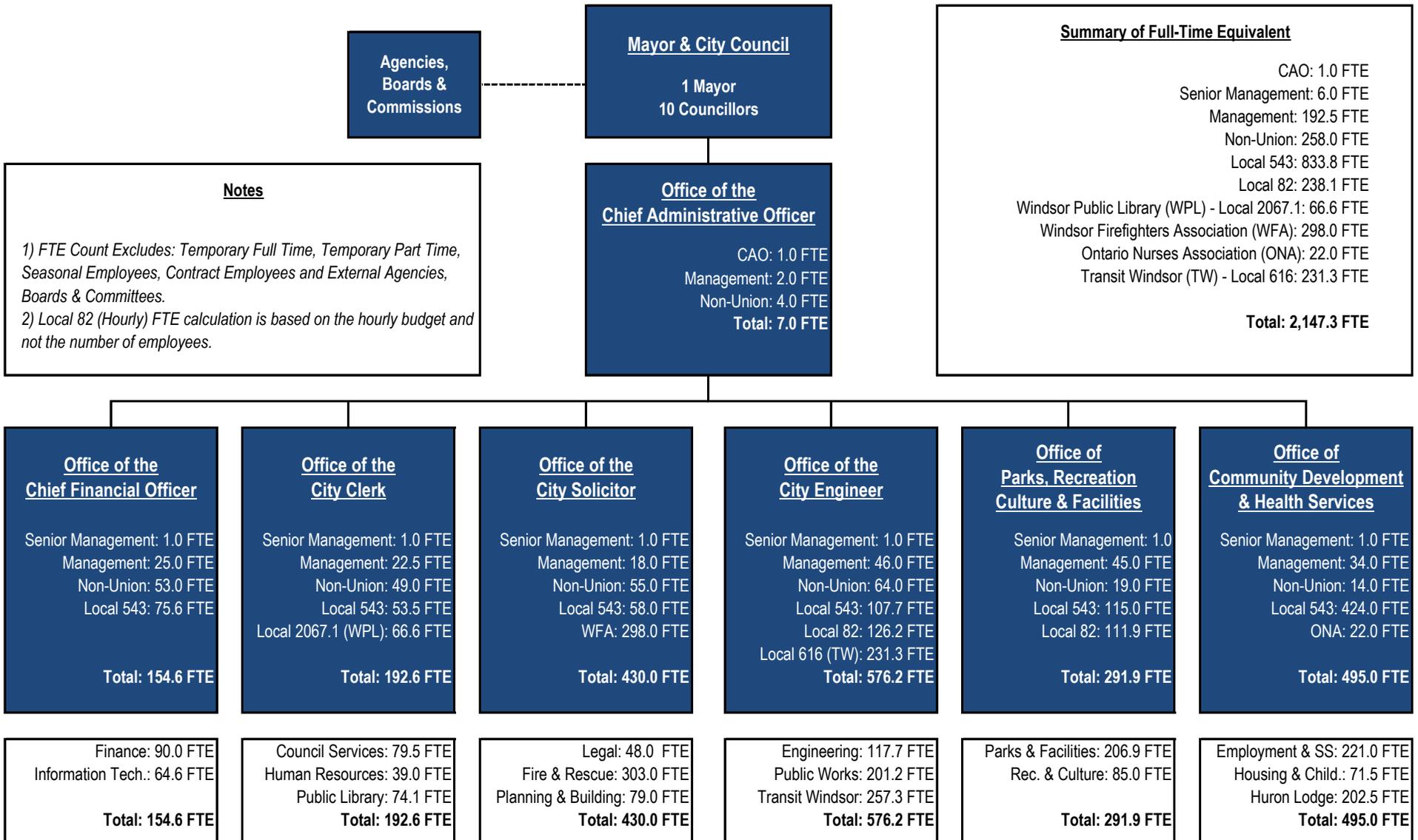




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**A. City of Windsor Organizational Overview (City Departments)**



**B. 2018 Net Property Tax Levy by Department**

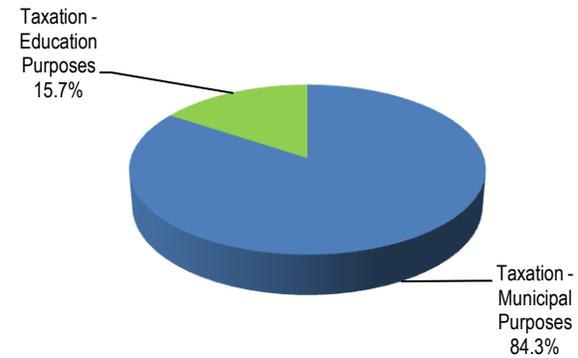
|  |                              | 2015<br>Actuals<br>(Final) | 2016<br>Actuals<br>(Final) | 2017<br>Actuals<br>(Final) | 2017<br>Budget<br>(Approved) | 2018<br>Budget<br>(Approved) | \$ Budget<br>Change | % Budget<br>Change |
|--|------------------------------|----------------------------|----------------------------|----------------------------|------------------------------|------------------------------|---------------------|--------------------|
| <b>City Departments</b>                                      |                              |                            |                            |                            |                              |                              |                     |                    |
| <b>Mayor's Office &amp; City Council</b>                     | City Council                 | \$606,585                  | \$571,192                  | \$609,654                  | \$647,058                    | \$639,777                    | (\$7,281)           | (1.1%)             |
|  | Mayor's Office               | \$506,450                  | \$511,809                  | \$503,553                  | \$504,157                    | \$504,753                    | \$596               | 0.1%               |
| <b>Office of the CAO</b>                                     | CAO's Office                 | \$1,130,612                | \$1,110,038                | \$1,020,551                | \$1,176,539                  | \$1,151,348                  | (\$25,191)          | (2.1%)             |
| <b>Office of the CFO</b>                                     | Finance                      | \$6,118,033                | \$6,173,383                | \$6,124,131                | \$6,229,178                  | \$6,467,287                  | \$238,109           | 3.8%               |
|  | Information Technology       | \$5,866,060                | \$5,973,281                | \$6,206,916                | \$6,469,296                  | \$6,678,895                  | \$209,599           | 3.2%               |
| <b>Office of the City Clerk</b>                              | Council Services             | \$6,090,108                | \$6,408,410                | \$6,541,187                | \$6,988,231                  | \$7,150,594                  | \$162,363           | 2.3%               |
|  | Human Resources              | \$4,059,182                | \$3,890,059                | \$4,434,381                | \$4,723,763                  | \$4,988,419                  | \$264,656           | 5.6%               |
|  | Windsor Public Library       | \$7,636,179                | \$7,567,145                | \$7,933,604                | \$8,109,957                  | \$8,203,937                  | \$93,980            | 1.2%               |
| <b>Office of the City Solicitor</b>                          | Legal                        | \$6,344,776                | \$8,925,010                | \$7,605,334                | \$6,018,338                  | \$6,772,609                  | \$754,271           | 12.5%              |
|  | Fire & Rescue                | \$42,137,328               | \$42,982,235               | \$45,069,357               | \$45,201,199                 | \$45,502,965                 | \$301,766           | 0.7%               |
|  | Planning & Building          | \$3,041,298                | \$3,060,542                | \$2,938,495                | \$3,613,431                  | \$3,881,662                  | \$268,231           | 7.4%               |
| <b>Office of the City Engineer</b>                           | Engineering                  | \$15,924,128               | \$7,476,532                | \$7,018,427                | \$7,712,486                  | \$3,369,287                  | (\$4,343,199)       | (56.3%)            |
|  | Public Works                 | \$25,571,600               | \$25,143,351               | \$27,837,536               | \$26,900,406                 | \$27,342,112                 | \$441,706           | 1.6%               |
|  | Transit Windsor              | \$14,205,255               | \$13,425,963               | \$12,672,674               | \$13,108,590                 | \$13,271,519                 | \$162,929           | 1.2%               |
| <b>Office of Parks, Recreation, Culture &amp; Facilities</b> | Parks & Facilities           | \$14,377,407               | \$23,367,358               | \$24,758,086               | \$24,815,537                 | \$26,330,162                 | \$1,514,625         | 6.1%               |
|  | Recreation & Culture         | \$9,301,266                | \$9,245,079                | \$11,072,849               | \$11,953,684                 | \$12,816,436                 | \$862,752           | 7.2%               |
| <b>Community Development &amp; Health Office</b>             | Employment & Social Services | \$11,911,553               | \$9,683,792                | \$8,121,220                | \$9,398,178                  | \$7,887,381                  | (\$1,510,797)       | (16.1%)            |
|  | Housing & Children Services  | \$10,855,942               | \$10,582,512               | \$10,583,277               | \$11,287,296                 | \$11,360,912                 | \$73,616            | 0.7%               |
|  | Huron Lodge                  | \$7,117,513                | \$7,162,986                | \$6,811,298                | \$7,283,223                  | \$7,317,503                  | \$34,280            | 0.5%               |
| <b>Corporate</b>   | Corporate Accounts           | \$22,000,289               | \$25,914,699               | \$25,248,028               | \$19,252,405                 | \$20,758,946                 | \$1,506,541         | 7.8%               |

