



**West Hants**  
something inspiring awaits

**WEST HANTS REGIONAL MUNICIPALITY  
Audit Committee – Meeting Agenda  
June 6, 2022, 6:00 p.m.  
Council Chambers, 76 Morison Drive & via Zoom & 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 February 2, 2022 Minutes, including additions or deletions
6. New Business
  - (a.) West Hants Regional Municipality Audit Plan – Auditor Andy Forse, Kent & Duffett
  - (b.) Information Report – Financial Update- Month ending March 31, 2022 – Financial Services Director Carlee Rochon
7. In Camera
8. Date of Next Meeting
9. Adjournment



**West Hants**  
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**WEST HANTS REGIONAL MUNICIPALITY  
Audit Committee – Meeting Agenda - **AMENDED**  
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.) Information Report – 2019-2020 Financial Condition Index
  - (b.) Recommendation Report – West Hants Dial-A-Ride Funding
  - (c.) Information Report – Financial Update- Month Ending December 31/2021
7. Date of Next Meeting – May 2022
8. Adjournment



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

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<b>Present:</b> Abraham Zebian	Mayor / Committee Chair
Ed Sherman	Councillor, District 7
Jeff Hartt	Councillor, District 4
Jane Davis	Resident Member
Carlee Rochon	Director of Financial Services
Mark Phillips	Chief Administrative Officer (CAO)
Carmen Dewar-Miller	Administrative Assistant

- 1. Call to Order** – Mayor Zebian called the meeting to order at 6:00pm
- 2. Declaration(s) of Conflict of Interest** - No declarations
- 3. Announcements**  
The Municipality is accepting resident member applicants for this committee – we need one more resident member.
- 4. Approval of Agenda, including additions or deletions**  
Mayor Zebian asked for a motion to approve the agenda, amended as follows:  
Under New Business, item 6. a) Recommendation Report – West Hants Dial-A-Ride Funding as stated on the agenda will become 6. b), and item 6. b) Information Report – 2019-2020 Financial Condition Index as stated on the agenda, will become 6.a)  
**MOVED by Citizen Member Davis and Councillor Sherman that the agenda as amended be approved.**  
**Motion Carried.**
- 5. Approval of October 20, 2021 Minutes, including additions or deletions**  
Mayor Zebian asked for a motion to approve the minutes  
**MOVED by Councillor Sherman and Citizen Member Davis that the minutes be approved.**  
**Motion Carried.**

## 6. New Business

### (a.) Information Report – 2019-2020 Financial Condition Index

Director Rochon explained the Financial Condition Index and presented a snapshot of the Financial Indicator Report (FIR), fiscal year ending March 31, 2020, for review.

#### Discussion Points

- Reds and yellows not necessarily a bad thing. Timing of the reporting factors in.
- The province does not break out numbers to compare rural and urban property owners' inability to pay property taxes. This could be done internally but would be labour intensive.
- With additional collections and tax sale by tender implemented, the West Hants Uncollected Taxes indicator has improved. The first regional report will provide a good comparison.
- This report is based on financial data from 2019/20 and is the last report for the two former entities.

### (b.) Recommendation Report – West Hants Dial-A-Ride Funding

Director Rochon reviewed the recommendation report.

#### Discussion Points

- Dial-A-Ride (DAR) do not appear on the federal list of registered charities (clarification has been requested). They are considered a not for profit, so we are recommending audited financial statements be provided
- Audited financial statements are required of all similar groups and there is capacity within the DAR budget (surplus)
- There are concerns surrounding internal controls and reporting but their surplus and quarterly reporting indicate that they are fiscally minded. Our proposed arrangement would further reduce risk
- During DAR's presentation to Council, they answered questions related to financials
- There is no proposed administration fee but the Committee can revisit if they feel a fee is required.
- DAR offers a good service and our funds are restricted to operational use. Audited statements provide a level of comfort.
- The Committee agreed to add a termination clause to the agreement
- DAR is a separate entity, covered under their own insurance. No liability for the Municipality

The recommended motion was put forward as follows:

**MOVED by Councillors Sherman and Hartt 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. Motion Carried.**

The amendment to the motion is as follows:

**MOVED by Councillor Sherman and Citizen Member Davis that the funding agreement include a three-month termination clause in advance of Dial-A-Ride's year-end, should Dial-A-Ride fail to meet the requirements of the agreement.**

**Motion Carried.**

- (c.) Information Report – Financial Update- Month Ending December 31/2021  
Director Rochon reviewed this report.

