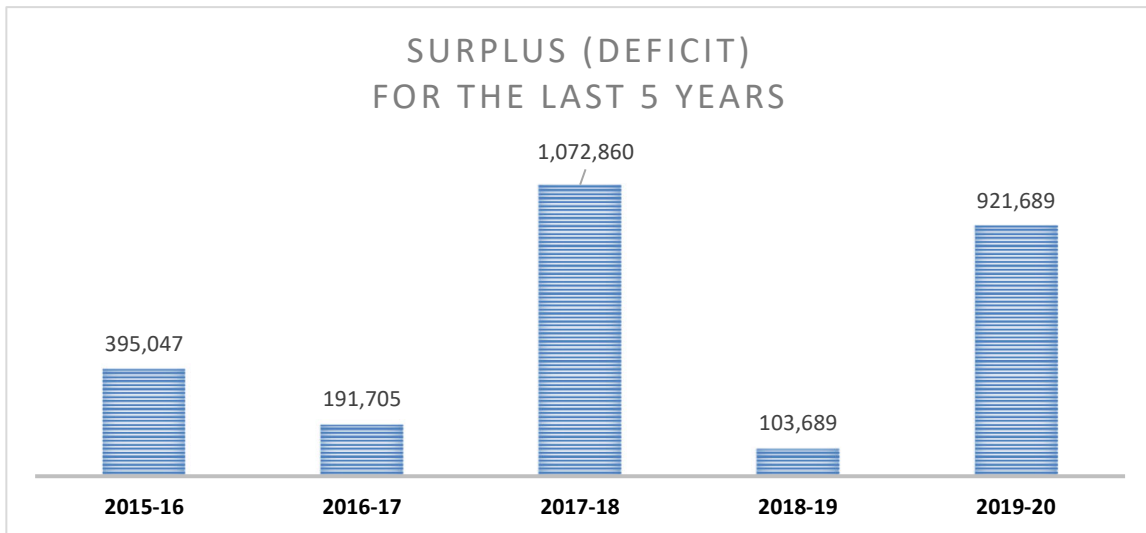


Figure 17- Annual operating fund surplus (deficit) for the last 5 years. Source: Financial Information Return



## Combined Reserves

**2020 Results:**                      **Low risk**                      **46.3%**

**What does it mean?**




This result indicates that the Municipality does appear to have sufficient reserves needed to address unexpected events or provide flexibility to address future projects

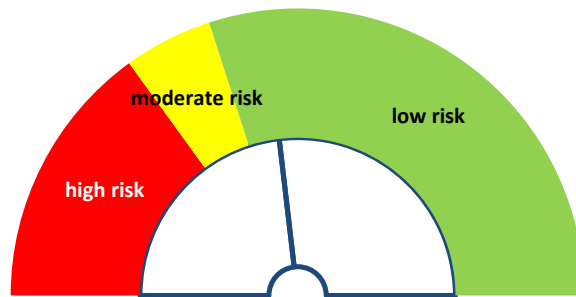
Reserves are critical components of a municipality's long-term sustainability. This indicator shows the value of the funds held in the reserves compared to a single year's operation, including amortization expenses.

**Calculation:**

$$\frac{\text{Total Operating and Capital Reserves}}{\text{Total Operating Expenses plus Amortization Expense}} = 46.3\%$$

**Risk Thresholds:**

-  Low: Greater than 40%
-  Moderate: 30% to 40%
-  High: Less than 30%



## Appendix I - Additional Resources

Nova Scotia Government's Open Data Portal ([data.novascotia.ca](http://data.novascotia.ca))

This portal provides access to various government data in a free, accessible, machine-readable format. Financial datasets currently published through the Nova Scotia Government's Open Data Portal:

- 911 Municipal Grants
- Consolidated Revenues and Expenses by Municipality
- Municipal Affairs Funding Programs
- Emergency Services Provider Fund
- Farm Land Grant
- Financial Condition Indicators by Municipality
- Municipal Contributions to Roads
- Municipal Financial Capacity Grant (formally equalization program)
- Municipal Operating Fund- Summary of Revenue and Expenses by Municipality
- Municipal Operating Expenses by Function -10 Year Summary
- Municipal Operating Revenue by Source -10 Year Summary
- Municipal Property Tax Rates
- Nova Scotia Power Grant-in-Lieu
- Uniform Assessment

## Appendix II - Municipal Website

Municipal website is [westhants.ca](http://westhants.ca)

A municipality's website can be a helpful resource to access various financial information. Currently, most municipal websites provide:

- Audited Financial Statements
- Approved Operating Budget
- Quarterly Municipal Expense Report
- Quarterly Municipal Hospitality Expense Report

## Contact Municipal Affairs and Housing

For more information, for support in action plan development, or to obtain a guide on action plan development: [municipalfinance@novascotia.ca](mailto:municipalfinance@novascotia.ca)





# Municipal Report

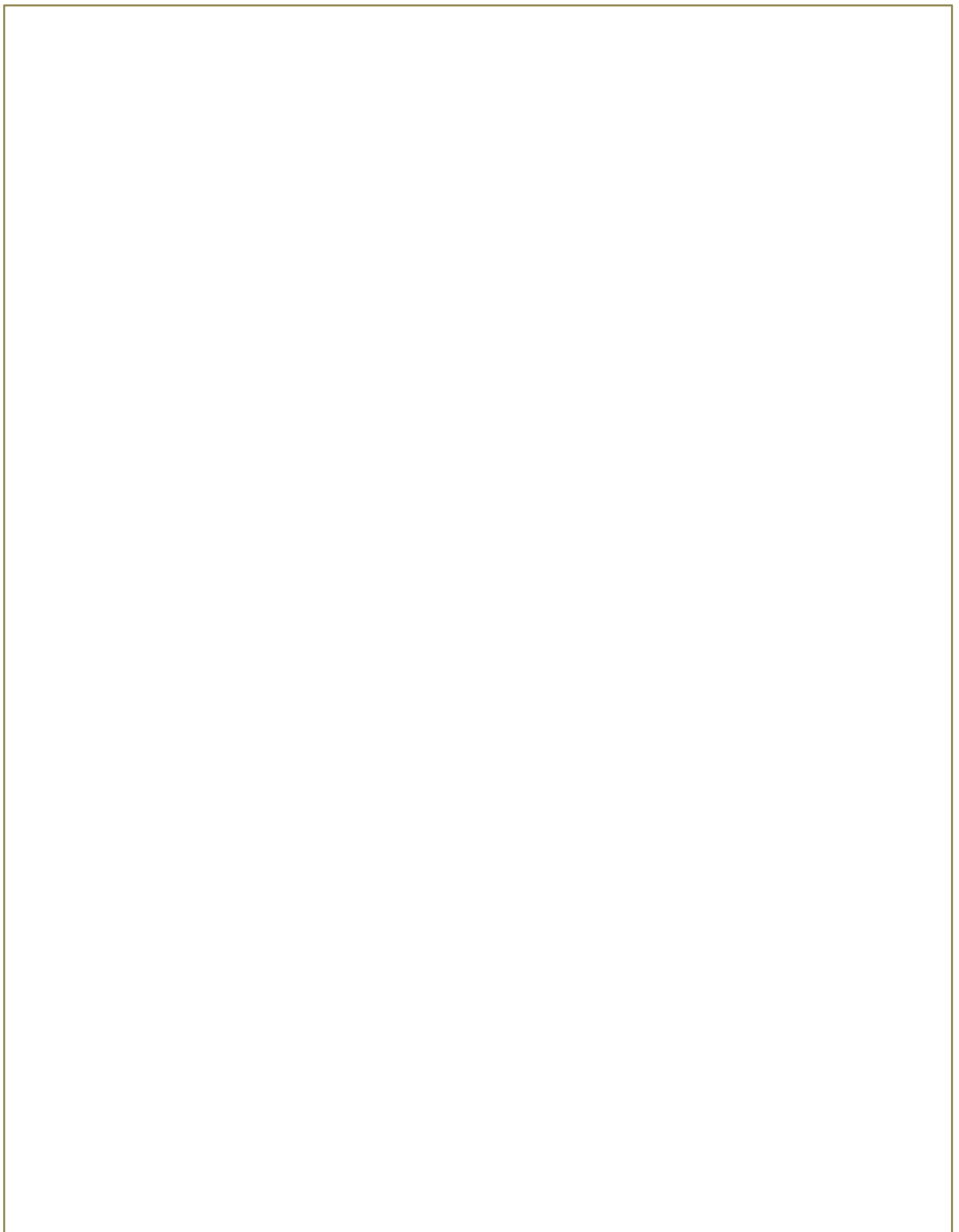
**Town of Windsor**

**Department of Municipal Affairs  
and Housing**

Municipal Profile and  
Financial Condition Indicators Results

2019-20

  
**NOVA SCOTIA**



# Municipal Profile and Financial Condition Indicators Report

2019-2020 Fiscal Period

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	<h3>Chapter 1 - Municipal Profile Information</h3> <ul style="list-style-type: none"><li>• Municipal Location and Size</li><li>• Population Information and Demographic Trends</li><li>• Number of Dwelling Units</li><li>• Median Household Income</li><li>• Employment Rate</li><li>• Education Level</li></ul>
	<h3>Chapter 2 - Assessment Information</h3> <p>Information regarding uniform assessment* trends, dependence, and percentage of median household income required to pay the average tax bill.</p> <ul style="list-style-type: none"><li>• Three-year change in Uniform Assessment</li><li>• Highest Reliance on a Single Business or Institution</li><li>• Residential Tax Effort</li><li>• Residential and Commercial Uniform Assessment 5-Year Trend</li></ul> <p><i>*Uniform Assessment is taxable property assessment plus the capitalized value of payments made to municipalities in lieu of taxes.</i></p>
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	<h3>Chapter 4 - Financial Condition Indicators</h3> <p>The Financial Condition Indicators (FCIs) condense multiple sources of information into a single visual “House Model” graph. The House Model gives a quick visual of a municipality’s strengths and possible areas where a municipality may want to focus its attention. Thirteen indicators consisting of:</p> <ul style="list-style-type: none"><li>• 4 key performance indicators;</li><li>• 6 financial indicators that concern management and debt; and</li><li>• 3 indicators relating to internal and external factors that could impact the municipality’s revenue stream.</li></ul>
	<h3>Appendices</h3> <ul style="list-style-type: none"><li>• List of additional municipal data located on the Nova Scotia Open Data Portal</li><li>• Municipality’s website contact information</li></ul>
	<h3>Contact Information</h3>

## Introduction

The Department of Municipal Affairs and Housing compiles municipal indicators on behalf of the Nova Scotia Government and Association of Municipal Administrators of Nova Scotia (AMANS) that focus on three areas:

- financial matters;
- administration of the municipality; and
- characteristics of the community.