**B. 2018 Net Property Tax Levy by Department**

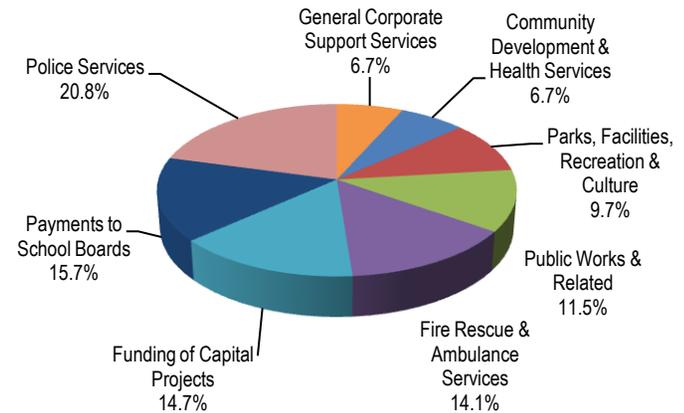
|  | 2015<br>Actuals<br>(Final) | 2016<br>Actuals<br>(Final) | 2017<br>Actuals<br>(Final) | 2017<br>Budget<br>(Approved) | 2018<br>Budget<br>(Approved) | \$ Budget<br>Change | % Budget<br>Change |
|--|----------------------------|----------------------------|----------------------------|------------------------------|------------------------------|---------------------|--------------------|
| <b>Agencies, Boards &amp; Committees (ABC's)</b>   |                            |                            |                            |                              |                              |                     |                    |
| Agencies   | \$16,667,035               | \$17,982,274               | \$17,406,072               | \$17,910,076                 | \$19,369,688                 | \$1,459,612         | 8.1%               |
| Police Services  | \$77,170,708               | \$78,301,302               | \$81,184,867               | \$82,437,022                 | \$83,943,525                 | \$1,506,503         | 1.8%               |
| Windsor Essex Community Housing Corp.  | \$10,412,781               | \$9,961,154                | \$11,592,629               | \$11,554,076                 | \$11,921,934                 | \$367,858           | 3.2%               |
| <b>Municipal Property Tax Levy Requirement (Prior to Property Tax Assessment Growth)</b> |                            |                            |                            | <b>\$333,294,126</b>         | <b>\$337,631,651</b>         | <b>\$4,337,525</b>  | <b>1.3%</b>        |
| <b>Education Tax Levy Requirement</b>  |                            |                            |                            | <b>\$64,057,816</b>          | <b>\$63,475,015</b>          | <b>(\$582,801)</b>  | <b>(0.9%)</b>      |
| <b>Sub-Total: Property Tax Levy Requirement (Including Education)</b>                    |                            |                            |                            | <b>\$397,351,942</b>         | <b>\$401,106,666</b>         | <b>\$3,754,724</b>  | <b>0.9%</b>        |
| <b>Assessment Growth</b>   |                            |                            |                            | <b>\$0</b>                   | <b>\$2,500,000</b>           | <b>\$2,500,000</b>  | <b>0.6%</b>        |
| <b>Total Property Tax Levy Requirement</b>   |                            |                            |                            | <b>\$397,351,942</b>         | <b>\$403,606,666</b>         | <b>\$6,254,724</b>  | <b>1.6%</b>        |

**C. 2018 Net Property Tax Levy by Major Function**

| Total Taxation                | 2018<br>Net Budget   | % of Total    |
|-------------------------------|----------------------|---------------|
| Taxation - Municipal Purposes | \$340,131,651        | 84.3%         |
| Taxation - Education Purposes | \$63,475,015         | 15.7%         |
| <b>Total Taxation</b>         | <b>\$403,606,666</b> | <b>100.0%</b> |



| Taxation by Major Function                     | 2018<br>Net Budget   | % of Total    |
|--|----------------------|---------------|
| General Corporate Support Services             | \$27,130,171         | 6.7%          |
| Community Development & Health Services        | \$27,112,091         | 6.7%          |
| Parks, Facilities, Recreation & Culture        | \$39,191,598         | 9.7%          |
| Public Works & Related                         | \$46,558,490         | 11.5%         |
| Fire Rescue & Ambulance Services               | \$56,819,885         | 14.1%         |
| Funding of Capital Projects                    | \$59,375,891         | 14.7%         |
| Payments to School Boards                      | \$63,475,015         | 15.7%         |
| Police Services                                | \$83,943,525         | 20.8%         |
| <b>Total Net Budget Required From Taxation</b> | <b>\$403,606,666</b> | <b>100.0%</b> |



**D. 2018 Summary of Major Tax Levy Drivers**

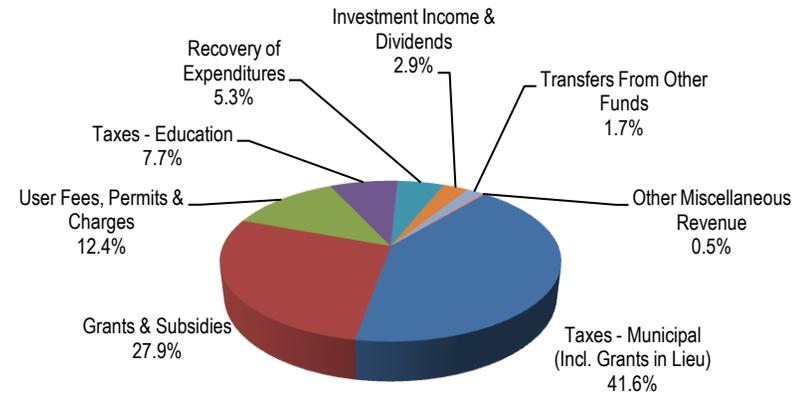
|  | \$000   | \$000           | \$000           | \$000            |  | \$000     | \$000             | \$000             | \$000            |
|--|---------|-----------------|-----------------|------------------|--|-----------|-------------------|-------------------|------------------|
| <b>2017 Net Municipal Property Tax Levy</b>                  |         |                 |                 | <b>\$333,294</b> | <b>Expenditure Decreases</b>                                     |           |                   |                   |                  |
| <b>Expenditure Increases</b>                                 |         |                 |                 |                  | Reduction in Hydro Costs Related to Street Lights                | (\$600)   |                   |                   |                  |
| Pre-Approved Salary, Wage & Fringe Benefit Increases         | \$5,506 |                 |                 |                  | Operational Savings From Sale of Canderel Garage                 | (\$480)   |                   |                   |                  |
| Agencies, Boards & Committees                                |         |                 |                 |                  | Reduction in Other Utility Costs                                 | (\$303)   |                   |                   |                  |
| <i>Windsor Police Services</i>                               | \$1,313 |                 |                 |                  | Various Miscellaneous Expenditure Decreases                      | (\$288)   |                   |                   |                  |
| <i>Land Ambulance</i>  | \$1,299 |                 |                 |                  | Realignment of Children Services Budget Per Provincial Approval  | (\$175)   |                   |                   |                  |
| <i>Windsor Essex Community Housing Corporation</i>           | \$305   |                 |                 |                  | Decrease in Allowance for Doubtful Accounts                      | (\$170)   |                   |                   |                  |
| <i>Health Unit</i>   | \$115   |                 |                 |                  | Reduction in Street Light Fixed Maintenance Costs                | (\$102)   |                   |                   |                  |
| <i>Essex Region Conservation Authority</i>                   | \$45    |                 |                 |                  | <b>Total Expenditure Decreases</b>                               |           | <b>(\$2,118)</b>  |                   |                  |
| Contribution from Operating to Maintain Capital Buying Power | \$1,000 |                 |                 |                  | <b>Revenue Increases</b>   |           |                   |                   |                  |
| Increase in Community Improvement Plan Tax Rebate            | \$660   |                 |                 |                  | Property Taxes Resulting From New Assessment Growth              | (\$2,500) |                   |                   |                  |
| Increase to Annual Insurance Claims Budget                   | \$658   |                 |                 |                  | Upload of the Municipal Cost for OW Financial Assistance         | (\$1,505) |                   |                   |                  |
| Increase in Waste & Recycling Contracts                      | \$576   |                 |                 |                  | Increase in Interest Income Resulting From Cash Flow Projections | (\$1,000) |                   |                   |                  |
| Various Pre-Approvals / Contractual Obligations              | \$541   |                 |                 |                  | OLG Municipal Contribution Revenue Increase                      | (\$850)   |                   |                   |                  |
| Bill 148, Fair Workplace, Better Jobs 2017 Provision         | \$500   |                 |                 |                  | Various Miscellaneous Revenue Increases                          | (\$698)   |                   |                   |                  |
| Various Miscellaneous Expenditure Increases                  | \$461   |                 |                 |                  | Sewer Surcharge Revenue Adjustment                               | (\$476)   |                   |                   |                  |
| Net Staffing Adjustments to Address Service Demands          | \$425   |                 |                 |                  | Increase in Huron Lodge Resident Rent Revenue                    | (\$415)   |                   |                   |                  |
| Holiday Display Enhancement                                  | \$357   |                 |                 |                  | Implementation of UPass & LaSalle Transit Service Enhancements   | (\$350)   |                   |                   |                  |
| Various Inflationary Pressures                               | \$305   |                 |                 |                  | New Property Account Fee & Ownership Changes                     | (\$240)   |                   |                   |                  |
| Phased-In Increase Related to the Corporate Radio System     | \$275   |                 |                 |                  | Increase in Provincial & County Revenue for OW Program Delivery  | (\$181)   |                   |                   |                  |
| Increase in External Legal Services Budget                   | \$150   |                 |                 |                  | Parking Reserve Revenue Adjustment                               | (\$165)   |                   |                   |                  |
| Workplace Initiatives for Persons with Disabilities          | \$150   |                 |                 |                  | Upload of Municipal Cost for OW Employment Assistance            | (\$158)   |                   |                   |                  |
| Enhancement to the Pathway to Potential (P2P) Program        | \$143   |                 |                 |                  | Increase in Planning Dept. Revenue Due to Volume Increase        | (\$151)   |                   |                   |                  |
| <b>Total Expenditure Increases</b>                           |         | <b>\$14,784</b> |                 |                  | Increased Salary & Wage Recoveries from Sewer Surcharge          | (\$131)   |                   |                   |                  |
| <b>Revenue Decreases</b>                                     |         |                 |                 |                  | Increase in County Revenue for OW Program Delivery               | (\$104)   |                   |                   |                  |
| Ontario Municipal Partnership Fund (OMPF) Reduction          | \$375   |                 |                 |                  | Increase in Capital Interest Income                              | (\$100)   |                   |                   |                  |
| Various Miscellaneous Revenue Decreases                      | \$321   |                 |                 |                  | <b>Total Revenue Increases</b>                                   |           | <b>(\$9,024)</b>  |                   |                  |
| <b>Total Revenue Decreases</b>                               |         | <b>\$696</b>    |                 |                  | <b>Other Budget Pressures Not Accepted or Mitigated</b>          |           | <b>(\$10,447)</b> |                   |                  |
| <b>Other Budget Pressures Not Accepted or Mitigated</b>      |         | <b>\$10,447</b> |                 |                  | <b>Total Issues Not Accepted or Mitigated (City Departments)</b> |           |                   | <b>(\$21,589)</b> |                  |
| <b>Total Budget Pressures (City Departments)</b>             |         |                 | <b>\$25,927</b> |                  | <b>2018 Total Municipal Levy Impact (Prior to Growth)</b>        |           |                   |                   | <b>\$4,338</b>   |
|  |         |                 |                 |                  | <b>2018 Expenditures Funded by Growth</b>                        |           |                   |                   | <b>\$2,500</b>   |
|  |         |                 |                 |                  | <b>2018 Net Municipal Property Tax Levy</b>                      |           |                   |                   | <b>\$340,132</b> |