Discussion Points

- Public Housing contributions were explained and discussed
- The Municipality must take note of big fluctuations such as with the current Deed Transfer, budget accordingly and conserve surplus into a reserve where possible.

**7. Date of Next Meeting – tentatively May 2022**

**8. Adjournment**

Mayor Zebian called for a motion to adjourn

**MOVED by Councillor Sherman and Citizen Member Davis that the meeting be adjourned.**

**Motion Carried.**

*Meeting adjourned at 6:53 pm*

X

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Committee Chair



**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:** June 6, 2022

**Subject:** Financial Update – Month Ending March 31, 2022

**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 March 31, 2022.

Please note that if revenue and expenditures were incurred evenly over the year approximately 100% 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 (i.e. reserve transfers).

Revenues recorded to date are 103.3% of budget. Expenditures are at 87.4% of budget; however, as we finalized 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 \$2,394,707. 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 6.8% 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 \$1,246,875 higher than budget based on the reported revenue at the end of the twelfth 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 see a slight improvement since the previous projected figure, as COVID-19 restrictions were lifted. However, they are still projecting lower than budget as a result of inability to offer rentals and programs, impacting another two and half months of operations (Dec – Feb).

### Expenditure Highlights

Municipal expenditures are projected to be lower, with a projected variance of 2.0% from what was budgeted. Some expenditure sources are projecting to be higher, such as Legislative, Facilities, 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 RCMP retro pay was communicated to occur in fiscal 2022-2023, resulting in the \$750,000 estimate being removed from the projected RCMP expense and net transfers.

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. This is 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 items causing an increase in this projection are 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 under programs. However, COVID-19 impacts on facilities have decreased costs in Community Development.

Year-end projections from Public Housing have forecasted a larger deficit, so the projections have been increased to account for the 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 twelfth month, finalizing the fiscal year end. The overall projected surplus based on the variance analysis for the general fund is \$2,394,707.


#### **ALTERNATIVES**

Not Applicable

#### **ATTACHMENTS**

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

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

Report Prepared by:   
Carlee Rochon, Director, Financial Services

Report Reviewed by:   
Mark Phillips, Chief Administrative Officer

**West Hants Regional Municipality**  
**Income Statement - Actual vs. Budget**  
**For the Twelfth Month Ending March 31, 2022**