This report creates a snapshot from those financial and demographic statistics to help community members and decision makers better understand:

- the municipality in which they live;
- the municipality's key characteristics; and
- the municipality's financial risks.

For example, the snapshot makes it easy to:

- compare the Three-Year Change in Tax Base indicator to understand the municipality's revenue growth in comparison to cost of living; and
- use the change in population to indicate whether a community's population is growing or declining and its potential impact on municipal revenues and expenses.



## Chapter 1 - Municipal Profile

Municipalities are diverse and operate within unique demographic and economic characteristics. These characteristics have a significant impact on municipal performance and subsequent strategies required to ensure a sustainable environment. This chapter outlines the unique demographic and economic characteristics of the Municipality, specifically its composition, population trends, demographics, median household income levels, employment rates, and educational attainment. The municipal profile trends could have impacts on the current and potential future tax base for a municipality.

## Municipal Profile Highlights

### About the Municipality

Name:	Town of Windsor
County:	Hants County
Approximate size:	9 km <sup>2</sup>
Number of dwellings:	1,829
Government:	5 elected councillors (including the Mayor)



Figure 1- Location of Municipality

### Population Highlights

Population 2016:	3,650
Population 5-year trend:	-3.6%
County 5-year trend:	0.6%
Demographic trend:	Aging
Up to 19 Yrs.	21%
20 to 59 Yrs.	43%
Over 60 Yrs.	36%

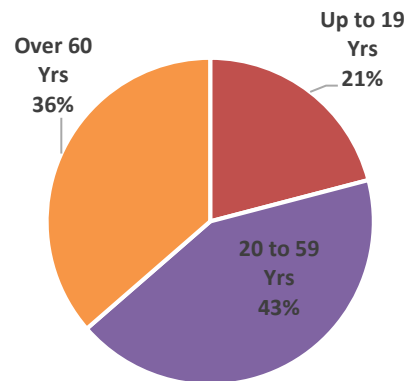


Figure 2 - Age Breakdown

## Population Trends

Population: 3,650  
 Provincial population: 0.4%  
 20-year trend: Declining since 2011 [supported by Figure 3 below]  
 Age Trend: Majority between 40-69 years of age [supported by Figure 4 below]

Population Trend from 1996 to 2016



Figure 3 - Population from 1996-2016. Source: Statistics Canada

2016 Population by Age

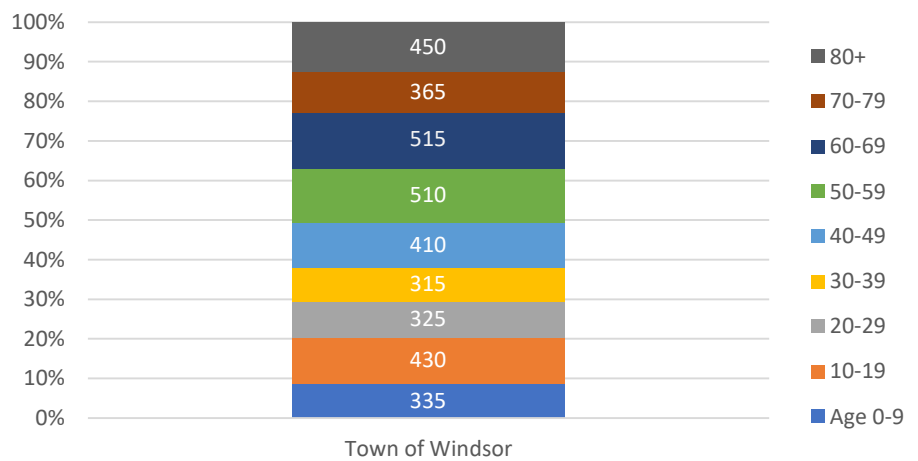


Figure 4 - Population by Age for 2016. Source: Statistics Canada

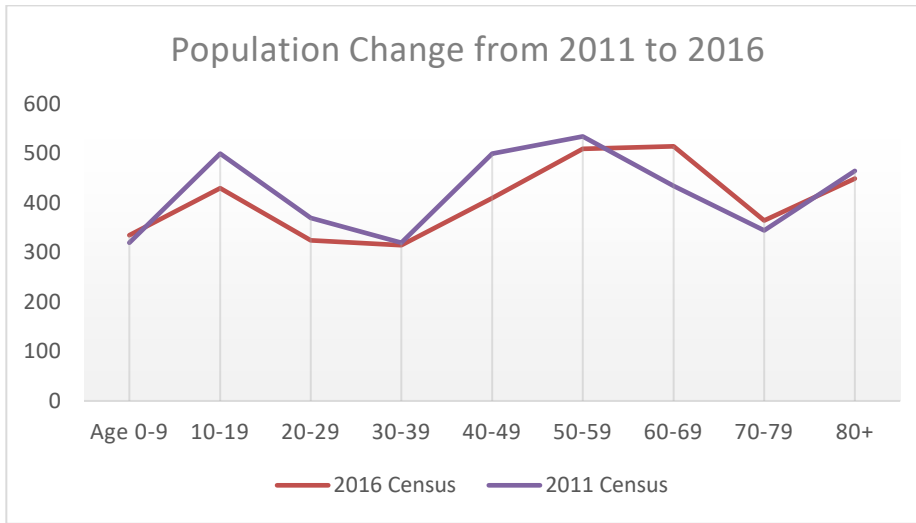


Figure 5 - Population Age Change from 2011 to 2016. Source: Statistics Canada

According to the 2016 Census, although Windsor’s population is aging, it has more youth population than most towns.

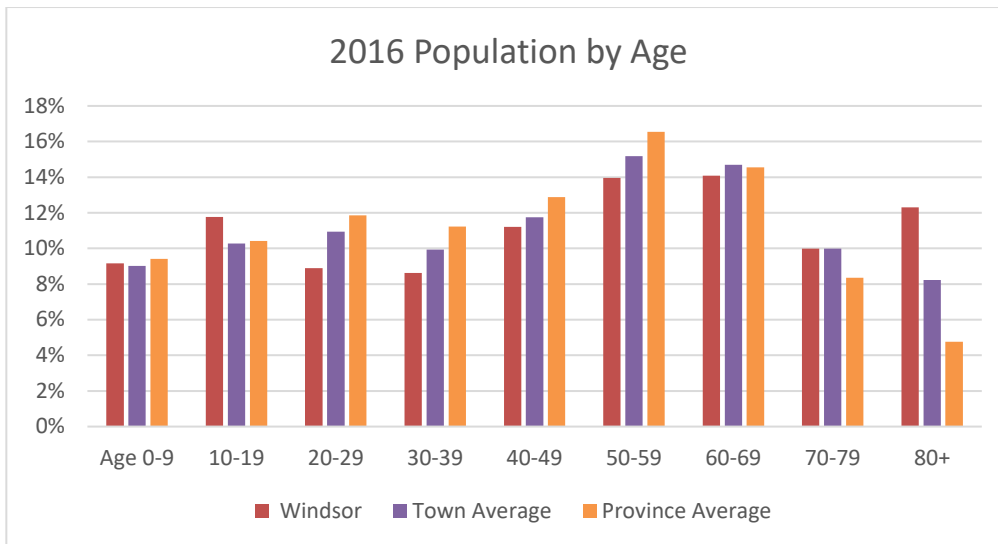


Figure 6 - Comparison of Population by Age for 2011 and 2016. Source: Statistics Canada

## Economic Indicators

Along with population trends, employment rates and median household income are important economic indicators. Education levels can also play a crucial role in economic and social progress and can help improve income distribution. These factors provide an indication of the wellbeing of the economy and labour force.

	2016 Census	2011 Census	+/-	2016 Town Avg.
<b>Median Household Income</b>	\$43,922	\$41,859	\$2,063	\$48,934
<b>Employment Rate</b>	47.6%	46.3%	1.3%	48.3%
<b>Education Beyond High School</b>	49.0%	46.8%	2.2%	52.0%

Source: 2011 and 2016 Statistics Canada Census

- Median household income: Windsor’s median household income is lower than the provincial town average, although it has increased since 2011.
- Employment rate: In a healthy economy, the employment rate is between 97% and 95%. The Town of Windsor’s employment rate is below the provincial town average, although it has increased.
- Education level: Windsor’s education level is lower than the provincial town average, although it has increased since 2011.

## Chapter 2 - Assessment Information



Since property taxes are a primary source of revenue for most municipalities, special emphasis has been placed on reviewing assessment trends.

Three-year change in uniform assessment[1]:	1.7%	growth does not keep pace with cost living (moderate risk)
Highest reliance on a single business or institution:	4.2%	not dependent (low risk)
Residential Tax Effort:	4.9%	limited flexibility (moderate risk)

The line graphs below show the five-year trend of residential and commercial portion of the municipality's uniform assessment.

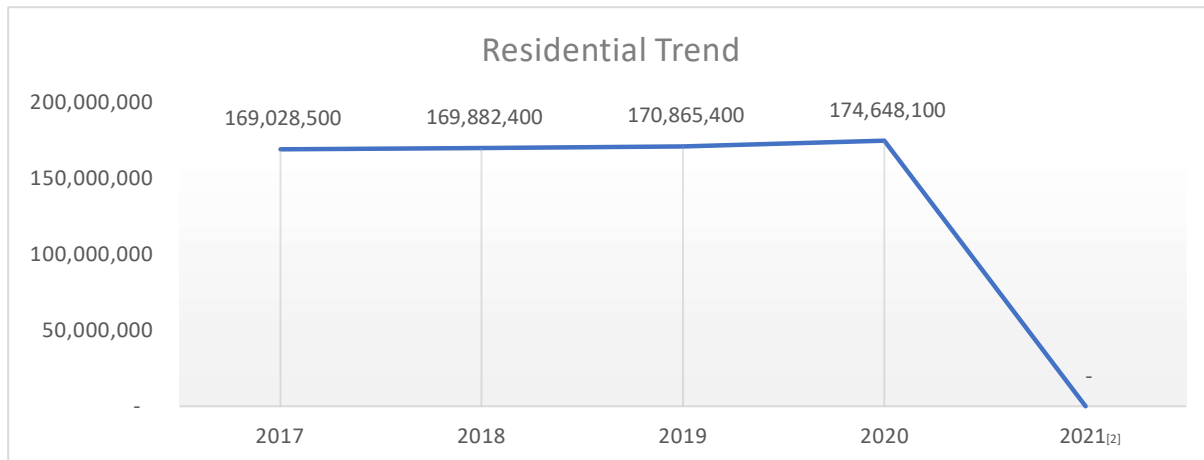


Figure 7 - Residential assessment value over the last five years. Source: 2016-2020 Statement of Estimates - Assessment



Figure 8 - Commercial assessment value over the last five years. Source: 2016-2020 Statement of Estimates - Assessment

[1] Uniform assessment is the value of a municipality's taxable property assessment plus the capitalized value of payments in lieu of taxes.