**E. 2018 Gross Budget Summary by Major Revenue / Expense Accounts**

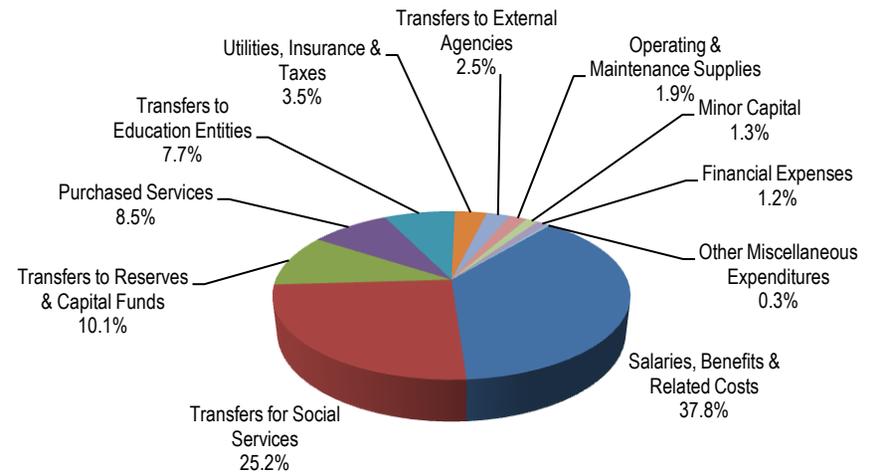
| GL Category                              | 2015<br>Actuals        | 2016<br>Actuals        | 2017<br>Actuals        | 2017<br>Budget         | 2018<br>Budget         | \$ Budget<br>Change   | % Budget<br>Change |
|--|------------------------|------------------------|------------------------|------------------------|------------------------|-----------------------|--------------------|
| <b>Revenues</b>                          |                        |                        |                        |                        |                        |                       |                    |
| Taxes - Municipal (Incl. Grants in Lieu) | (\$330,453,093)        | (\$335,456,261)        | (\$344,475,589)        | (\$336,994,126)        | (\$343,831,650)        | (\$6,837,524)         | 2.0%               |
| Grants & Subsidies                       | (\$184,259,468)        | (\$189,427,804)        | (\$195,063,122)        | (\$199,844,224)        | (\$230,288,687)        | (\$30,444,463)        | 15.2%              |
| User Fees, Permits & Charges             | (\$73,210,579)         | (\$101,260,950)        | (\$119,562,586)        | (\$102,840,887)        | (\$102,751,280)        | \$89,607              | (0.1%)             |
| Taxes - Education                        | (\$66,890,052)         | (\$65,328,620)         | (\$63,574,151)         | (\$64,057,816)         | (\$63,475,015)         | \$582,801             | (0.9%)             |
| Recovery of Expenditures                 | (\$76,921,410)         | (\$48,280,307)         | (\$54,079,135)         | (\$51,747,140)         | (\$43,635,981)         | \$8,111,159           | (15.7%)            |
| Investment Income & Dividends            | (\$17,471,432)         | (\$21,404,350)         | (\$23,038,843)         | (\$21,469,927)         | (\$23,719,927)         | (\$2,250,000)         | 10.5%              |
| Transfers From Other Funds               | (\$22,071,763)         | (\$35,783,763)         | (\$25,781,309)         | (\$12,723,345)         | (\$14,033,248)         | (\$1,309,903)         | 10.3%              |
| Other Miscellaneous Revenue              | (\$9,002,524)          | (\$7,276,618)          | (\$6,845,372)          | (\$3,628,848)          | (\$3,809,335)          | (\$180,487)           | 5.0%               |
| <b>Total Revenue</b>                     | <b>(\$780,280,321)</b> | <b>(\$804,218,673)</b> | <b>(\$832,420,107)</b> | <b>(\$793,306,313)</b> | <b>(\$825,545,123)</b> | <b>(\$32,238,810)</b> | <b>4.1%</b>        |
| <b>Expenses</b>                          |                        |                        |                        |                        |                        |                       |                    |
| Salaries, Benefits & Related Costs       | \$272,547,549          | \$293,374,177          | \$299,743,764          | \$300,550,511          | \$311,843,922          | \$11,293,411          | 3.8%               |
| Transfers for Social Services            | \$176,354,576          | \$175,527,740          | \$180,257,331          | \$191,145,328          | \$207,766,043          | \$16,620,715          | 8.7%               |
| Transfers to Reserves & Capital Funds    | \$83,479,163           | \$94,096,107           | \$103,471,801          | \$82,609,248           | \$83,495,951           | \$886,703             | 1.1%               |
| Purchased Services                       | \$58,529,527           | \$66,279,593           | \$72,007,133           | \$67,088,790           | \$70,326,888           | \$3,238,098           | 4.8%               |
| Transfers to Education Entities          | \$66,891,197           | \$65,329,732           | \$63,575,246           | \$64,057,816           | \$63,475,015           | (\$582,801)           | (0.9%)             |
| Utilities, Insurance & Taxes             | \$43,848,096           | \$41,165,313           | \$42,994,149           | \$30,191,724           | \$28,562,211           | (\$1,629,513)         | (5.4%)             |
| Transfers to External Agencies           | \$23,878,490           | \$18,375,347           | \$18,113,211           | \$18,109,674           | \$20,986,486           | \$2,876,812           | 15.9%              |
| Operating & Maintenance Supplies         | \$17,718,695           | \$17,144,545           | \$16,467,004           | \$16,666,934           | \$15,835,438           | (\$831,496)           | (5.0%)             |
| Minor Capital                            | \$11,768,451           | \$10,751,959           | \$12,214,185           | \$10,552,965           | \$10,738,642           | \$185,677             | 1.8%               |
| Financial Expenses                       | \$19,179,501           | \$19,521,085           | \$20,764,150           | \$9,720,863            | \$9,893,178            | \$172,315             | 1.8%               |
| Other Miscellaneous Expenditures         | \$6,085,076            | \$2,653,075            | \$2,812,133            | \$2,612,460            | \$2,621,349            | \$8,889               | 0.3%               |
| <b>Total Expenses</b>                    | <b>\$780,280,321</b>   | <b>\$804,218,673</b>   | <b>\$832,420,107</b>   | <b>\$793,306,313</b>   | <b>\$825,545,123</b>   | <b>\$32,238,810</b>   | <b>4.1%</b>        |
| <b>Total Net</b>                         | <b>\$0</b>             | <b>\$0</b>             | <b>\$0</b>             | <b>\$0</b>             | <b>\$0</b>             | <b>\$0</b>            |                    |

**E. 2018 Gross Budget Summary by Major Revenue / Expense Accounts**

| <u>Revenue</u>                           | <u>2018 Revenue Budget</u> | <u>% of Total Revenue</u> |
|--|----------------------------|---------------------------|
| Taxes - Municipal (Incl. Grants in Lieu) | (\$343,831,650)            | 41.6%                     |
| Grants & Subsidies                       | (\$230,288,687)            | 27.9%                     |
| User Fees, Permits & Charges             | (\$102,751,280)            | 12.4%                     |
| Taxes - Education                        | (\$63,475,015)             | 7.7%                      |
| Recovery of Expenditures                 | (\$43,635,981)             | 5.3%                      |
| Investment Income & Dividends            | (\$23,719,927)             | 2.9%                      |
| Transfers From Other Funds               | (\$14,033,248)             | 1.7%                      |
| Other Miscellaneous Revenue              | (\$3,809,335)              | 0.5%                      |
| <b>Total Revenue</b>                     | <b>(\$825,545,123)</b>     | <b>100.0%</b>             |



| <u>Expenses</u>                       | <u>2018 Expense Budget</u> | <u>% of Total Expenses</u> |
|---------------------------------------|----------------------------|----------------------------|
| Salaries, Benefits & Related Costs    | \$311,843,922              | 37.8%                      |
| Transfers for Social Services         | \$207,766,043              | 25.2%                      |
| Transfers to Reserves & Capital Funds | \$83,495,951               | 10.1%                      |
| Purchased Services                    | \$70,326,888               | 8.5%                       |
| Transfers to Education Entities       | \$63,475,015               | 7.7%                       |
| Utilities, Insurance & Taxes          | \$28,562,211               | 3.5%                       |
| Transfers to External Agencies        | \$20,986,486               | 2.5%                       |
| Operating & Maintenance Supplies      | \$15,835,438               | 1.9%                       |
| Minor Capital                         | \$10,738,642               | 1.3%                       |
| Financial Expenses                    | \$9,893,178                | 1.2%                       |
| Other Miscellaneous Expenditures      | \$2,621,349                | 0.3%                       |
| <b>Total Expenses</b>                 | <b>\$825,545,123</b>       | <b>100.0%</b>              |