	<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><u>TOTAL REVENUES</u></b>					
<b>ASSESSABLE PROPERTIES</b>					
RESIDENTIAL	6,178,409	6,173,743	(4,666)	99.9%	6,173,743
COMMERCIAL	1,195,625	1,196,181	556	100.0%	1,196,181
SPECIAL TAX AGREEMENT	53,346	53,803	457	100.9%	53,803
RESOURCE	251,811	243,278	(8,533)	96.6%	243,278
WEST HANTS AREA RATES	6,955,875	6,896,768	(59,107)	99.2%	6,896,768
HANTSPORT AREA RATES	673,541	672,682	(859)	99.9%	672,682
WINDSOR AREA RATES	4,139,250	4,073,391	(65,859)	98.4%	4,073,391
<b>TOTAL</b>	<b>19,447,857</b>	<b>19,309,846</b>	<b>(138,011)</b>	<b>99.3%</b>	<b>19,309,846</b>
<b>SEWER UTILITY REVENUE</b>					
WEST HANT SEWER	1,124,977	1,183,539	58,562	105.2%	1,183,539
WINDSOR SEWER	999,000	964,025	(34,975)	96.5%	964,025
<b>TOTAL</b>	<b>2,123,977</b>	<b>2,147,564</b>	<b>23,587</b>	<b>101.1%</b>	<b>2,147,564</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	2,662,847	1,246,875	188.1%	2,662,847
5% SUBDIVISION	8,000	17,250	9,250	215.6%	17,250
<b>TOTAL</b>	<b>1,423,972</b>	<b>2,680,097</b>	<b>1,256,125</b>	<b>188.2%</b>	<b>2,680,097</b>
<b>GRANTS-IN-LIEU</b>					
FEDERAL	47,760	131,377	83,617	275.1%	131,377
PROVINCIAL	37,761	118,087	80,326	312.7%	118,087
<b>TOTAL</b>	<b>85,521</b>	<b>249,464</b>	<b>163,943</b>	<b>291.7%</b>	<b>249,464</b>
<b>LOCAL GOVERNMENT</b>					
GENERAL GOV SERVICES	2,500	2,621	121	104.8%	2,621
RECYCLING/ENFORCEMENT	99,730	-	(99,730)	0.0%	67,345
HOST COMMUNITY FEES	373,000	462,311	89,311	123.9%	462,311
COURTHOUSE	77,834	71,998	(5,836)	92.5%	71,988
RESERVE TFR - TIPPING FEES	75,579	-	(75,579)	0.0%	49,725
ADMINISTRATION FEES	661,204	13,613	(647,591)	2.1%	665,615
KINGS COUNTY FIRE GRANT	58,811	23,153	(35,658)	39.4%	23,153
GLOOSCAP FIRE GRANT	7,065	7,065	-	100.0%	7,065
CAPITAL FIRE GRANT - KINGS	84,160	25,214	(58,946)	30.0%	25,215
MISC GLOOSCAP	30,000	48,768	18,768	162.6%	48,768
<b>TOTAL</b>	<b>1,469,883</b>	<b>654,743</b>	<b>(815,140)</b>	<b>44.5%</b>	<b>1,423,806</b>
<b>LICENSES &amp; PERMITS</b>					
LICENCES	5,194	1,000	(4,194)	19.3%	1,000
WH BUILDING	46,755	76,831	30,076	164.3%	76,831
<b>TOTAL</b>	<b>51,949</b>	<b>77,831</b>	<b>25,882</b>	<b>149.8%</b>	<b>77,831</b>
FINES	44,962	26,450	(18,512)	58.8%	26,450
<b>RENTALS</b>					
RENTALS	96,810	4,175	(92,635)	4.3%	67,335

**West Hants Regional Municipality**  
**Income Statement - Actual vs. Budget**  
**For the Twelfth Month Ending March 31, 2022**

	<b>2021-22 Budget</b>	<b>YTD Actual</b>	<b>Remaining Funds</b>	<b>Act./Bud. Percentage</b>	<b>Forecast March 31, 2022</b>
LEASES	35,100	37,838	2,738	107.8%	37,838
<b>TOTAL</b>	<b>131,910</b>	<b>42,013</b>	<b>(89,897)</b>	<b>31.8%</b>	<b>105,173</b>
RETURN ON INTESTMENT	67,310	52,977	(14,333)	78.7%	63,572
<b>INTEREST &amp; PENALTIES</b>					
INTEREST & PENALTIES	307,153	365,292	58,139	118.9%	365,292
<b>TOTAL</b>	<b>307,153</b>	<b>365,292</b>	<b>58,139</b>	<b>118.9%</b>	<b>365,292</b>
<b>OTHER</b>					
TAX CERTIFICATES	14,000	13,600	(400)	97.1%	13,600
SUBDIVISION FEE	2,000	-	(2,000)	0.0%	-
WIND FARMS	171,168	172,656	1,488	100.9%	172,656
WATER SALES	20,000	32,843	12,843	164.2%	32,843
MISC	18,600	96,559	77,959	519.1%	96,559
<b>TOTAL</b>	<b>225,768</b>	<b>315,658</b>	<b>89,890</b>	<b>139.8%</b>	<b>315,658</b>
<b>COMMUNITY DEVELOPMENT</b>					
RECREATION	216,875	100,253	(116,622)	46.2%	106,133
RECREATION - FACILITIES	504,574	264,071	(240,503)	52.3%	325,458
	721,449	364,324	(357,125)	50.5%	431,591
<b>SERVICE NS &amp; MUN RELATIONS</b>					
EQUALIZATION GRANTS	463,476	1,125,416	661,940	242.8%	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>1,324,766</b>	<b>653,491</b>	<b>197.4%</b>	<b>1,331,066</b>
FEDERAL GOVERNMENT GRANTS	156,502	195,063	38,561	124.6%	189,063
<b>OWN VALUATION ALLOW &amp; EQUITY</b>					
OTHER FUNDS GENERAL	4,600	19,082	14,482	414.8%	61,518
<b>TOTAL REVENUE</b>	<b>27,220,913</b>	<b>28,108,869</b>	<b>887,956</b>	<b>103.3%</b>	<b>29,061,690</b>