[2] As of April 1, 2020, the Town of Windsor and the Municipality of West Hants were consolidated to form the West Hants Regional Municipality.

## Chapter 3 - Financial Information

### General Overview:

Audited financial statements are presented on a consolidated basis. These consolidated financial statements present all municipal entities as one single reporting entity:

- all the individual funds managed by the Municipality
- organizations or enterprises that the Municipality owns or controls, such as:
  - Water Utility

The Municipality's non-consolidated financial statements present only the individual funds managed by the Municipality, such as the General Operating Fund, General Capital Fund, Water Operating Fund, Water Capital Fund, Non-operating Reserve Fund, and the Operating Reserve Fund. Non-consolidated financial statements are reconciled but not audited.<sup>2</sup>

### Financial Reporting Compliance:

Audited financial statements and financial information return submitted:	yes
Submission of financial information:	After deadline <sup>3</sup>
Financial statements include:	
Remuneration and Expenses for Elected Officials and CAO/Clerk Note:	yes
Unqualified Opinion:	yes
Quarterly Expenditure report posted online:	yes
Summary Expenditure Report submitted:	yes
Statement of Estimates and assessment information submitted:	yes

<sup>2</sup> Please be advised that, although the Department reconciles, at a high level, a municipality's non-consolidated financial statements to the consolidated financial statements, the non-consolidated financial statements are usually not audited nor presented in full accordance with Canadian public sector accounting standards.

<sup>3</sup> Annually, municipalities are required to submit their financial information by Sept 30<sup>th</sup>.

## Financial Highlights

### Revenue

Total consolidated revenue:	\$9.3 million
Revenue generated from own source revenue *:	\$8.3 million
Total operating revenue:	\$7.1 million
Largest operating revenue:	81%
	Net property taxes and payments in lieu of taxes

### Expenses

Total consolidated expenses:	\$9.0 million
Total operating expenses:	\$6.5 million
Largest operating expense:	27%
	Protective services

### Annual Surplus

Annual consolidated surplus (deficit):	\$377 thousand
Consolidated accumulated surplus (deficit):	\$30.9 million
Annual operating surplus (deficit):	-\$84 thousand

### Debt

Total consolidated long-term debt:	\$7.4 million
Total general capital fund long-term debt:	\$5.9 million
Operating fund bank indebtedness:	\$0.5 million

\* Consolidated revenue excluding government transfers

**Revenue:**

**\$9.3 M**  
2020 Consolidated Revenue

Total consolidated revenue:	\$9.3 million
Largest revenue:	\$5.9 million Taxes and grants in lieu of taxes
Revenue generated from own revenue:	89%

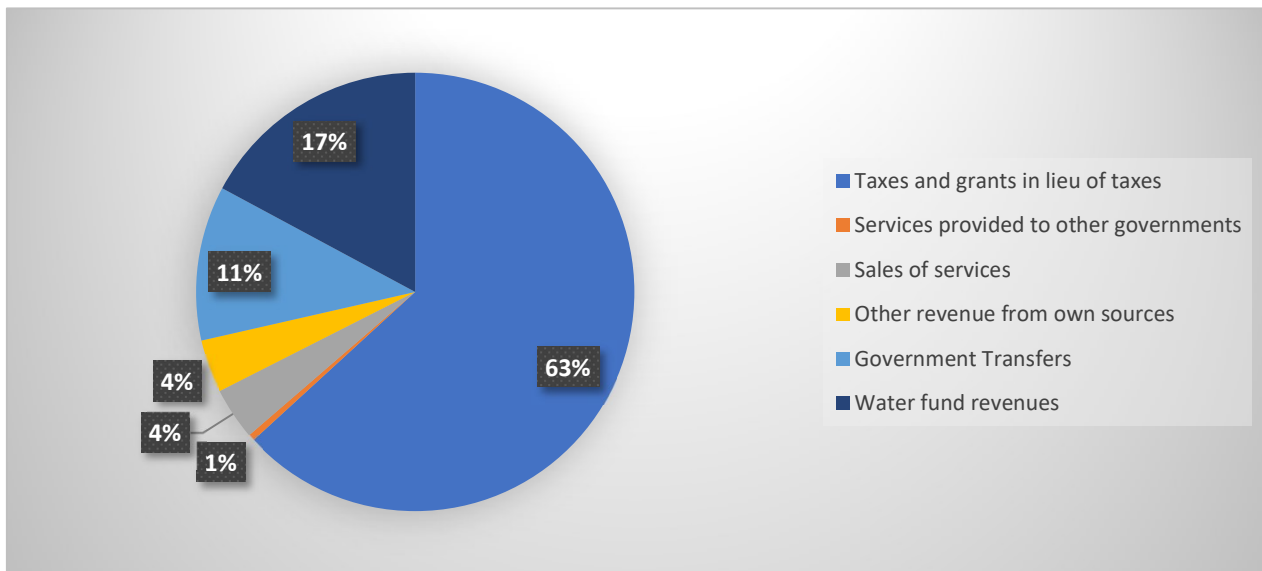


Figure 9 - Consolidated Revenue Source: 2019-20 Financial Information Return

The graph above and table below show the Municipality's consolidated revenue divided into categories.

	Consolidated Revenue
Taxes and Grants in lieu of taxes	\$5.9 million
Services provided to other governments	\$.0 million
Sales of services	\$.4 million
Other revenue from own sources	\$.4 million
Government Transfers	\$1.1 million
Net income from government business enterprises	nil
Water fund revenues	\$1.6 million
Electric fund revenues	nil

## \$7.1 M 2020 General Operating Revenue

Total operating revenue:	\$7.1 million
Largest operating revenue:	81%
	Net property taxes and payments in lieu of taxes
Uncollected Taxes:	7.9%
Reliance on Government Transfers:	7.4%

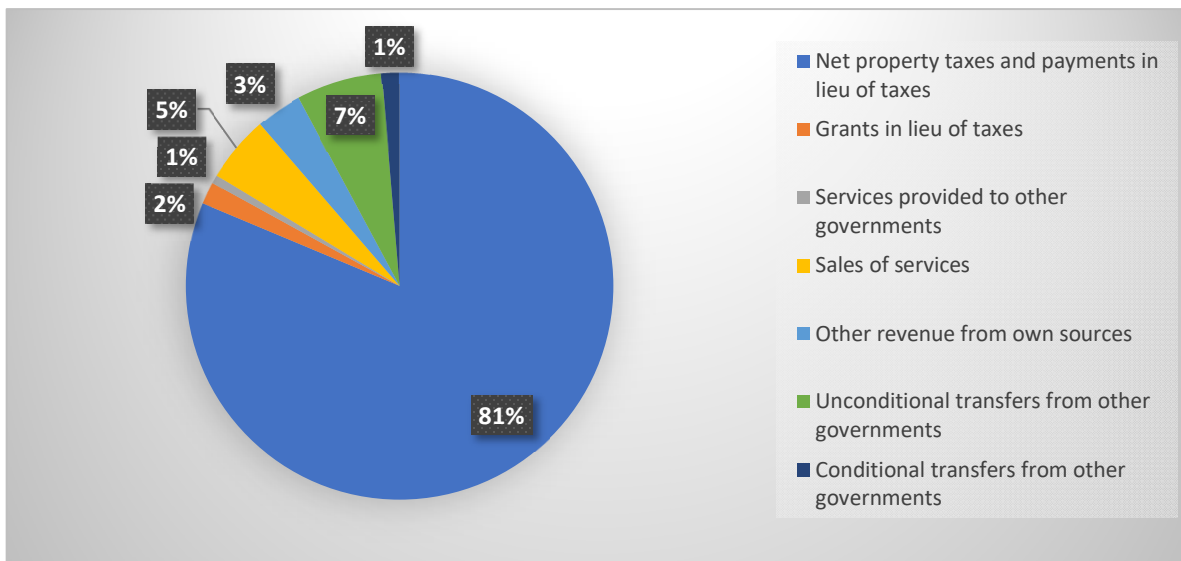


Figure 10 - General Operating Fund Revenue Source: 2019-20 Financial Information Return

The graph above and table below show the Municipality's operating fund revenue divided into categories.

	Operating Revenue
Net property taxes and payments in lieu of taxes	\$5.8 million
Grants in lieu of taxes	\$0.1 million
Services provided to other governments	\$0.0 million
Sales of services	\$0.4 million
Other revenue from own sources	\$0.2 million
Unconditional transfers from other governments	\$0.5 million
Conditional transfers from other governments	\$0.1 million

**Expenses:**

**\$9.0 M**  
2020 Consolidated Expenses

Total consolidated expenses:

\$9.0 million

Largest expense:

19%

Transportation services

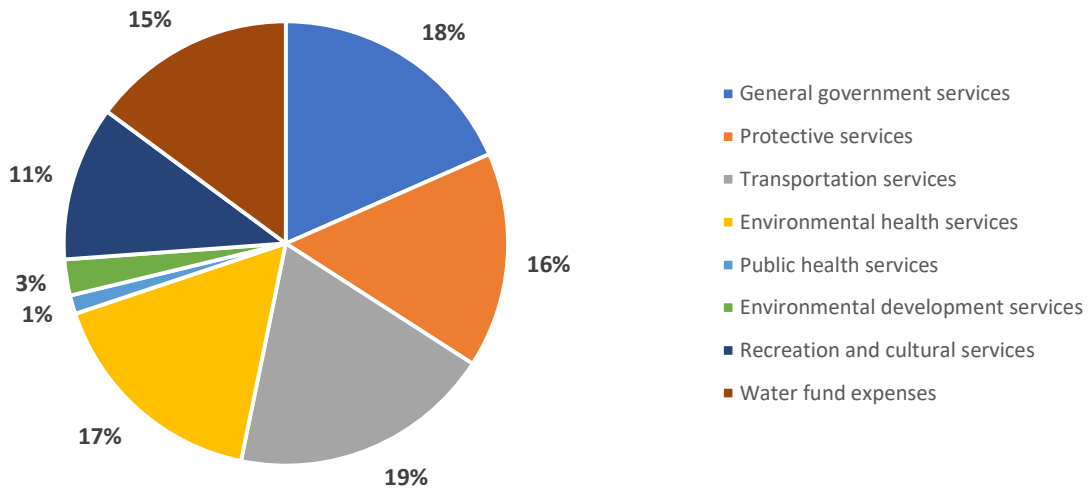


Figure 11 - Consolidated Expenses Source: 2019-20 Financial Information Return

The graph above and table below show the Municipality's consolidated expenses divided into categories.