**F. 2019 - 2021 Budget Projections Prior to Mitigations (Assuming Status Quo Service Levels & Operations)**

| GL Category                              | 2017 Budget (Approved) | 2018 Approved Change  | 2018 Budget (Approved) | 2019 Projected Change | 2019 Budget (Projected) | 2020 Projected Change | 2020 Budget (Projected) | 2021 Projected Change | 2021 Budget (Projected) | Total Property Tax Levy Increase 2021 vs. 2018 |
|--|------------------------|-----------------------|------------------------|-----------------------|-------------------------|-----------------------|-------------------------|-----------------------|-------------------------|--|
| <b>Revenues</b>                          |                        |                       |                        |                       |                         |                       |                         |                       |                         |  |
| Taxes - Municipal (Incl. Grants in Lieu) | (\$336,994,126)        | (\$6,837,524)         | (\$343,831,650)        | (\$10,355,499)        | (\$354,187,149)         | (\$10,695,945)        | (\$364,883,094)         | (\$11,050,534)        | (\$375,933,628)         | <b>\$32,101,978</b><br><b>9.3%</b>             |
| Grants & Subsidies                       | (\$199,844,224)        | (\$30,444,463)        | (\$230,288,687)        | (\$844,929)           | (\$231,133,616)         | (\$853,378)           | (\$231,986,994)         | (\$861,912)           | (\$232,848,906)         |  |
| User Fees, Permits & Charges             | (\$102,840,887)        | \$89,607              | (\$102,751,280)        | (\$2,055,026)         | (\$104,806,306)         | (\$2,096,126)         | (\$106,902,432)         | (\$2,138,049)         | (\$109,040,480)         |  |
| Taxes - Education                        | (\$64,057,816)         | \$582,801             | (\$63,475,015)         | (\$1,269,500)         | (\$64,744,515)          | (\$1,294,890)         | (\$66,039,406)          | (\$1,320,788)         | (\$67,360,194)          |  |
| Recovery of Expenditures                 | (\$51,747,140)         | \$8,111,159           | (\$43,635,981)         | (\$1,317,283)         | (\$44,953,264)          | (\$1,317,283)         | (\$46,270,547)          | (\$1,317,283)         | (\$47,587,830)          |  |
| Investment Income & Dividends            | (\$21,469,927)         | (\$2,250,000)         | (\$23,719,927)         | \$0                   | (\$23,719,927)          | \$0                   | (\$23,719,927)          | \$0                   | (\$23,719,927)          |  |
| Transfers From Other Funds               | (\$12,723,345)         | (\$1,309,903)         | (\$14,033,248)         | \$0                   | (\$14,033,248)          | \$0                   | (\$14,033,248)          | \$0                   | (\$14,033,248)          |  |
| Other Miscellaneous Revenue              | (\$3,628,848)          | (\$180,487)           | (\$3,809,335)          | (\$76,187)            | (\$3,885,522)           | (\$77,710)            | (\$3,963,232)           | (\$79,265)            | (\$4,042,497)           |  |
| <b>Total Revenues</b>                    | <b>(\$793,306,313)</b> | <b>(\$32,238,810)</b> | <b>(\$825,545,123)</b> | <b>(\$15,918,423)</b> | <b>(\$841,463,546)</b>  | <b>(\$16,335,333)</b> | <b>(\$857,798,880)</b>  | <b>(\$16,767,830)</b> | <b>(\$874,566,710)</b>  |  |
| <b>Expenditures</b>                      |                        |                       |                        |                       |                         |                       |                         |                       |                         |  |
| Salaries, Benefits & Related Costs       | \$300,550,511          | \$11,293,411          | \$311,843,922          | \$7,320,271           | \$319,164,193           | \$7,570,824           | \$326,735,017           | \$7,831,579           | \$334,566,596           |  |
| Transfers for Social Services            | \$191,145,328          | \$16,620,715          | \$207,766,043          | \$844,929             | \$208,610,972           | \$853,378             | \$209,464,350           | \$861,912             | \$210,326,262           |  |
| Transfers to Reserves & Capital Funds    | \$82,609,248           | \$886,703             | \$83,495,951           | \$0                   | \$83,495,951            | \$0                   | \$83,495,951            | \$0                   | \$83,495,951            |  |
| Purchased Services                       | \$67,088,790           | \$3,238,098           | \$70,326,888           | \$1,906,538           | \$72,233,426            | \$1,944,669           | \$74,178,094            | \$1,983,562           | \$76,161,656            |  |
| Transfers to Education Entities          | \$64,057,816           | (\$582,801)           | \$63,475,015           | \$1,269,500           | \$64,744,515            | \$1,294,890           | \$66,039,406            | \$1,320,788           | \$67,360,194            |  |
| Utilities, Insurance & Taxes             | \$30,191,724           | (\$1,629,513)         | \$28,562,211           | \$1,428,111           | \$29,990,322            | \$1,499,516           | \$31,489,838            | \$1,574,492           | \$33,064,330            |  |
| Transfers to External Agencies           | \$18,109,674           | \$2,876,812           | \$20,986,486           | \$419,730             | \$21,406,216            | \$428,124             | \$21,834,340            | \$436,687             | \$22,271,027            |  |
| Operating & Maintenance Supplies         | \$16,666,934           | (\$831,496)           | \$15,835,438           | \$316,709             | \$16,152,147            | \$323,043             | \$16,475,190            | \$329,504             | \$16,804,693            |  |
| Minor Capital                            | \$10,552,965           | \$185,677             | \$10,738,642           | \$214,773             | \$10,953,415            | \$219,068             | \$11,172,483            | \$223,450             | \$11,395,933            |  |
| Financial Expenses                       | \$9,720,863            | \$172,315             | \$9,893,178            | \$197,864             | \$10,091,042            | \$201,821             | \$10,292,862            | \$205,857             | \$10,498,720            |  |
| Other Miscellaneous Expenditures         | \$2,612,460            | \$8,889               | \$2,621,349            | \$2,000,000           | \$4,621,349             | \$2,000,000           | \$6,621,349             | \$2,000,000           | \$8,621,349             |  |
| <b>Total Expenses</b>                    | <b>\$793,306,313</b>   | <b>\$32,238,810</b>   | <b>\$825,545,123</b>   | <b>\$15,918,423</b>   | <b>\$841,463,546</b>    | <b>\$16,335,333</b>   | <b>\$857,798,880</b>    | <b>\$16,767,830</b>   | <b>\$874,566,710</b>    |  |
| <b>Net Budget</b>                        | <b>\$0</b>             | <b>\$0</b>            | <b>\$0</b>             | <b>\$0</b>            | <b>\$0</b>              | <b>\$0</b>            | <b>\$0</b>              | <b>\$0</b>            | <b>\$0</b>              |  |

Total Municipal Tax Levy Requirement (2019-2021 Estimated)

**2019**  
**3.0%**

**2020**  
**3.0%**

**2021**  
**3.0%**

**G. Long Term Debt Summary (in \$ millions)**

|                        | 2002<br>(Peak Level) | 2017   | 2018   | 2019   | 2020   | 2021   |
|------------------------|----------------------|--------|--------|--------|--------|--------|
| Gross Debt Projections | \$229.4              | \$85.2 | \$78.0 | \$70.4 | \$62.3 | \$53.7 |

| Year | Gross Debt<br>(in \$ millions) | Notes                                   | Year | Gross Debt<br>(in \$ millions) | Notes                                       |
|------|--------------------------------|---|------|--------------------------------|---|
| 1980 | \$106.0                        |   | 1999 | \$130.2                        |   |
| 1981 | \$101.4                        |   | 2000 | \$141.2                        | Hydro Debt Issued                           |
| 1982 | \$105.6                        |   | 2001 | \$163.9                        |   |
| 1983 | \$120.0                        |   | 2002 | \$229.4                        | Joint Justice Facility Debt Issued          |
| 1984 | \$113.1                        | Start of Previous Debt Reduction Policy | 2003 | \$205.3                        | Richmond Landing & NP Housing Debt Included |
| 1985 | \$108.4                        |   | 2004 | \$185.3                        | No Debt Issued                              |
| 1986 | \$94.6                         |   | 2005 | \$171.4                        | No Debt Issued                              |
| 1987 | \$87.6                         |   | 2006 | \$160.2                        | No Debt Issued                              |
| 1988 | \$80.4                         |   | 2007 | \$158.2                        | No Debt Issued                              |
| 1989 | \$71.2                         |   | 2008 | \$190.4                        | No Debt Issued                              |
| 1990 | \$63.7                         |   | 2009 | \$182.4                        | Phase 1 - Upgrade & Expansion of the LRWRP  |
| 1991 | \$66.4                         |   | 2010 | \$180.5                        | No Debt Issued                              |
| 1992 | \$80.4                         |   | 2011 | \$160.6                        | FCM Debt Issued & Balance of LRWRP          |
| 1993 | \$89.0                         |   | 2012 | \$114.8                        | No Debt Issued                              |
| 1994 | \$82.2                         |   | 2013 | \$109.7                        | No Debt Issued                              |
| 1995 | \$106.4                        | Windsor Tunnel Commission Debt Issued   | 2014 | \$104.1                        | No Debt Issued                              |
| 1996 | \$106.8                        |   | 2015 | \$98.2                         | No Debt Issued                              |
| 1997 | \$105.2                        |   | 2016 | \$91.9                         | No Debt Issued                              |
| 1998 | \$103.5                        |   | 2017 | \$85.2                         | No Debt Issued (Subject to Final Audit)     |

Of the gross debt outstanding at the end of 2017, \$32.8 million is the portion issued directly for the City of Windsor purposes (Police Headquarters, Upgrade and Expansion of the Lou Romano Water Reclamation Plant (LRWRP)). The remaining balance of \$52.4 million relates to debt which is recoverable from Transit Windsor, Essex Windsor Solid Waste Authority and the Windsor Essex County Housing Corporation. **The projected debt reductions through 2021 assume that neither the City nor the Boards, Authorities and Corporations outside the direct control of Council will issue any debt during the projection period.**

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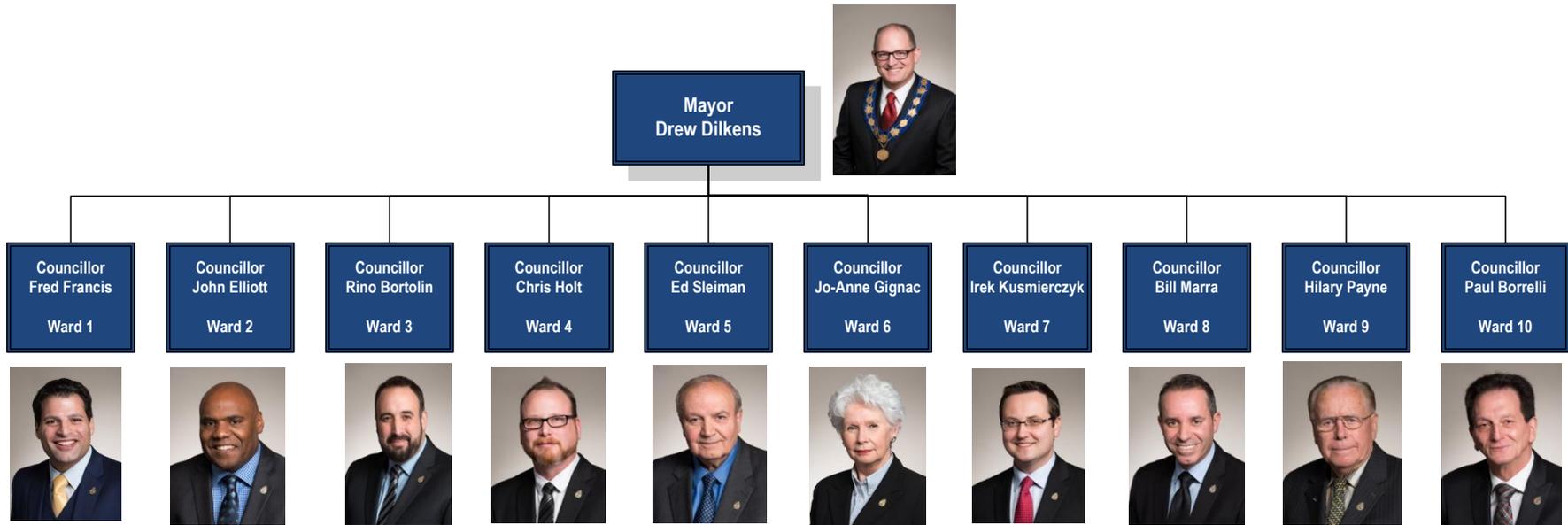
**Mayor's Office**

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**CAO's Office**

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A. Departmental Overview



Ontario Municipalities are governed by municipal councils. The job of municipal councils is to pass resolutions and by-laws governing municipal services, finances and the various regulatory frameworks. These functions are performed based on the delegated authority contained within the Municipal Act and other legislation and regulations. In Windsor, City Council is composed of the Mayor (Head of Council) and 10 Councillors (1 for each of the 10 Wards).