**West Hants Regional Municipality**  
**Income Statement - Actual vs. Budget**  
**For the Twelfth Month Ending March 31, 2022**

	<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	54,597	2,357	95.9%	54,597
COUNCIL	332,116	327,673	4,443	98.7%	327,673
CONSOLIDATION & TRANSITION	-	42,436	(42,436)		42,436
OTHER LEGISLATIVE	28,000	28,197	(197)	100.7%	28,197
<b>TOTAL</b>	<b>417,070</b>	<b>452,903</b>	<b>43,486</b>	<b>108.6%</b>	<b>452,903</b>
<b>GENERAL ADMINISTRATION</b>					
ADMINISTRATIVE MANAGMENT	441,452	430,403	11,049	97.5%	430,403
FINANCIAL MANAGEMENT	875,382	829,894	45,488	94.8%	829,894
LEGAL/AUDITOR	87,677	60,345	27,332	68.8%	60,345
TAXATION	130,565	117,004	13,561	89.6%	118,814
COMMON SERVICES	3,250	1,665	1,585	51.2%	3,250
OTHER GENERAL ADMIN					
OFFICE ADMIN	120,411	113,189	7,222	94.0%	113,189
FACILITIES	220,444	286,464	(66,020)	129.9%	286,582
LIBRARIES	32,300	56,248	(23,948)	174.1%	56,248
DATA SERVICES	481,859	357,113	124,746	74.1%	404,597
INSURANCE	196,982	173,714	23,268	88.2%	173,714
PUBLIC SAFETY GRANTS	23,500	17,500	6,000	74.5%	17,500
OTHER	78,670	213,570	(134,900)	271.5%	213,570
<b>TOTAL</b>	<b>2,692,492</b>	<b>2,657,109</b>	<b>522,013</b>	<b>98.7%</b>	<b>2,708,106</b>
<b>PROTECTIVE SERVICES</b>					
POLICE	4,948,898	3,771,090	1,177,808	76.2%	4,928,055
LAW ENFORCEMENT	184,162	141,865	42,297	77.0%	143,065
FIRE FIGHTING	2,473,513	2,240,275	233,238	90.6%	2,319,753
EMERGENCY	91,599	50,587	41,012	55.2%	50,587
BUILDING INSPECTION	382,887	335,269	47,618	87.6%	335,269
FOOD BANK	11,965	11,279	686	94.3%	11,579
<b>TOTAL</b>	<b>8,093,024</b>	<b>6,550,365</b>	<b>4,377,188</b>	<b>80.9%</b>	<b>7,788,308</b>
<b>TRANSPORTATION</b>					
ROADS & STREETS - ADMIN	842,082	724,056	118,026	86.0%	857,408
ROADS & STREETS - WEST HANTS	226,727	130,345	96,382	57.5%	144,941
ROADS & STREETS - WINDSOR	516,186	430,572	85,614	83.4%	450,877
ROADS & STREETS - HANTSPORT	218,840	160,505	58,335	73.3%	173,107
<b>TOTAL</b>	<b>1,803,835</b>	<b>1,445,478</b>	<b>851,891</b>	<b>80.1%</b>	<b>1,626,333</b>
<b>ENVIRONMENTAL HEALTH SERVICES</b>					
<i>SEWERS</i>					
ADMINISTRATION	773,420	412,988	360,432	53.4%	848,771
OPERATING COSTS	233,600	205,477	28,123	88.0%	205,519
LONG TERM DEBT	117,957	110,689	7,268	93.8%	117,957
<i>WINDSOR SEWER</i>					
ADMINISTRATION	363,627	390,728	(27,101)	107.5%	452,528
OPERATING COSTS	262,550	232,858	29,692	88.7%	232,892
LONG TERM DEBT	372,823	354,313	18,510	95.0%	354,313
<b>SUB-TOTAL</b>	<b>2,123,977</b>	<b>1,707,053</b>	<b>1,390,889</b>	<b>80.4%</b>	<b>2,211,980</b>
<b>GARBAGE &amp; RECYCLING</b>					
GARBAGE & WASTE - WEST HANTS	1,058,790	1,067,152	(8,362)	100.8%	1,072,159
GARBAGE & WASTE - WINDSOR	289,504	174,055	115,449	60.1%	179,057