	Consolidated Expenses
General government services	\$1.7 million
Protective services	\$1.4 million
Transportation services	\$1.7 million
Environmental health services	\$1.5 million
Public health services	\$.1 million
Environmental development services	\$.2 million
Recreation and cultural services	\$1.0 million
Water fund expenses	\$1.3 million
Electric fund expenses	nil

## \$6.5 M 2020 General Operating Expenses

Total operating expenses:	\$6.5 million
Largest operating expense:	27%
	Protective services
Operating reserves as a percentage of total operating expenses:	37.4%

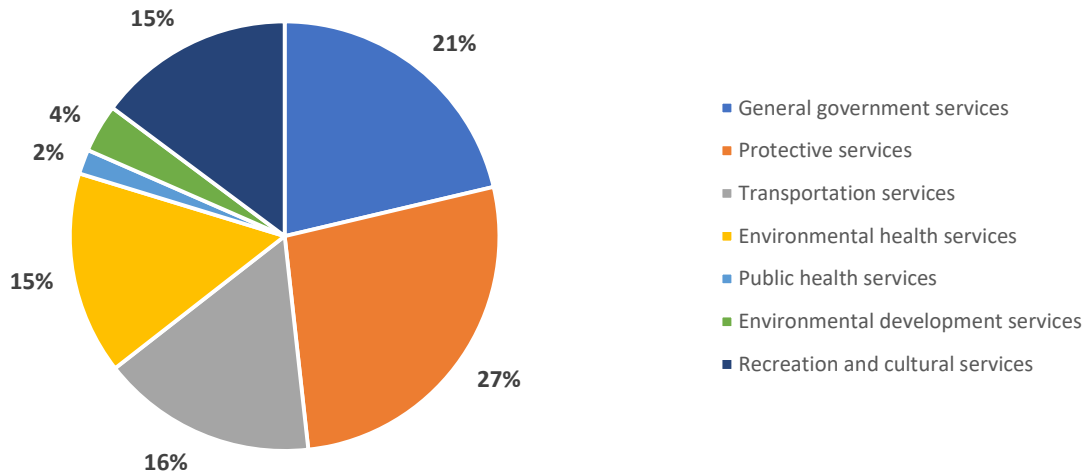


Figure 12 - General Operating Fund Expenses Source: 2019-20 Financial Information Return

The graph above and table below show the Municipality's operating expenses divided into categories.

	Operating Expenses
General government services	\$1.4 million
Protective services	\$1.8 million
Transportation services	\$1.1 million
Environmental health services	\$1.0 million
Public health services	\$.1 million
Environmental development services	\$.2 million
Recreation and cultural services	\$1.0 million
Extraordinary or special items	nil

The graph below shows the expense by function for the municipal operations or General Operating Fund expenses compared to the provincial town average.

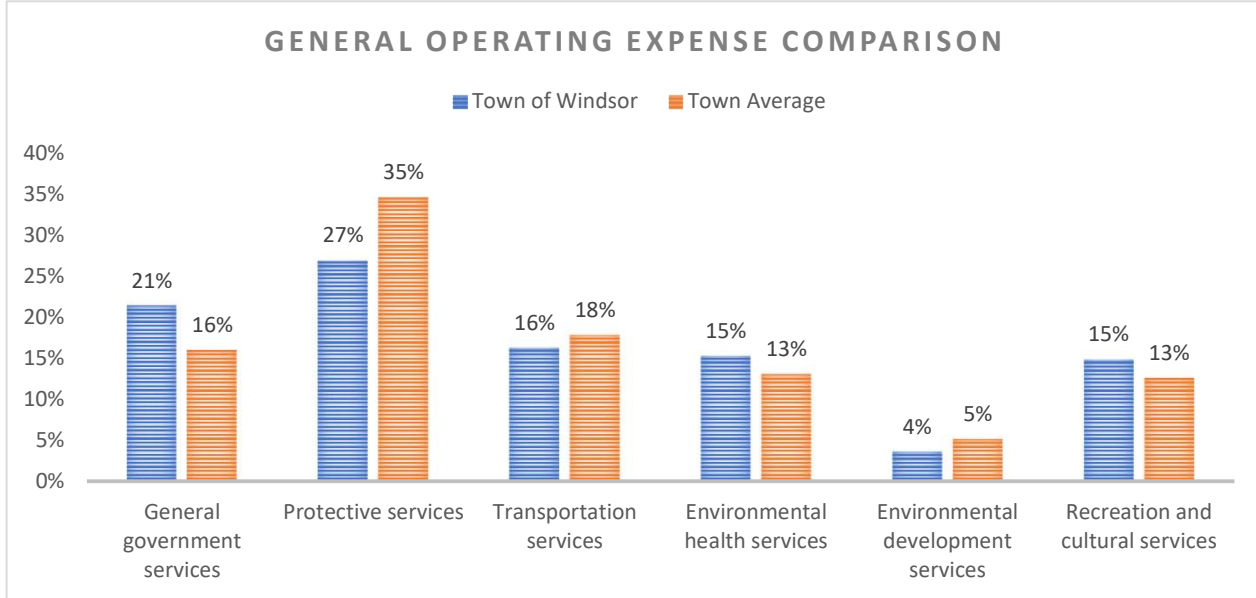


Figure 13 - Comparison of General Fund Expenses to Provincial Town Average. Source: 2019-20 Financial Information Return

## Accumulated Surplus (Deficit)

Annual Surplus: Revenue - Expenses

Note: Annual surplus is added to the accumulated surplus (deficit)

Annual consolidated surplus (deficit):	\$377 thousand
Consolidated accumulated surplus (deficit):	\$30.9 million
Annual operating surplus (deficit):	-\$84 thousand
Number of operating deficits in the last 5 years:	1

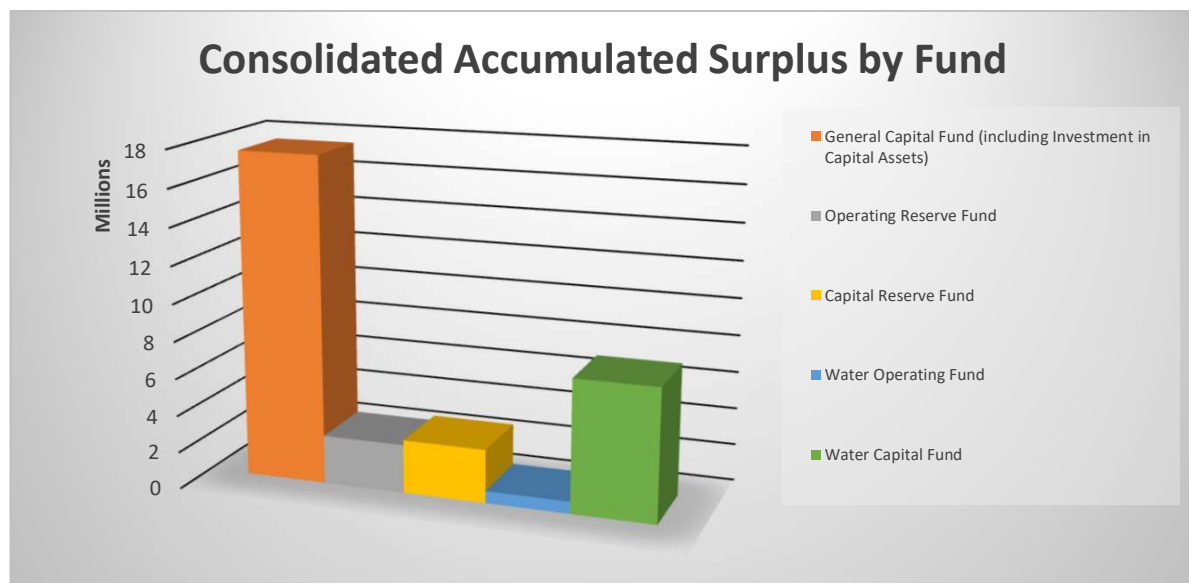


Figure 14 - Consolidated Accumulated Surplus by Fund. Source: 2019-20 Financial Information Return

**Debt**

Total consolidated long-term debt:	\$7.4 million
Total general capital fund long-term debt:	\$5.9 million
Debt Service Ratio:	11.0%
Operating fund bank indebtedness:	\$ .5 million
Outstanding operating debt as a percentage of Net Property Taxes/Payment in Lieu of Taxes, Grants in Lieu of Taxes and Government Transfers:	7.1%

## Chapter 4 - Financial Condition Indicators: House Model



The Financial Condition Indicators (FCIs) condense multiple sources of information into a single visual “House Model” graph. The House Model gives a quick visual of a municipality’s strengths and possible areas where a municipality may want to focus its attention.

### The Model:

The Model consists of 13 indicators organized into base, structure and roof, focusing on:

- roof: 4 key performance indicators;
- structure: 6 financial indicators that concern management and debt; and
- base: 3 indicators relating to internal and external factors that could impact the municipality's revenue stream.

### Risk thresholds:

Each indicator is assessed against a risk threshold:

- low risk (**green**);
- moderate risk (**yellow**); and
- high risk (**red**).

### Overall assessment:

The Department calculates an overall assessment for fiscal instability:

- low risk (**green**): 10-13 FCIs meet low risk threshold;
- moderate risk (**yellow**): 8-9 FCIs meet low risk threshold; and
- high risk (**red**): 7 or less FCIs meet low risk threshold.

## Overall Assessment

**Overall Assessment for:** Town of Windsor

**Financial Condition:** **Moderate risk**

The overall Financial Condition Index assessment for the Town of Windsor is Moderate risk

This means that, although the Municipality has a few challenges, it is considered moderate risk for fiscal instability.

**Comparison:** Majority of towns are at moderate risk (see chart below)

**SUMMARY OF TOWNS OVERALL RESULTS  
FOR 2019-20**



## Financial Condition Indicators Highlights

Overall Assessment

Yellow (moderate risk)

The overall Financial Conditions Index assessment for the Town of Windsor is yellow (moderate risk). This means that, although the Municipality has a few challenges, it is considered moderate risk for fiscal instability.