**B. Budgeted Full Time Equivalent (FTE's)**

*Not applicable as Councillors are elected officials. Consistent with the treatment for other City Departments, only full time permanent positions are included in this section.*

## C. Budget Summary by Division

| Division                      | 2015<br>Actuals  | 2016<br>Actuals  | 2017<br>Actuals  | 2017<br>Budget | 2018<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|-------------------------------|------------------|------------------|------------------|----------------|----------------|---------------------|--------------------|
| <b>Revenues</b>               |                  |                  |                  |                |                |                     |                    |
| Administration - City Council | (647,186)        | (420,115)        | (314,841)        | 0              | 0              | 0                   | n/a                |
| Council Committees            | (53,221)         | (67,946)         | (69,115)         | 0              | 0              | 0                   | n/a                |
| <b>Total Revenue</b>          | <b>(700,407)</b> | <b>(488,061)</b> | <b>(383,956)</b> | <b>0</b>       | <b>0</b>       | <b>0</b>            | <b>n/a</b>         |
| <b>Expenditures</b>           |                  |                  |                  |                |                |                     |                    |
| Administration - City Council | 1,221,457        | 952,847          | 921,534          | 604,938        | 597,657        | (7,281)             | (1.2%)             |
| Council Committees            | 85,535           | 106,406          | 72,076           | 42,120         | 42,120         | 0                   | 0.0%               |
| <b>Total Expenses</b>         | <b>1,306,992</b> | <b>1,059,253</b> | <b>993,610</b>   | <b>647,058</b> | <b>639,777</b> | <b>(7,281)</b>      | <b>(1.1%)</b>      |
| <b>Net</b>                    |                  |                  |                  |                |                |                     |                    |
| Administration - City Council | 574,271          | 532,732          | 606,693          | 604,938        | 597,657        | (7,281)             | (1.2%)             |
| Council Committees            | 32,314           | 38,460           | 2,961            | 42,120         | 42,120         | 0                   | 0.0%               |
| <b>Total Net</b>              | <b>606,585</b>   | <b>571,192</b>   | <b>609,654</b>   | <b>647,058</b> | <b>639,777</b> | <b>(7,281)</b>      | <b>(1.1%)</b>      |

**D. Budget Summary by Major Revenue / Expense Accounts**

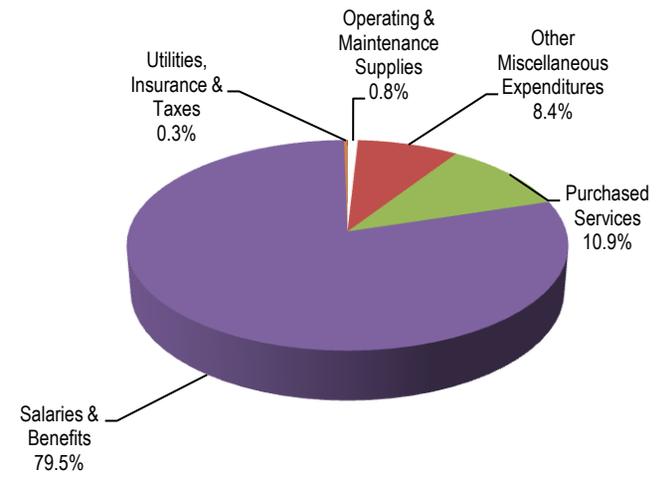
| GL Category                           | 2015<br>Actuals  | 2016<br>Actuals  | 2017<br>Actuals  | 2017<br>Budget | 2018<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---------------------------------------|------------------|------------------|------------------|----------------|----------------|---------------------|--------------------|
| <b>Revenues</b>                       |                  |                  |                  |                |                |                     |                    |
| Grants & Subsidies                    | (4,000)          | (4,000)          | 0                | 0              | 0              | 0                   | n/a                |
| Other Miscellaneous Revenue           | (1,726)          | (407)            | (7,223)          | 0              | 0              | 0                   | n/a                |
| Recovery of Expenditures              | 0                | (38)             | (779)            | 0              | 0              | 0                   | n/a                |
| Transfer From Reserve Accounts        | (690,877)        | (483,616)        | (352,445)        | 0              | 0              | 0                   | n/a                |
| Transfers From Other Funds            | (2,000)          | 0                | (23,509)         | 0              | 0              | 0                   | n/a                |
| User Fees, Permits & Charges          | (1,804)          |                  |                  | 0              | 0              | 0                   | n/a                |
| <b>Total Revenue</b>                  | <b>(700,407)</b> | <b>(488,061)</b> | <b>(383,956)</b> | <b>0</b>       | <b>0</b>       | <b>0</b>            | <b>n/a</b>         |
| <b>Expenditures</b>                   |                  |                  |                  |                |                |                     |                    |
| Minor Capital                         | 2,745            | 3,590            | 41               | 200            | 200            | 0                   | 0.0%               |
| Operating & Maintenance Supplies      | 5,269            | 2,216            | 2,836            | 5,300          | 5,300          | 0                   | 0.0%               |
| Other Miscellaneous Expenditures      | 32,455           | 44,535           | 68,819           | 53,920         | 53,920         | 0                   | 0.0%               |
| Purchased Services                    | 266,897          | 152,862          | 315,435          | 76,545         | 69,815         | (6,730)             | (8.8%)             |
| Salaries & Benefits                   | 520,002          | 502,032          | 540,826          | 510,623        | 508,715        | (1,908)             | (0.4%)             |
| Transfers to External Agencies        | 0                | 0                | 0                | 0              | 0              | 0                   | n/a                |
| Transfers to Reserves & Capital Funds | 477,731          | 352,445          | 65,183           | 0              | 0              | 0                   | n/a                |
| Utilities, Insurance & Taxes          | 1,893            | 1,573            | 470              | 470            | 1,827          | 1,357               | 288.7%             |
| <b>Total Expenses</b>                 | <b>1,306,992</b> | <b>1,059,253</b> | <b>993,610</b>   | <b>647,058</b> | <b>639,777</b> | <b>(7,281)</b>      | <b>(1.1%)</b>      |
| <b>Total Net</b>                      | <b>606,585</b>   | <b>571,192</b>   | <b>609,654</b>   | <b>647,058</b> | <b>639,777</b> | <b>(7,281)</b>      | <b>(1.1%)</b>      |

**D. Budget Summary by Major Revenue / Expense Accounts**

Expenditures

2018 Budget

|                                  |                |               |
|----------------------------------|----------------|---------------|
| Minor Capital                    | 200            | 0.0%          |
| Operating & Maintenance Supplies | 5,300          | 0.8%          |
| Other Miscellaneous Expenditures | 53,920         | 8.4%          |
| Purchased Services               | 69,815         | 10.9%         |
| Salaries & Benefits              | 508,715        | 79.5%         |
| Utilities, Insurance & Taxes     | 1,827          | 0.3%          |
| <b>Total Expenses</b>            | <b>639,777</b> | <b>100.0%</b> |



**E. Budget Issue Summary**

| Ref. #                                       | Category              | Description   | Municipal Levy | Building Permit | Off-Street Parking | Sewer Surcharge | BSR/Other Reserve Funding | FTE Impact |
|--|-----------------------|---|----------------|-----------------|--------------------|-----------------|---------------------------|------------|
| n/a  | Salary & Wage         | Contractual / Council Pre-Approved Salary & Wage Adjustment | (1,908)        |                 |                    |                 |                           |            |
| 2018-0079                                    | [K] Service Reduction | Partial Reduction in City Council Travel Budget             | (6,730)        |                 |                    |                 |                           |            |
| n/a  |                       | *** Interdepartmental Reallocations                         | 1,357          |                 |                    |                 |                           |            |
| <b>Total 2018 Budget Increase/(Decrease)</b> |                       |   | <b>(7,281)</b> | <b>0</b>        | <b>0</b>           | <b>0</b>        | <b>0</b>                  | <b>0</b>   |

\*\*\* The Interdepartmental Reallocation lines do not include a reference number or issue detail write-ups as these amounts represent the cumulative net budget increase / decrease to this department resulting from budget issues that have been submitted by other departments. In some cases, budget issues submitted by one department may have a budgetary impact on another or various other departments. This is done in order to facilitate the presentation of an issue by the coordinating department as opposed to repeating the issue for all departments (i.e. Utilities, Insurance, Fuel). At the Approved Stage, this line may include interdepartmental reallocations that net to zero.

## A. Departmental Overview

The Mayor is the Head of City Council the Chief Executive Officer (CEO) of the Corporation of the City of Windsor. As Head of Council he presides over all meetings of Council. The Mayor ensures that the laws governing the Municipality are properly executed and enforced. The Mayor has primary responsibility for seeing that the policies of the Municipality are implemented, and he works closely with Council to ensure that this occurs.

As CEO, the Mayor has responsibility for all actions taken on behalf of the municipal corporation. Based on the approval of Council, the Mayor has responsibility for directing municipal spending priorities in accordance with local needs and preferences, and oversees the Municipality's administration to ensure that all actions taken by administration are consistent with Council policies.

The Mayor has a staff of contract employees hired directly by the Mayor to facilitate the operations of the Mayor's Office.