**West Hants Regional Municipality**  
**Income Statement - Actual vs. Budget**  
**For the Twelfth Month Ending March 31, 2022**

	<b>2021-22 Budget</b>	<b>YTD Actual</b>	<b>Remaining Funds</b>	<b>Act./Bud. Percentage</b>	<b>Forecast March 31, 2022</b>
CLOSED LANDFILL	75,579	45,199	30,380	59.8%	49,725
RECYCLING/ENFORCEMENT	99,730	67,345	32,385	67.5%	67,345
<i>SUB-TOTAL</i>	<i>1,523,603</i>	<i>1,353,751</i>	<i>640,851</i>	<i>88.9%</i>	<i>1,368,286</i>
TOTAL ENVIRO HEALTH SERVICES	3,647,580	3,060,804	2,031,741	83.9%	3,359,559
<b>ENVIRONMENTAL DEVELOPMENT SERVICES</b>					
PLANNING	659,334	615,945	43,389	93.4%	622,789
MCAPP/VCFN/REN/TOURISM	132,041	89,605	42,436	67.9%	94,805
INDUSTRIAL PARK	8,000	3,063	4,937	38.3%	8,667
TOTAL	799,375	708,613	310,584	88.6%	726,261
<b>RECREATION &amp; CULTURAL SERVICES</b>					
ADMINISTRATION	306,705	333,498	(26,793)	108.7%	334,086
RECREATION SITES & MAINTENANCE	443,086	413,761	29,325	93.4%	428,793
PROGRAMS	529,104	559,907	(30,803)	105.8%	561,847
POOL	167,043	109,847	57,196	65.8%	122,327
COMMUNITY CENTRE	199,633	168,045	31,588	84.2%	168,975
SPORT COMPLEX	604,635	440,058	164,577	72.8%	440,058
COMMUNITY ECONOMIC DEVELOPMI	280,410	240,046	40,364	85.6%	240,046
HMCC	86,340	73,403	12,937	85.0%	85,234
MAPLEWOOD CEMETERY	34,821	-	34,821	0.0%	34,821
RIVERBANK CEMETERY	31,260	-	31,260	0.0%	31,260
TOTAL	2,683,037	2,338,565	972,338	87.2%	2,447,447
<b>FISCAL SERVICES</b>					
VALUATION ALLOWANCE & BAD DEBTS					-
HOUSING AUTHORITY	148,912	128,139	20,773	86.1%	128,139
ASSESSMENT	333,473	333,473	-	100.0%	333,473
CORRECTIONAL	252,159	252,159	-	100.0%	252,159
REGIONAL LIBRARY	123,000	119,543	3,457	97.2%	119,543
EDUCATION	4,855,570	4,623,048	232,522	95.2%	4,623,046
TOTAL	5,713,114	5,456,362	1,750,986	95.5%	5,456,360
COURTHOUSE	77,834	104,324	(26,490)	134.0%	114,752
			-		
LONG TERM DEBT	1,673,452	1,025,860	647,592	61.3%	1,688,117
TRANSFER TO RESERVES	(381,434)	-	(381,434)	0.0%	298,836
<b>TOTAL EXPENDTURES</b>	<b>27,219,379</b>	<b>23,800,383</b>	<b>11,099,895</b>	<b>87.4%</b>	<b>26,666,982</b>
<b>SURPLUS/(DEFICIT)*</b>	<b>1,534</b>	<b>4,308,486</b>	<b>(10,211,939)</b>		<b>2,394,707</b>

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