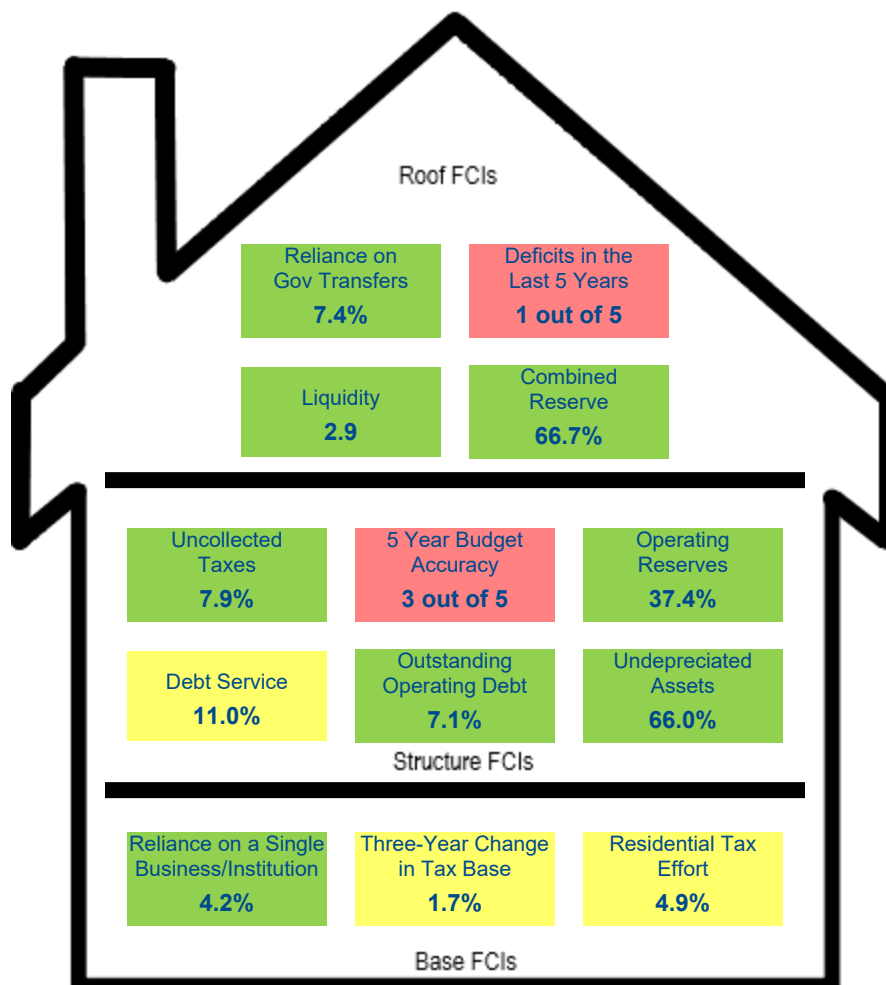
As shown in the House model below, Windsor's FCIs are comprised of:

Low Risk (green): 8 Indicators

Moderate Risk (yellow): 3 Indicators

High Risk (red): 2 Indicators

Details on the individual FCI assessments and the Municipality's specific challenges are provided below.



## Two-Year Comparison of Financial Condition Indicators

<b>BASE</b>	<b>2020</b>	<b>2019</b>	<b>+/-</b>
3-year Change in Tax Base	● 1.7%	● 1.1%	0.7%
Reliance on a Single Business or Institution	● 4.2%	● 4.2%	-0.1%
Residential Tax Effort	● 4.9%	● 4.8%	0.1%

### **STRUCTURE**

Uncollected Taxes	● 7.9%	● 6.5%	1.4%
5 Year Budget Accuracy	● 3/5	● 3/5	0
Operating Reserves	● 37.4%	● 40.5%	-3.0%
Debt Service	● 11.0%	● 11.5%	-0.5%
Outstanding Operating Debt	● 7.1%	● 0.0%	7.1%
Undepreciated Assets	● 66.0%	● 67.7%	-1.7%

### **ROOF**

Deficits in the Last 5 Years	● 1/5	● 0/5	1
Liquidity	● 2.9	● 3.7	-0.8
Reliance on Government Transfers	● 7.4%	● 8.0%	-0.6%
Combined Reserve	● 66.7%	● 73.4%	-6.7%

\* For 3-year Change in Tax Base, CPI % change for 2020 is 3.2% and for 2019 is 5.2%

## The Base FCI Indicators

### Reliance on a Single Business or Institution

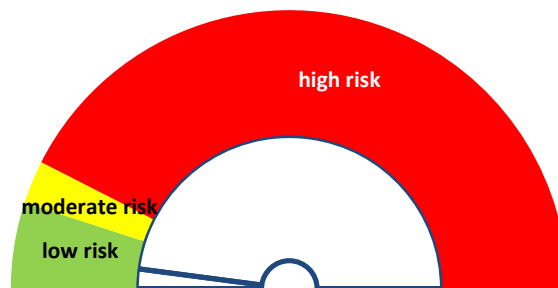
**2020 Results:** **Low risk 4.2%**  
The largest single commercial or institutional account is only 4.2% of the Municipality's total Uniform Assessment.

**What does it mean?** The Municipality is showing no vulnerability in this area. The Municipality's tax base is not dependent on one single business or institution.

**Calculation:**

$$\frac{\text{Taxable assessment value of the largest business or institution}}{\text{Uniform Assessment}} = 4.2\%$$

- Risk Thresholds:**
-  Low: Less than 10%
  -  Moderate: 10% to 15%
  -  High: Greater than 15%



### Three-Year Change in Tax Base

**2020 Results:**                      **Mod risk**        **1.7%**

**What does it mean?**

Growth is below the CPI % change of 3.2% but above 0%.

The municipality's tax base is not keeping up with the cost of municipal services and programs.

**Calculation:**

$$\frac{\text{Current Uniform Assessment} - \text{Uniform Assessment 3 Years Prior}}{\text{Uniform Assessment 3 Years Prior}} = 1.7\%$$

**Risk Thresholds:**

- Low: Equal or above CPI% Change
- Moderate: Below CPI % Change, but not negative growth
- High: Negative growth

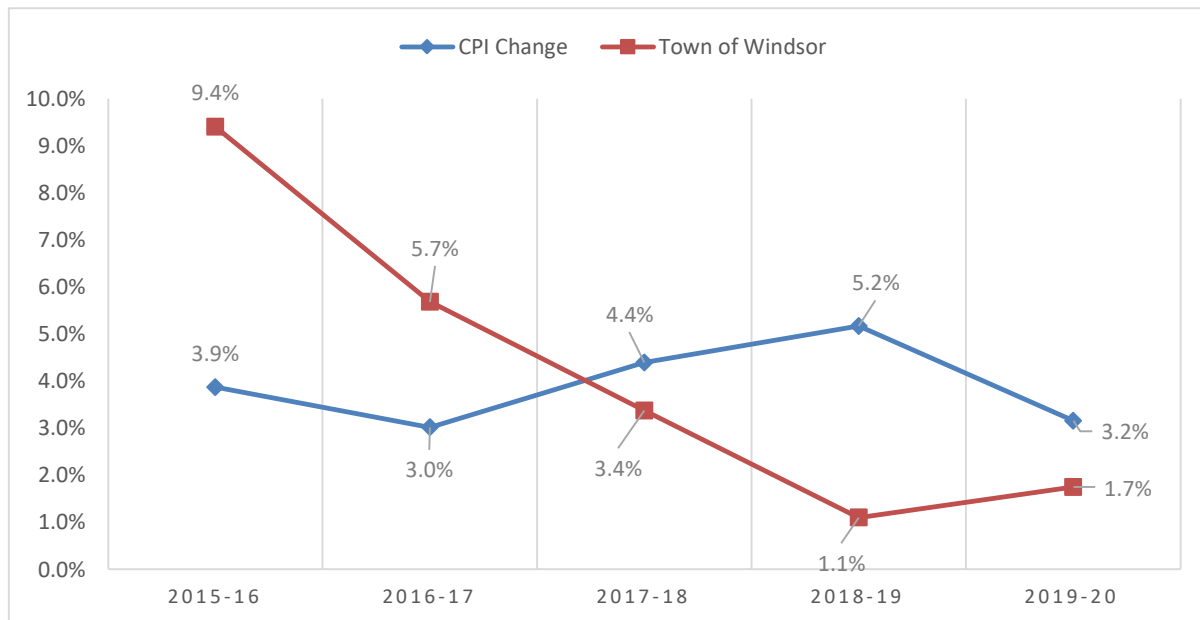


Figure 15- Three-year change in Uniform Assessment in comparison to three-year change in CPI for the last 5 yearsSource: Statement of Estimates-Assessment and Statistics Canada

## Residential Tax Effort

**2020 Results:**

**Mod risk 4.9%**

4.9% of median household income is required to pay the average tax bill.

**What does it mean?**

The Municipality has limited flexibility to increase the taxes, if required.

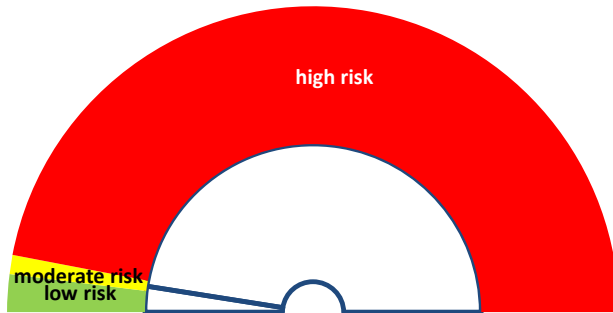
This indicator helps council assess the affordability of municipal taxes in relation to the current service levels.

**Calculation:**

$$\frac{\text{Total residential tax revenue per dwelling unit}}{\text{Median Household Income}} = 4.9\%$$

**Risk Thresholds:**

- Low: Less than 4%
- Moderate: 4% to 6%
- High: Greater than 6%



## FCI Indicators - Structure (Management) Indicators

### Debt Service

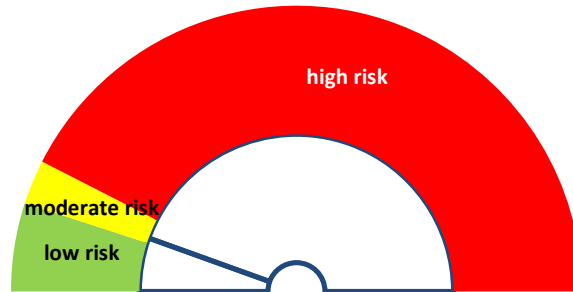
**2020 Results:** **Mod risk 11.0%**  
11% of own source revenue is spent on principal and interest payments.

**What does it mean?** With adequate cash flow, the Municipality has limited potential for flexibility to increase borrowing levels to help finance future capital expenditures.

**Calculation:** 
$$\frac{\text{Principal and Interest Paid on Long-term Debt}}{\text{Total Own Source Operating Revenue}} = 11.0\%$$

**Risk Thresholds:**

-  Low: Less than 10%
-  Moderate: 10% to 15%
-  High: Greater than 15%





## Operating Reserve

**2020 Results:**                      **Low risk      37.4%**

**What does it mean?**




The Municipality is setting aside sufficient funds to help mitigate any unforeseen risks or future needs

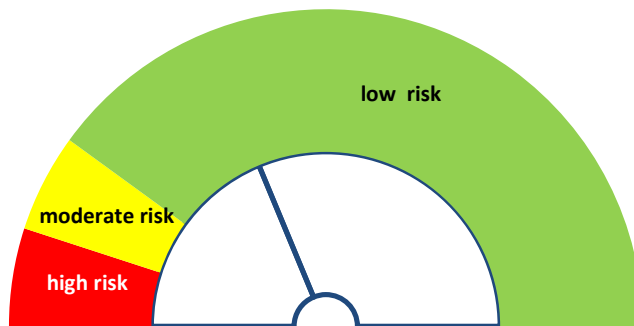
This indicator provides the value of funds set aside for planned future needs, to smooth expenses or for unexpected expenses.