**B. Budgeted Full Time Equivalent (FTE's)**

*Not applicable as all of the employees of the Mayor's Office are temporary contract positions. Consistent with the treatment for other City Departments, only full time permanent positions are included in this section.*

### C. Budget Summary by Division

| Division                        | 2015<br>Actuals  | 2016<br>Actuals  | 2017<br>Actuals  | 2017<br>Budget | 2018<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---------------------------------|------------------|------------------|------------------|----------------|----------------|---------------------|--------------------|
| <b>Revenues</b>                 |                  |                  |                  |                |                |                     |                    |
| Administration - Mayor's Office | (425,391)        | (703,938)        | (888,734)        | 0              | 0              | 0                   | 0.0%               |
| <b>Total Revenue</b>            | <b>(425,391)</b> | <b>(703,938)</b> | <b>(888,734)</b> | <b>0</b>       | <b>0</b>       | <b>0</b>            |                    |
| <b>Expenditures</b>             |                  |                  |                  |                |                |                     |                    |
| Administration - Mayor's Office | 931,841          | 1,215,747        | 1,392,287        | 504,157        | 504,753        | 596                 | 0.1%               |
| <b>Total Expenses</b>           | <b>931,841</b>   | <b>1,215,747</b> | <b>1,392,287</b> | <b>504,157</b> | <b>504,753</b> | <b>596</b>          | <b>0.1%</b>        |
| <b>Net</b>                      |                  |                  |                  |                |                |                     |                    |
| Administration - Mayor's Office | 506,450          | 511,809          | 503,553          | 504,157        | 504,753        | 596                 | 0.1%               |
| <b>Total Net</b>                | <b>506,450</b>   | <b>511,809</b>   | <b>503,553</b>   | <b>504,157</b> | <b>504,753</b> | <b>596</b>          | <b>0.1%</b>        |

**D. Budget Summary by Major Revenue / Expense Accounts**

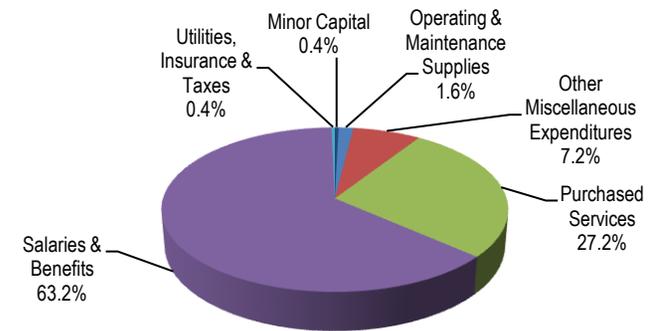
| GL Category                           | 2015<br>Actuals  | 2016<br>Actuals  | 2017<br>Actuals  | 2017<br>Budget | 2018<br>Budget | \$ Budget<br>Change | % Budget<br>Change |
|---------------------------------------|------------------|------------------|------------------|----------------|----------------|---------------------|--------------------|
| <b>Revenues</b>                       |                  |                  |                  |                |                |                     |                    |
| Recovery of Expenditures              | 0                | (73,563)         | (126,803)        | 0              | 0              | 0                   | n/a                |
| Transfers From Reserve Accounts       | (425,391)        | (593,979)        | (761,931)        | 0              | 0              | 0                   | n/a                |
| Transfers From Other Funds            | 0                | (36,396)         | 0                | 0              | 0              | 0                   | n/a                |
| <b>Total Revenue</b>                  | <b>(425,391)</b> | <b>(703,938)</b> | <b>(888,734)</b> | <b>0</b>       | <b>0</b>       | <b>0</b>            | <b>n/a</b>         |
| <b>Expenditures</b>                   |                  |                  |                  |                |                |                     |                    |
| Minor Capital                         | 574              | 167              | 1,978            | 2,000          | 2,000          | 0                   | 0.0%               |
| Operating & Maintenance Supplies      | 5,046            | 5,500            | 5,116            | 7,900          | 7,900          | 0                   | 0.0%               |
| Other Miscellaneous Expenditures      | 18,981           | 47,416           | 27,012           | 36,500         | 36,500         | 0                   | 0.0%               |
| Purchased Services                    | 74,518           | 64,244           | 105,962          | 137,520        | 137,520        | 0                   | 0.0%               |
| Salaries & Benefits                   | 236,508          | 334,899          | 415,801          | 319,050        | 319,050        | 0                   | 0.0%               |
| Transfers to Reserves & Capital Funds | 593,979          | 761,931          | 835,231          | 0              | 0              | 0                   | n/a                |
| Utilities, Insurance & Taxes          | 2,235            | 1,590            | 1,187            | 1,187          | 1,783          | 596                 | 50.2%              |
| <b>Total Expenses</b>                 | <b>931,841</b>   | <b>1,215,747</b> | <b>1,392,287</b> | <b>504,157</b> | <b>504,753</b> | <b>596</b>          | <b>0.1%</b>        |
| <b>Total Net</b>                      | <b>506,450</b>   | <b>511,809</b>   | <b>503,553</b>   | <b>504,157</b> | <b>504,753</b> | <b>596</b>          | <b>0.1%</b>        |

**D. Budget Summary by Major Revenue / Expense Accounts**

Expenditures

2018 Budget

|                                  |                |               |
|----------------------------------|----------------|---------------|
| Minor Capital                    | 2,000          | 0.4%          |
| Operating & Maintenance Supplies | 7,900          | 1.6%          |
| Other Miscellaneous Expenditures | 36,500         | 7.2%          |
| Purchased Services               | 137,520        | 27.2%         |
| Salaries & Benefits              | 319,050        | 63.2%         |
| Utilities, Insurance & Taxes     | 1,783          | 0.4%          |
| <b>Total Expenses</b>            | <b>504,753</b> | <b>100.0%</b> |



**E. Budget Issue Summary**

| Ref. #                                       | Category | Description                         | Municipal Levy | Building Permit | Off-Street Parking | Sewer Surcharge | BSR/Other Reserve Funding | FTE Impact |
|--|----------|-------------------------------------|----------------|-----------------|--------------------|-----------------|---------------------------|------------|
| n/a  |          | *** Interdepartmental Reallocations | 596            |                 |                    |                 |                           |            |
| <b>Total 2018 Budget Increase/(Decrease)</b> |          |                                     | <b>596</b>     | <b>0</b>        | <b>0</b>           | <b>0</b>        | <b>0</b>                  | <b>0.0</b> |

\*\*\* The Interdepartmental Reallocation lines do not include a reference number or issue detail write-ups as these amounts represent the cumulative net budget increase / decrease to this department resulting from budget issues that have been submitted by other departments. In some cases, budget issues submitted by one department may have a budgetary impact on another or various other departments. This is done in order to facilitate the presentation of an issue by the coordinating department as opposed to repeating the issue for all departments (i.e. Utilities, Insurance, Fuel). At the Approved Stage, this line may include interdepartmental reallocations that net to zero.

**A. Departmental Overview**

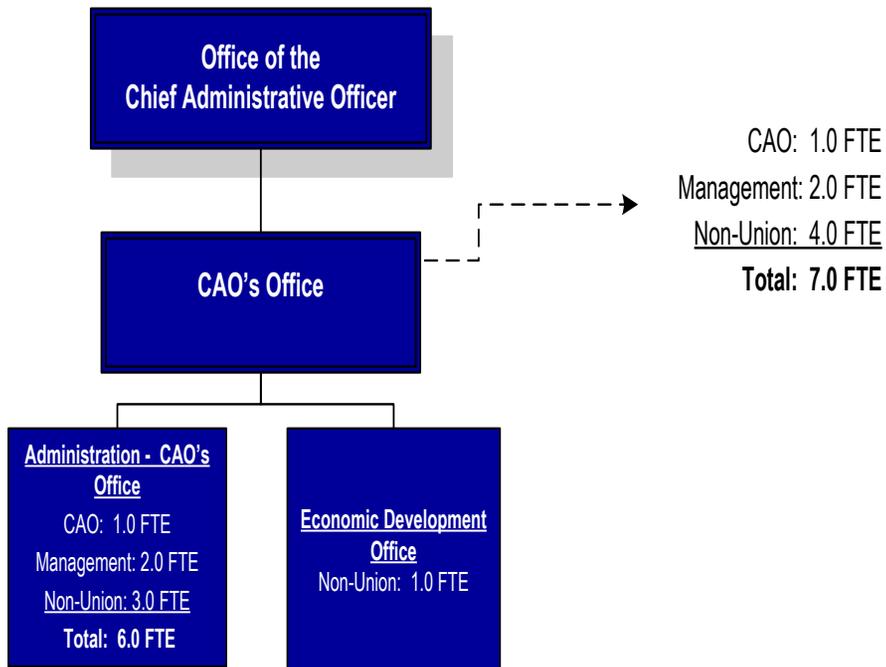
**Mission**

To provide consistent corporate direction and leadership for the planning and delivery of municipal services and the achievement of corporate goals, while encouraging the establishment of processes and procedures that promote accountability to established standards and policies.

**Description**

The CAO works closely with the Mayor and City Council, as well as City Administration through its senior leaders, to ensure Council's goals and objectives are achieved. This is realized by providing strategic leadership to the Corporation, managing the daily operations of service delivery, and leading ongoing improvements with a goal of greater efficiency. The CAO also oversees major City projects and initiatives, contract negotiations and labour relations, and the development, recommendation and implementation of corporate policy. The CAO recommends annual operating and capital budgets as part of the municipality's financial requirements in conjunction with the City Treasurer. As delegated by City Council, the Chief Administrative Officer approves a number of administrative reports, contracts and expenditures on behalf of Council through the Delegation of Authority By-law. The CAO oversees the appointment and employment of all City employees.

**2018 Approved Budgeted Full Time Equivalents (FTE's)**



**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division                             | Position Description                                     | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|--------------------------------------|--|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
| <b>Administration - CAO's Office</b> | Chief Administrative Officer                             | CAO              | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                      | Senior Manager Administration/Executive Assistant to CAO | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                      | Manager of Corporate Initiatives                         | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                      | Corporate Initiatives Analyst                            | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 0.0                    | (1.0)             |
|                                      | Executive Administrative Assistant                       | Non-Union        | 3.0                    | 3.0                    | 3.0                    | 3.0                    | 0.0               |
|                                      | <b>Sub- Total</b>  |                  |                        | <b>7.0</b>             | <b>7.0</b>             | <b>7.0</b>             | <b>6.0</b>        |
| <b>Economic Development Office</b>   | Economic Development Officer                             | Non-Union        | 0.0                    | 0.0                    | 1.0                    | 1.0                    | 0.0               |
|                                      | <b>Sub- Total</b>  |                  | <b>0.0</b>             | <b>0.0</b>             | <b>1.0</b>             | <b>1.0</b>             | <b>0.0</b>        |
| <b>Total</b>                         |  |                  | <b>7.0</b>             | <b>7.0</b>             | <b>8.0</b>             | <b>7.0</b>             | <b>(1.0)</b>      |