**Calculation:**

$$\frac{\text{Total Operating Reserve Fund Balance}}{\text{Total Operating Expenditures}} = 37.4\%$$

**Risk Thresholds:**

-  Low: Greater than 20%
-  Moderate: 10% to 20%
-  High: Less than 10%



## Uncollected Taxes

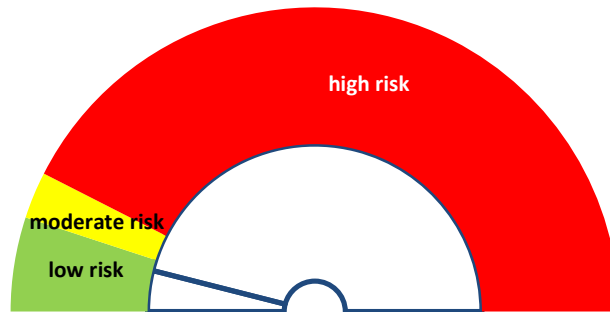
**2020 Results:**                      **Low risk**      **7.9%**

**What does it mean?**                      The Municipality is managing tax revenue collection.

**Calculation:**                      
$$\frac{\text{Total Cumulative Uncollected Taxes}}{\text{Total Taxes Billed in Current Fiscal Year}} = 7.9\%$$

**Risk Thresholds:**

-  Low: Less than 10%
-  Moderate: 10% to 15%
-  High: Greater than 15%



## Undepreciated Assets

**2020 Results:**                      **Low risk**        **66.0%**

**What does it mean?**




This indicator estimates that the Municipality's capital assets have 66.% of useful life remaining.

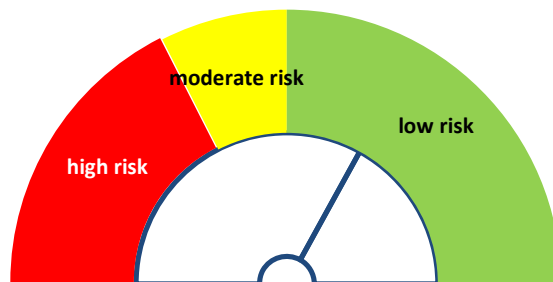
Municipalities across Canada are facing sufficient infrastructure challenges. This indicates that the Municipality is experiencing less of an infrastructure challenge than other municipalities.

**Calculation:**

$$\frac{\text{Total Net Book Value of Capital Assets}}{\text{Gross Costs of Capital Assets}} = 66.0\%$$

**Risk Thresholds:**

-  Low: Greater than 50%
-  Moderate: 35% to 50%
-  High: Less than 35%






## 5-Year Budget Accuracy

**2020 Results:** **High risk** 3 of the last 5 years, actual expenditures were within +/- 5% of budget

**What does it mean?** The Municipality did not consistently maintain expenditure spending within budget limits.

**Calculation:** 
$$\frac{\text{Total budget expenditures} - \text{Total actual expenditures}}{\text{Total budget expenditures}}$$

**Risk Thresholds:**

-  Low: 5 out of 5 years, expenditures were within +/- 5% or expenditure and revenue variance were within +/- 5% of each other
-  Moderate: 4 out of 5 years, expenditures were within +/- 5%
-  High: Less than 4 out of 5 years, expenditures were within +/- 5%

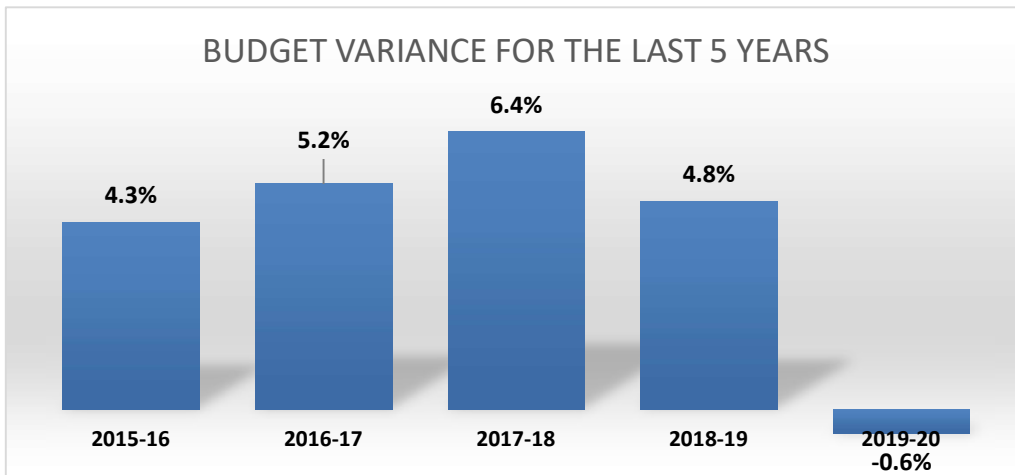


Figure 16- Operating budget variance over the last 5 years. Source: Financial Information Return and Statement of Estimates- Budget

## FCI - Roof (Key Performance) Indicators -

the ability to meet current and future needs in a balanced and independent manner

### Reliance on Government Transfers

2020 Results: **Low risk** 7.4%




**What does it mean?**

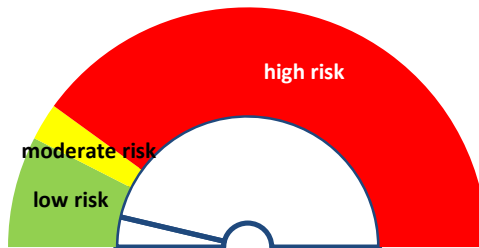
The Municipality is not dependent on another level of government to meet its service obligations.

**Calculation:**

$$\frac{\text{Total Government Transfers}}{\text{Total Revenue}} = 7.4\%$$

**Risk Thresholds:**

-  Low: Less than 15%
-  Moderate: 15% to 20%
-  High: Greater than 20%



## Number of Deficits in the Last 5 Years

**2020 Results:** **High risk** 1 Operating deficits in the last five years

**What does it mean?** Deficits are important indications of financial health. The result indicates that the municipality has, at times, not been able to meet its needs in a balanced manner and maintain a balanced budget

**Calculation:** The number of non-consolidated operating deficits in the last five years = 1

**Risk Thresholds:**

- Low: 0 in the last 5 years
- Moderate: 1 or more in the last 5 years
- High: 1 or more in the last 2 years with one material deficit (0.5% of operating expenses)

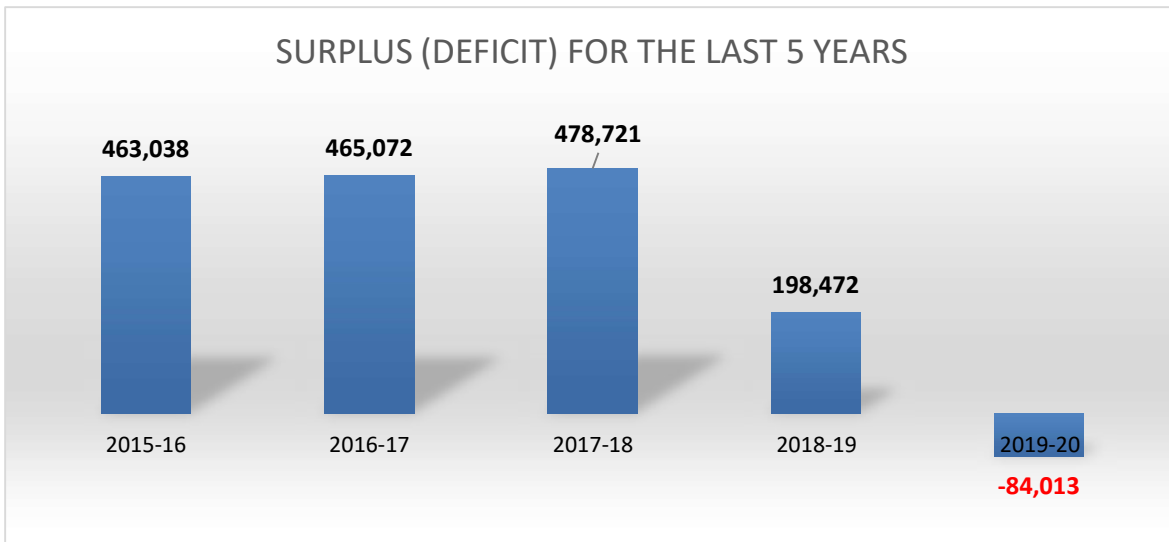


Figure 17- Annual operating fund surplus (deficit) for the last 5 years. Source: Financial Information Return



## Combined Reserves

**2020 Results:**                      **low risk**                      **66.7%**

**What does it mean?**




This result indicates that the Municipality does appear to have sufficient reserves needed to address unexpected events or provide flexibility to address future projects

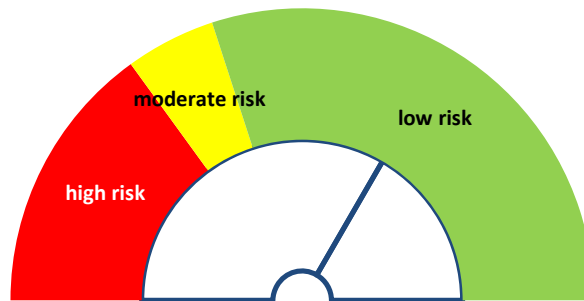
Reserves are critical components of a municipality's long-term sustainability. This indicator shows the value of the funds held in the reserves compared to a single year's operation, including amortization expenses.

**Calculation:**

$$\frac{\text{Total Operating and Capital Reserves}}{\text{Total Operating Expenses plus Amortization Expense}} = 66.7\%$$

**Risk Thresholds:**

-  Low: Greater than 40%
-  Moderate: 30% to 40%
-  High: Less than 30%



## Appendix I - Additional Resources

Nova Scotia Government's Open Data Portal ([data.novascotia.ca](http://data.novascotia.ca))

This portal provides access to various government data in a free, accessible, machine-readable format.

Financial datasets currently published through the Nova Scotia Government's Open Data Portal:

- 911 Municipal Grants
- Consolidated Revenues and Expenses by Municipality
- Municipal Affairs Funding Programs
- Emergency Services Provider Fund
- Farm Land Grant
- Financial Condition Indicators by Municipality
- Municipal Contributions to Roads
- Municipal Financial Capacity Grant (formally equalization program)
- Municipal Operating Fund- Summary of Revenue and Expenses by Municipality
- Municipal Operating Expenses by Function -10 Year Summary
- Municipal Operating Revenue by Source -10 Year Summary
- Municipal Property Tax Rates
- Nova Scotia Power Grant-in-Lieu
- Uniform Assessment

## Appendix II - Municipal Website

Municipal website is [town.windsor.ns.ca](http://town.windsor.ns.ca)

A municipality's website can be a helpful resource to access various financial information. Currently, most municipal websites provide:

- Audited Financial Statements
- Approved Operating Budget
- Quarterly Municipal Expense Report
- Quarterly Municipal Hospitality Expense Report

## Contact Municipal Affairs and Housing

For more information, for support in action plan development, or to obtain a guide on action plan development: [municipalfinance@novascotia.ca](mailto:municipalfinance@novascotia.ca)





**WEST HANTS REGIONAL MUNICIPALITY REPORT**

Information <input checked="" type="checkbox"/>	Recommendation <input type="checkbox"/>	Decision Request <input type="checkbox"/>	Councillor Activity <input type="checkbox"/>
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**To:** Audit Committee

**Submitted by:** Carlee Rochon  
Carlee Rochon, Director, Financial Services

**Date:** February 2, 2022

**Subject:** Financial Update – Month Ending December 31, 2021

**LEGISLATIVE AUTHORITY**

MGA, Part II, Administration, 31 (c)

**RECOMMENDATION or DECISION REQUEST**

Not Applicable

**BACKGROUND**

Property <input type="checkbox"/>	Public Opinion <input type="checkbox"/>	Environment <input type="checkbox"/>	Social <input type="checkbox"/>	Economic <input checked="" type="checkbox"/>	Councillor Activity <input type="checkbox"/>
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The 2021-22 Municipal Operating budget was passed June 8, 2021.

- 2021-22 Operating Budget of \$27,220,911
- 2021-22 Capital Budget of \$13,113,777

Council provides overall governance of Municipal funds while the Chief Administrative Officer is responsible for the administration of the budget after adoption.

The intent of this report is to provide a summary view of what is currently recorded on the Municipality’s operating fund. Municipal departments are responsible for overseeing the day-to-day activity of their budget areas.

## **DISCUSSION**

Please refer to the attached Actual Budget Variance reports for the period ending December 31, 2021.

Please note that if revenue and expenditures were incurred evenly over the year approximately 75% of the budget would be used. This percentage provides a guideline when reviewing the attached. However, it is important to keep in mind that account variances (up or down) will occur throughout the fiscal year.

Revenues recorded to date are 94.8% of budget. Expenditures are at 63.1% of budget; however, as we move towards the fiscal year end, this percentage will continue to evolve upward.

Projections are based on the current information and limited historical trends. The possibility of fluctuations within these projections should be presumed. The overall projected surplus based on the variance analysis for the general fund is \$903,075. These remaining funds will be moved to the Operating Reserve as per the Reserves policy.

### Revenue Highlights

Municipal revenues are projected to be higher, with a projected variance of 4% from what was budgeted. Some revenue sources are projecting to be higher, such as Deed Transfer Tax, Water Sales, Building Permits and conditional transfers from Safe Restart Funding. Some revenue sources are projecting to be lower, such as NS Power Grant, Leases, Local Government Services and Community Development.

The largest variance stems from West Hants Regional budgets being conservative in projecting revenue. Given the unexpected real estate market success, our Deed Transfer Tax is projected to be \$864,028 higher than budget based on the reported revenue at the end of the ninth month. The second largest variance is related to the Financial Capacity Grant (formerly known as Equalization). The Provincial Government announced a double payment this year following the election, resulting in \$562,708 in additional revenue.

Revenue projections for Community Development have been further lowered. Recent COVID-19 restrictions have resulted in limited ability to offer rentals and programs, impacting another two and half months of operations (Dec – Feb). Based on trends, Host Community fees may be higher on March 31<sup>st</sup>, but projections have remained within budget.

### Expenditure Highlights

Municipal expenditures are projected to be higher, with a projected variance of 0.7% from what was budgeted. Some expenditure sources are projecting to be higher, such as Police Services, Recreation and Cultural Services, General Administration, Transfer To/From Reserves and Debt Servicing. Some expenditure sources are projecting to be lower, such as Fiscal Services, Environmental Development Services, Transportation, and Environmental Health Services.

The largest variance is attributed to the RCMP union negotiations at the Federal level coming to conclusion. Estimates of the full impact to West Hants are still being prepared by the RCMP Financial Team, but the current estimate of \$750,000 was used for this report. The Municipality and RCMP began preparing for this in 2020-21, when \$582,668 in retro payment adjustments was added to the RCMP reserve for this purpose. The remainder will be mitigated through the 2020-21 RCMP operating credit of \$524,015 and expected credits for 2021-22.

Education is also expected to be lower by \$232,524, as the former Town of Hantsport education agreement amount was incorporated in the overall figure provided.

General Administration projections have increased. Due to unexpected repairs and cleaning costs for libraries and the courthouse as well as the additional cost to support the ongoing operations of two municipal offices. The other item causing an increase in this projection is the additional studies requested to support Council decision making processes.

Additional grants have been proposed to Council since the original approval of the grants and contributions in June 2021, increasing the Community Development costs.

Year end projections from Public Housing have forecasted a larger deficit, so the projections have been increased to account for WHRM portion of the public housing deficit.

#### **NEW ITEMS**

Not Applicable

#### **FINANCIAL IMPLICATIONS**

The projections provided are limited as we are currently at the end of the ninth month, finalizing the fiscal year end. The overall projected surplus based on the variance analysis for the general fund is \$903,075.

#### **ALTERNATIVES**

Not Applicable

#### **ATTACHMENTS**

- Actual vs Budget 2021-2022 – Ending December 31, 2021

#### **CHIEF ADMINISTRATIVE OFFICER REVIEW**

Report Prepared by:



Carlee Rochon, Director, Financial Services

Report Reviewed by:



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Mark Phillips, Chief Administrative Officer

**West Hants Regional Municipality**  
**Income Statement - Actual vs. Budget**  
**For the Ninth Months Ending December 31, 2021**

	<b>2021-22 Budget</b>	<b>YTD Actual</b>	<b>Remaining Funds</b>	<b>Act./Bud. Percentage</b>	<b>Forecast March 31, 2022</b>
<b>TOTAL REVENUES</b>					
<b>ASSESSABLE PROPERTIES</b>					
RESIDENTIAL	6,178,409	6,176,385	(2,024)	100.0%	6,176,385
COMMERCIAL	1,195,625	1,193,495	(2,130)	99.8%	1,193,495
SPECIAL TAX AGREEMENT	53,346	53,803	457	100.9%	53,803
RESOURCE	251,811	243,273	(8,538)	96.6%	243,273
WEST HANTS AREA RATES	6,955,875	6,897,739	(58,136)	99.2%	6,897,739
HANTSPORT AREA RATES	673,541	672,682	(859)	99.9%	672,682
WINDSOR AREA RATES	4,139,250	4,070,909	(68,341)	98.3%	4,070,909
<b>TOTAL</b>	<b>19,447,857</b>	<b>19,308,286</b>	<b>(139,571)</b>	<b>99.3%</b>	<b>19,308,286</b>
<b>SEWER UTILITY REVENUE</b>					
WEST HANT SEWER	1,124,977	889,938	(235,039)	79.1%	1,186,584
WINDSOR SEWER	999,000	722,393	(276,607)	72.3%	963,191
<b>TOTAL</b>	<b>2,123,977</b>	<b>1,612,331</b>	<b>(511,646)</b>	<b>75.9%</b>	<b>2,149,775</b>
<b>BUSINESS PROPERTY</b>					
MT&T	79,380	79,380	-	100.0%	79,380
NS POWER	207,445	204,319	(3,126)	98.5%	204,319
<b>TOTAL</b>	<b>286,825</b>	<b>283,699</b>	<b>(3,126)</b>	<b>98.9%</b>	<b>283,699</b>
<b>OTHER</b>					
DEED TRANSFER TAX	1,415,972	1,898,187	482,215	134.1%	2,280,000
5% SUBDIVISION	8,000	17,250	9,250	215.6%	17,250
<b>TOTAL</b>	<b>1,423,972</b>	<b>1,915,437</b>	<b>491,465</b>	<b>134.5%</b>	<b>2,297,250</b>
<b>GRANTS-IN-LIEU</b>					
FEDERAL	47,760	27,813	(19,947)	58.2%	47,760
PROVINCIAL	37,761	13	(37,748)	0.0%	37,761
<b>TOTAL</b>	<b>85,521</b>	<b>27,826</b>	<b>(57,695)</b>	<b>32.5%</b>	<b>85,521</b>

**West Hants Regional Municipality**  
**Income Statement - Actual vs. Budget**  
**For the Ninth Months Ending December 31, 2021**

	<b>2021-22 Budget</b>	<b>YTD Actual</b>	<b>Remaining Funds</b>	<b>Act./Bud. Percentage</b>	<b>Forecast March 31, 2022</b>
<b>LOCAL GOVERNMENT</b>					
GENERAL GOV SERVICES	2,500	2,616	116	104.6%	2,616
RECYCLING/ENFORCEMENT	99,730	-	(99,730)	0.0%	81,801
HOST COMMUNITY FEES	373,000	342,861	(30,139)	91.9%	373,000
COURTHOUSE	77,834	53,999	(23,835)	69.4%	77,834
RESERVE TFR - TIPPING FEES	75,579	-	(75,579)	0.0%	57,766
ADMINISTRATION FEES	661,204	12,711	(648,493)	1.9%	665,615
KINGS COUNTY FIRE GRANT	58,811	(20,315)	(79,126)	(34.5%)	58,811
GLOOSCAP FIRE GRANT	7,065	7,065	-	100.0%	7,065
CAPITAL FIRE GRANT - KINGS	84,160	-	(84,160)	0.0%	25,215
MISC GLOOSCAP	30,000	33,846	3,846	112.8%	40,000
<b>TOTAL</b>	<b>1,469,883</b>	<b>432,783</b>	<b>(1,037,100)</b>	<b>29.4%</b>	<b>1,365,585</b>
<b>LICENSES &amp; PERMITS</b>					
LICENCES	5,194	1,000	(4,194)	19.3%	5,194
WH BUILDING	46,755	60,315	13,560	129.0%	90,473
<b>TOTAL</b>	<b>51,949</b>	<b>61,315</b>	<b>9,366</b>	<b>118.0%</b>	<b>95,667</b>
<b>FINES</b>	<b>44,962</b>	<b>21,043</b>	<b>(23,919)</b>	<b>46.8%</b>	<b>28,057</b>
<b>RENTALS</b>					
RENTALS	96,810	-	(96,810)	0.0%	94,361
LEASES	35,100	10,200	(24,900)	29.1%	29,552
<b>TOTAL</b>	<b>131,910</b>	<b>10,200</b>	<b>(121,710)</b>	<b>7.7%</b>	<b>123,913</b>
<b>RETURN ON INTESTMENT</b>	<b>67,310</b>	<b>-</b>	<b>(67,310)</b>	<b>0.0%</b>	<b>50,483</b>
<b>INTEREST &amp; PENALTIES</b>					
INTEREST & PENALTIES	307,153	274,884	(32,269)	89.5%	366,512
<b>TOTAL</b>	<b>307,153</b>	<b>274,884</b>	<b>(32,269)</b>	<b>89.5%</b>	<b>366,512</b>
<b>OTHER</b>					