**C. Budget Summary by Division**

| Division                      | 2015<br>Actuals  | 2016<br>Actuals  | 2017<br>Actuals  | 2017<br>Budget   | 2018<br>Budget   | \$ Budget<br>Change | % Budget<br>Change |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|---------------------|--------------------|
| <b>Revenues</b>               |                  |                  |                  |                  |                  |                     |                    |
| Administration - CAO's Office | (95,085)         | (307,557)        | (261,860)        | (30,000)         | (30,000)         | 0                   | 0.0%               |
| Economic Development Office   | 0                | (51,134)         | (131,625)        | (127,271)        | (139,459)        | (12,188)            | 9.6%               |
| <b>Total Revenue</b>          | <b>(95,085)</b>  | <b>(358,691)</b> | <b>(393,485)</b> | <b>(157,271)</b> | <b>(169,459)</b> | <b>(12,188)</b>     | <b>n/a</b>         |
| <b>Expenditures</b>           |                  |                  |                  |                  |                  |                     |                    |
| Administration - CAO's Office | 1,225,697        | 1,417,595        | 1,282,411        | 1,206,539        | 1,181,348        | (25,191)            | (2.1%)             |
| Economic Development Office   | 0                | 51,134           | 131,625          | 127,271          | 139,459          | 12,188              | 9.6%               |
| <b>Total Expenses</b>         | <b>1,225,697</b> | <b>1,468,729</b> | <b>1,414,036</b> | <b>1,333,810</b> | <b>1,320,807</b> | <b>(13,003)</b>     | <b>(1.0%)</b>      |
| <b>Net</b>                    |                  |                  |                  |                  |                  |                     |                    |
| Administration - CAO's Office | 1,130,612        | 1,110,038        | 1,020,551        | 1,176,539        | 1,151,348        | (25,191)            | (2.1%)             |
| Economic Development Office   | 0                | 0                | 0                | 0                | 0                | 0                   | n/a                |
| <b>Total Net</b>              | <b>1,130,612</b> | <b>1,110,038</b> | <b>1,020,551</b> | <b>1,176,539</b> | <b>1,151,348</b> | <b>(25,191)</b>     | <b>(2.1%)</b>      |

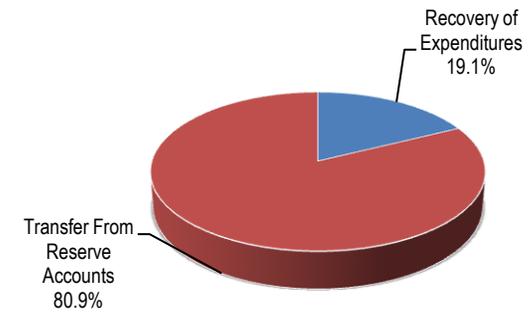
**D. Budget Summary by Major Revenue / Expense Accounts**

| GL Category                           | 2015<br>Actuals  | 2016<br>Actuals  | 2017<br>Actuals  | 2017<br>Budget   | 2018<br>Budget   | \$ Budget<br>Change | % Budget<br>Change |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|---------------------|--------------------|
| <b>Revenues</b>                       |                  |                  |                  |                  |                  |                     |                    |
| Other Miscellaneous Revenue           | (1,750)          | (2,957)          | (3,692)          | 0                | 0                | 0                   | n/a                |
| Recovery of Expenditures              | (74,615)         | (231,600)        | (186,311)        | (30,000)         | (30,000)         | 0                   | 0.0%               |
| Transfer From Reserve Accounts        | (18,720)         | (124,134)        | (198,346)        | (127,271)        | (139,459)        | (12,188)            | 9.6%               |
| User Fees, Permits & Charges          | 0                | 0                | (200)            | 0                | 0                | 0                   | n/a                |
| <b>Total Revenue</b>                  | <b>(95,085)</b>  | <b>(358,691)</b> | <b>(393,485)</b> | <b>(157,271)</b> | <b>(169,459)</b> | <b>(12,188)</b>     | <b>n/a</b>         |
| <b>Expenditures</b>                   |                  |                  |                  |                  |                  |                     |                    |
| Minor Capital                         | 3,877            | 8,278            | 2,357            | 2,800            | 2,800            | 0                   | 0.0%               |
| Operating & Maintenance Supplies      | 15,271           | 15,669           | 15,800           | 15,513           | 15,513           | 0                   | 0.0%               |
| Other Miscellaneous Expenditures      | 83,761           | 79,891           | 97,138           | 93,947           | 87,947           | (6,000)             | (6.4%)             |
| Purchased Services                    | 127,622          | 147,455          | 138,760          | 189,732          | 189,732          | 0                   | 0.0%               |
| Salaries & Benefits                   | 918,580          | 1,148,985        | 1,091,689        | 1,030,248        | 1,022,630        | (7,618)             | (0.7%)             |
| Transfers to Reserves & Capital Funds | 73,000           | 66,721           | 66,721           | 0                | 0                | 0                   | n/a                |
| Utilities, Insurance & Taxes          | 3,586            | 1,730            | 1,571            | 1,570            | 2,185            | 615                 | 39.2%              |
| <b>Total Expenses</b>                 | <b>1,225,697</b> | <b>1,468,729</b> | <b>1,414,036</b> | <b>1,333,810</b> | <b>1,320,807</b> | <b>(13,003)</b>     | <b>(1.0%)</b>      |
| <b>Total Net</b>                      | <b>1,130,612</b> | <b>1,110,038</b> | <b>1,020,551</b> | <b>1,176,539</b> | <b>1,151,348</b> | <b>(25,191)</b>     | <b>(2.1%)</b>      |

**D. Budget Summary by Major Revenue / Expense Accounts**

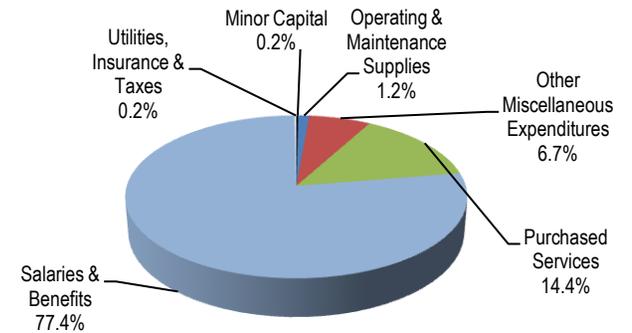
Revenues

|                                | <u>2018 Budget</u> |               |
|--------------------------------|--------------------|---------------|
| Recovery of Expenditures       | (30,000)           | 17.7%         |
| Transfer From Reserve Accounts | (139,459)          | 82.3%         |
| <b>Total Revenues</b>          | <b>(169,459)</b>   | <b>100.0%</b> |



Expenditures

|                                  | <u>2018 Budget</u> |               |
|----------------------------------|--------------------|---------------|
| Minor Capital                    | 2,800              | 0.2%          |
| Operating & Maintenance Supplies | 15,513             | 1.2%          |
| Other Miscellaneous Expenditures | 87,947             | 6.7%          |
| Purchased Services               | 189,732            | 14.4%         |
| Salaries & Benefits              | 1,022,630          | 77.4%         |
| Utilities, Insurance & Taxes     | 2,185              | 0.2%          |
| <b>Total Expenses</b>            | <b>1,320,807</b>   | <b>100.0%</b> |



**E. Budget Issue Summary**

| Ref. #                                       | Category                | Description   | Municipal Levy  | Building Permit | Off-Street Parking | Sewer Surcharge | BSR/Other Reserve Funding | FTE Impact   |
|--|-------------------------|---|-----------------|-----------------|--------------------|-----------------|---------------------------|--------------|
| n/a  | Salary & Wage           | ** Contractual / Council Pre-Approved Salary & Wage Adjustment                                  | 41,518          |                 |                    |                 |                           |              |
| 2018-0308                                    | [G] Line Item Increase  | Annualization of Senior Management Realignment & Addition of Executive Administrative Assistant | 0               |                 |                    |                 |                           | 2.0          |
| 2018-0243                                    | [H] Line Item Reduction | Conference Registrations Account Reduction  | (6,000)         |                 |                    |                 |                           |              |
| 2018-0296                                    | [I] Revenue Increase    | Adjust Economic Development Office Recovery from Economic Development Reserve                   | (6,144)         |                 |                    |                 |                           |              |
|  |                         | *** Interdepartmental Reallocations   | (54,565)        |                 |                    |                 |                           | (3.0)        |
| <b>Total 2018 Budget Increase/(Decrease)</b> |                         |   | <b>(25,191)</b> | <b>0</b>        | <b>0</b>           | <b>0</b>        | <b>0</b>                  | <b>(1.0)</b> |

\*\* The Contractual/Council Pre-Approved Salary & Wage Adjustments do not include a reference number or issue detail write-ups as these amounts are generated from an in-depth salary development process that is undertaken at the beginning of the annual budget process. All departments develop their salary budgets based on the prior year's approved full time equivalent (FTE) complement, using a zero-based budgeting approach. Any reductions / increases in this line are attributed to the net impact of the department's incumbent changes, annualized step increments and increases resulting from negotiated salary & wage contracts.

\*\*\* The Interdepartmental Reallocation lines do not include a reference number or issue detail write-ups as these amounts represent the cumulative net budget increase / decrease to this department resulting from budget issues that have been submitted by other departments. In some cases, budget issues submitted by one department may have a budgetary impact on another or various other departments. This is done in order to facilitate the presentation of an issue by the coordinating department as opposed to repeating the issue for all departments (i.e. Utilities, Insurance, Fuel). At the Approved Stage, this line may include interdepartmental reallocations that net to zero.

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**Information Technology**

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**A. Departmental Overview**

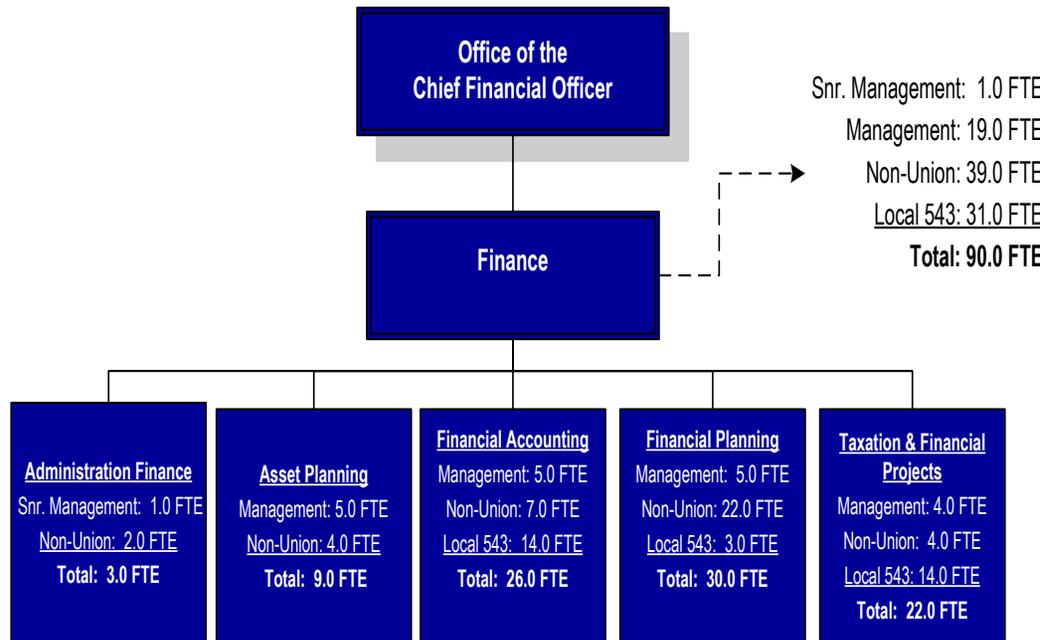
**Mission**

To provide timely, responsive, efficient and innovative financial services to all our customers in compliance with all legislative requirements, while fostering a spirit of trust through accountability.