**West Hants Regional Municipality**  
**Income Statement - Actual vs. Budget**  
**For the Ninth Months Ending December 31, 2021**

	<b>2021-22 Budget</b>	<b>YTD Actual</b>	<b>Remaining Funds</b>	<b>Act./Bud. Percentage</b>	<b>Forecast March 31, 2022</b>
TAX CERTIFICATES	14,000	11,300	(2,700)	80.7%	15,067
SUBDIVISION FEE	2,000	-	(2,000)	0.0%	1,500
WIND FARMS	171,168	172,656	1,488	100.9%	172,656
WATER SALES	20,000	32,843	12,843	164.2%	32,099
MISC	18,600	78,440	59,840	421.7%	78,440
<b>TOTAL</b>	<b>225,768</b>	<b>295,239</b>	<b>69,471</b>	<b>130.8%</b>	<b>299,761</b>
<b>COMMUNITY DEVELOPMENT</b>					
RECREATION	216,875	62,235	(154,640)	28.7%	82,980
RECREATION - FACILITIES	504,574	146,154	(358,420)	29.0%	194,872
	<b>721,449</b>	<b>208,389</b>	<b>(513,060)</b>	<b>28.9%</b>	<b>277,852</b>
<b>SERVICES &amp; MUN RELATIONS</b>					
EQUALIZATION GRANTS	463,476	984,739	521,263	212.5%	1,125,416
FARM PROPERTY ACREAGE	89,139	89,139	-	100.0%	89,139
HST OFFSET GRANT	112,360	110,211	(2,149)	98.1%	110,211
911 COST RECOVERY	6,300	-	(6,300)	0.0%	6,300
<b>TOTAL</b>	<b>671,275</b>	<b>1,184,089</b>	<b>512,814</b>	<b>176.4%</b>	<b>1,331,066</b>
FEDERAL GOVERNMENT GRANTS	156,502	170,089	13,587	108.7%	170,089
<b>OWN VALUATION ALLOW &amp; EQUITY</b>					
OTHER FUNDS GENERAL	4,600	545	(4,055)	11.8%	84,136
<b>TOTAL REVENUE</b>	<b>27,220,913</b>	<b>25,806,155</b>	<b>(1,414,758)</b>	<b>94.8%</b>	<b>28,317,651</b>

**West Hants Regional Municipality**  
**Income Statement - Actual vs. Budget**  
**For the Ninth Months Ending December 31, 2021**

	<b>2021-22 Budget</b>	<b>YTD Actual</b>	<b>Remaining Funds</b>	<b>Act./Bud. Percentage</b>	<b>Forecast March 31, 2022</b>
<b>LEGISLATIVE</b>					
WARDEN	56,954	39,264	17,690	68.9%	52,352
COUNCIL	332,116	232,471	99,645	70.0%	332,116
CONSOLIDATION & TRANSITION	-	40,395	(40,395)		79,536
OTHER LEGISLATIVE	28,000	6,752	21,248	24.1%	22,684
<b>TOTAL</b>	<b>417,070</b>	<b>318,882</b>	<b>43,486</b>	<b>76.5%</b>	<b>486,688</b>
<b>GENERAL ADMINISTRATION</b>					
ADMINISTRATIVE MANAGMENT	441,452	292,802	148,650	66.3%	390,402
FINANCIAL MANAGEMENT	875,382	596,800	278,582	68.2%	813,733
LEGAL/AUDITOR	87,677	44,424	43,253	50.7%	84,502
TAXATION	130,565	111,523	19,042	85.4%	111,523
COMMON SERVICES	3,250	1,079	2,171	33.2%	3,250
OTHER GENERAL ADMIN					
OFFICE ADMIN	120,411	88,145	32,266	73.2%	120,411
FACILITIES	220,444	191,388	29,056	86.8%	275,184
LIBRARIES	32,300	38,061	(5,761)	117.8%	50,748
DATA SERVICES	481,859	217,666	264,193	45.2%	481,859
INSURANCE	196,982	173,714	23,268	88.2%	173,714
PUBLIC SAFETY GRANTS	23,500	8,500	15,000	36.2%	20,400
OTHER	78,670	152,353	(73,683)	193.7%	203,137
<b>TOTAL</b>	<b>2,692,492</b>	<b>1,916,455</b>	<b>522,013</b>	<b>71.2%</b>	<b>2,728,863</b>
<b>PROTECTIVE SERVICES</b>					
POLICE	4,948,898	2,541,064	2,407,834	51.3%	5,698,898
LAW ENFORCEMENT	184,162	96,136	88,026	52.2%	184,162
FIRE FIGHTING	2,473,513	1,915,580	557,933	77.4%	2,473,513
EMERGENCY	91,599	46,347	45,252	50.6%	91,599
BUILDING INSPECTION	382,887	229,615	153,272	60.0%	382,887
FOOD BANK	11,965	8,313	3,652	69.5%	11,965
<b>TOTAL</b>	<b>8,093,024</b>	<b>4,837,055</b>	<b>4,377,188</b>	<b>59.8%</b>	<b>8,843,024</b>

**West Hants Regional Municipality**  
**Income Statement - Actual vs. Budget**  
**For the Ninth Months Ending December 31, 2021**

	<b>2021-22 Budget</b>	<b>YTD Actual</b>	<b>Remaining Funds</b>	<b>Act./Bud. Percentage</b>	<b>Forecast March 31, 2022</b>
<b>TRANSPORTATION</b>					
ROADS & STREETS - ADMIN	842,082	455,295	386,787	54.1%	842,082
ROADS & STREETS - WEST HANTS	226,727	82,060	144,667	36.2%	226,727
ROADS & STREETS - WINDSOR	516,186	315,063	201,123	61.0%	516,186
ROADS & STREETS - HANTSPORT	218,840	105,485	113,355	48.2%	218,840
<b>TOTAL</b>	<b>1,803,835</b>	<b>957,903</b>	<b>851,891</b>	<b>53.1%</b>	<b>1,803,835</b>
<b>ENVIRONMENTAL HEALTH SERVICES</b>					
<i>SEWERS</i>					
ADMINISTRATION	773,420	267,052	506,368	34.5%	706,118
OPERATING COSTS	233,600	180,472	53,128	77.3%	233,600
LONG TERM DEBT	117,957	68,663	49,294	58.2%	117,957
<i>WINDSOR SEWER</i>					
ADMINISTRATION	363,627	258,013	105,614	71.0%	363,627
OPERATING COSTS	262,550	166,676	95,874	63.5%	222,235
LONG TERM DEBT	372,823	121,472	251,351	32.6%	325,463
<b>SUB-TOTAL</b>	<b>2,123,977</b>	<b>1,062,348</b>	<b>1,390,889</b>	<b>50.0%</b>	<b>1,969,000</b>
<i>GARBAGE &amp; RECYCLING</i>					
GARBAGE & WASTE - WEST HANTS	1,058,790	755,297	303,493	71.3%	1,058,790
GARBAGE & WASTE - WINDSOR	289,504	130,920	158,584	45.2%	289,504
CLOSED LANDFILL	75,579	36,307	39,272	48.0%	57,766
RECYCLING/ENFORCEMENT	99,730	61,351	38,379	61.5%	81,801
<b>SUB-TOTAL</b>	<b>1,523,603</b>	<b>983,875</b>	<b>640,851</b>	<b>64.6%</b>	<b>1,487,861</b>
<b>TOTAL ENVIRO HEALTH SERVICES</b>	<b>3,647,580</b>	<b>2,046,223</b>	<b>2,031,741</b>	<b>56.1%</b>	<b>3,359,559</b>
<b>ENVIRONMENTAL DEVELOPMENT SERVICES</b>					
PLANNING	659,334	415,140	244,194	63.0%	553,520
MCAPP/VCFN/REN/TOURISM	132,041	55,781	76,260	42.2%	111,444
INDUSTRIAL PARK	8,000	2,448	5,552	30.6%	8,000
<b>TOTAL</b>	<b>799,375</b>	<b>473,369</b>	<b>310,584</b>	<b>59.2%</b>	<b>672,964</b>

**West Hants Regional Municipality**  
**Income Statement - Actual vs. Budget**  
**For the Ninth Months Ending December 31, 2021**

	<b>2021-22 Budget</b>	<b>YTD Actual</b>	<b>Remaining Funds</b>	<b>Act./Bud. Percentage</b>	<b>Forecast March 31, 2022</b>
<b>RECREATION &amp; CULTURAL SERVICES</b>					
ADMINISTRATION	306,705	203,353	103,352	66.3%	306,705
RECREATION SITES & MAINTENANCE PROGRAMS	443,086	321,001	122,085	72.4%	428,001
POOL	529,104	469,395	59,709	88.7%	609,104
COMMUNITY CENTRE	167,043	166,814	229	99.9%	166,814
SPORT COMPLEX	199,633	105,525	94,108	52.9%	199,633
COMMUNITY ECONOMIC DEVELOPMENT	604,635	254,217	350,418	42.0%	604,635
HMCC	280,410	180,698	99,712	64.4%	240,931
MAPLEWOOD CEMETERY	86,340	63,333	23,007	73.4%	86,340
RIVERBANK CEMETERY	34,821	-	34,821	0.0%	34,821
TOTAL	31,260	-	31,260	0.0%	31,260
	<b>2,683,037</b>	<b>1,764,336</b>	<b>972,338</b>	<b>65.8%</b>	<b>2,708,244</b>
<b>FISCAL SERVICES</b>					
VALUATION ALLOWANCE & BAD DEBTS					15,000
HOUSING AUTHORITY	148,912	128,139	20,773	86.1%	160,000
ASSESSMENT	333,473	250,105	83,368	75.0%	333,473
CORRECTIONAL	252,159	194,744	57,415	77.2%	252,159
REGIONAL LIBRARY	123,000	89,657	33,343	72.9%	119,543
EDUCATION	4,855,570	3,467,286	1,388,284	71.4%	4,623,046
TOTAL	5,713,114	4,129,931	1,750,986	72.3%	5,503,221
COURTHOUSE	77,834	76,567	1,267	98.4%	84,224
			-		
LONG TERM DEBT	1,673,452	660,621	1,012,831	39.5%	1,688,117
TRANSFER TO RESERVES	(381,434)	-	(381,434)	0.0%	(464,164)
<b>TOTAL EXPENDITURES</b>	<b>27,219,379</b>	<b>17,181,342</b>	<b>11,492,891</b>	<b>63.1%</b>	<b>27,414,576</b>
<b>SURPLUS/(DEFICIT)*</b>	<b>1,534</b>	<b>8,624,813</b>	<b>(12,907,649)</b>		<b>903,075</b>

\* Windsor sewer deficit to be invoiced once 2021-22 is finalized