**Description**

The Finance department provides financial services to its internal and external customers through the Asset Planning, Financial Accounting, Financial Planning and Taxation & Financial Projects divisions. The Asset Planning division provides asset planning, capital budget development and monitoring and corporate energy management services to the organization. The Financial Accounting division provides accounts payable, accounts receivable, accounting and payroll services to the organization. The Financial Planning division provides operating budget development and monitoring services along with performance measurement and overall financial planning leadership for the Corporation and Council. The Taxation and Financial Projects division provides property billing and tax collection services, cash management and leadership on corporate financial projects.

2018 Approved Budgeted Full Time Equivalents (FTE's)



**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division                               | Position Description                             | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|--|--|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
| <b>Administration Finance</b>          | Chief Financial Officer/City Treasurer           | Snr Management   | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Executive Initiative Coordinator                 | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Executive Administrative Assistant               | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | <b>Sub-Total</b>                                 |                  | <b>3.0</b>             | <b>3.0</b>             | <b>3.0</b>             | <b>3.0</b>             | <b>0.0</b>        |
| <b>Asset Planning</b>                  | Senior Manager of Asset Planning                 | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Manager of Energy Initiatives                    | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Manager, Capital Budget & Reserves               | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Supervisor of Energy Contracts                   | Management       | 0.0                    | 0.0                    | 1.0                    | 2.0                    | 1.0               |
|  | Asset Coordinator                                | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Financial Analyst                                | Non-Union        | 3.0                    | 3.0                    | 3.0                    | 3.0                    | 0.0               |
| <b>Sub-Total</b>                       |  | <b>7.0</b>       | <b>7.0</b>             | <b>8.0</b>             | <b>9.0</b>             | <b>1.0</b>             |                   |
| <b>Financial Accounting</b>            | Deputy Treasurer - Financial Accounting          | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Manager of Financial Accounting                  | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Manager of Accounting Services                   | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Manager of Payroll Services                      | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Manager of Financial Accounting - WPL            | Management       | 0.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Payroll Supervisor                               | Management       | 1.0                    | 1.0                    | 0.0                    | 0.0                    | 0.0               |
|  | Financial Administrator - Capital Assets         | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Coordinator Corporate Cash Controls              | Non-Union        | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|  | Financial Analyst                                | Non-Union        | 4.0                    | 4.0                    | 4.0                    | 4.0                    | 0.0               |
|  | Financial Analysis Accounting Clerk              | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Payroll Coordinator                              | Local 543        | 1.0                    | 1.0                    | 0.0                    | 0.0                    | 0.0               |
|  | Accounts Receivable Clerk                        | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Financial Reconciliation Clerk                   | Local 543        | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|  | Financial Reconciliation Clerk - Social Services | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Accounting Clerk                                 | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Payroll Clerk                                    | Local 543        | 5.0                    | 5.0                    | 0.0                    | 0.0                    | 0.0               |
| Payroll Control & Reporting Specialist | Local 543  | 0.0              | 0.0                    | 3.0                    | 3.0                    | 0.0                    |                   |

**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division                                 | Position Description                             | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|--|--|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
|  | Accounts Payable Control Clerk                   | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | General Accounts Payable Clerk                   | Local 543        | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|  | Accounts Payable Vendor Control Specialist       | Local 543        | 0.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Data Entry Operator                              | Local 543        | 2.0                    | 2.0                    | 0.0                    | 0.0                    | 0.0               |
|  | Administrative Clerk                             | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | <b>Sub-Total</b>                                 |                  | <b>30.0</b>            | <b>32.0</b>            | <b>26.0</b>            | <b>26.0</b>            | <b>0.0</b>        |
| <b>Financial Planning</b>                | Deputy Treasurer - Financial Planning            | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Mngr, Operating Budget Control & Fin. Admin.     | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Mngr, Operating Budget Development & Fin. Admin. | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Mngr, Performance Measurements & Fin. Admin.     | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Mngr, Intergovernmental Subsidies & Fin. Admin.  | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Financial Planning Administrator                 | Non-Union        | 14.0                   | 15.0                   | 15.0                   | 15.0                   | 0.0               |
|  | Financial Analyst                                | Non-Union        | 5.0                    | 5.0                    | 6.0                    | 7.0                    | 1.0               |
|  | Financial Planning Clerk                         | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Subsidy Claims Clerk                             | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Intermediate Clerk                               | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | <b>Sub-Total</b>                                 |                  | <b>27.0</b>            | <b>28.0</b>            | <b>29.0</b>            | <b>30.0</b>            | <b>1.0</b>        |
| <b>Taxation &amp; Financial Projects</b> | Deputy Treasurer - Taxation & Revenue            | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Manager Treasury & Cash Management               | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Manager of Property Assessment                   | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Manager Property Taxation & Taxpayer Support     | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Assessment Management Officer                    | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Senior Tax Analyst                               | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Financial Analyst                                | Non-Union        | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|  | Corporate & Collections Analyst                  | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Property Assessor                                | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Tax Accounting & Collection Control Clerk        | Local 543        | 3.0                    | 3.0                    | 2.0                    | 2.0                    | 0.0               |
|  | Tax Registration Clerk                           | Local 543        | 3.0                    | 3.0                    | 3.0                    | 3.0                    | 0.0               |

**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division     | Position Description                | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|--------------|-------------------------------------|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
|              | Tax Account Administrator           | Local 543        | 1.0                    | 1.0                    | 2.0                    | 2.0                    | 0.0               |
|              | Tax Accounting Clerk                | Local 543        | 1.0                    | 1.0                    | 0.0                    | 0.0                    | 0.0               |
|              | Mortgage & Ownership Clerk          | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|              | Property Tax Clerk                  | Local 543        | 1.0                    | 1.0                    | 1.0                    | 2.0                    | 1.0               |
|              | Tax & Accounts Receivable Collector | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|              | Tax Certificate Clerk               | Local 543        | 1.0                    | 1.0                    | 1.0                    | 0.0                    | (1.0)             |
|              | Customer Service Clerk              | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|              | <b>Sub-Total</b>                    |                  | <b>23.0</b>            | <b>23.0</b>            | <b>22.0</b>            | <b>22.0</b>            | <b>0.0</b>        |
| <b>Total</b> |                                     |                  | <b>90.0</b>            | <b>93.0</b>            | <b>88.0</b>            | <b>90.0</b>            | <b>2.0</b>        |

### C. Budget Summary by Division

| Division                      | 2015<br>Actuals    | 2016<br>Actuals     | 2017<br>Actuals    | 2017<br>Budget     | 2018<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|-------------------------------|--------------------|---------------------|--------------------|--------------------|--------------------|---------------------|--------------------|
| <b>Revenues</b>               |                    |                     |                    |                    |                    |                     |                    |
| Administration - Finance      | 0                  | 0                   | 0                  | 0                  | 0                  | 0                   | n/a                |
| Asset Planning                | (3,446,848)        | (9,626,729)         | (5,545,991)        | (410,943)          | (499,132)          | (88,189)            | 0.0%               |
| Financial Accounting          | (543,214)          | (566,718)           | (618,951)          | (540,564)          | (578,765)          | (38,201)            | 0.0%               |
| Financial Planning            | (950,978)          | (1,032,168)         | (936,768)          | (793,398)          | (818,494)          | (25,096)            | 3.2%               |
| Taxation & Financial Projects | (1,512,699)        | (1,491,669)         | (1,520,289)        | (1,471,015)        | (1,895,332)        | (424,317)           | 28.8%              |
| <b>Total Revenue</b>          | <b>(6,453,739)</b> | <b>(12,717,284)</b> | <b>(8,621,999)</b> | <b>(3,215,920)</b> | <b>(3,791,723)</b> | <b>(575,803)</b>    | <b>17.9%</b>       |
| <b>Expenditures</b>           |                    |                     |                    |                    |                    |                     |                    |
| Administration - Finance      | 608,209            | 524,121             | 573,337            | 572,396            | 603,100            | 30,704              | 5.4%               |
| Asset Planning                | 4,121,178          | 10,261,176          | 6,185,399          | 1,091,582          | 1,281,885          | 190,303             | 17.4%              |
| Financial Accounting          | 2,773,814          | 2,641,049           | 2,777,891          | 2,500,693          | 2,656,568          | 155,875             | 6.2%               |
| Financial Planning            | 3,035,700          | 3,329,186           | 3,108,845          | 3,085,149          | 3,356,583          | 271,434             | 8.8%               |
| Taxation & Financial Projects | 2,032,871          | 2,135,135           | 2,100,658          | 2,195,278          | 2,360,874          | 165,596             | 7.5%               |
| <b>Total Expenses</b>         | <b>12,571,772</b>  | <b>18,890,667</b>   | <b>14,746,130</b>  | <b>9,445,098</b>   | <b>10,259,010</b>  | <b>813,912</b>      | <b>8.6%</b>        |
| <b>Net</b>                    |                    |                     |                    |                    |                    |                     |                    |
| Administration - Finance      | 608,209            | 524,121             | 573,337            | 572,396            | 603,100            | 30,704              | 5.4%               |
| Asset Planning                | 674,330            | 634,447             | 639,408            | 680,639            | 782,753            | 102,114             | 15.0%              |
| Financial Accounting          | 2,230,600          | 2,074,331           | 2,158,940          | 1,960,129          | 2,077,803          | 117,674             | 6.0%               |
| Financial Planning            | 2,084,722          | 2,297,018           | 2,172,077          | 2,291,751          | 2,538,089          | 246,338             | 10.7%              |
| Taxation & Financial Projects | 520,172            | 643,466             | 580,369            | 724,263            | 465,542            | (258,721)           | (35.7%)            |
| <b>Total Net</b>              | <b>6,118,033</b>   | <b>6,173,383</b>    | <b>6,124,131</b>   | <b>6,229,178</b>   | <b>6,467,287</b>   | <b>238,109</b>      | <b>3.8%</b>        |

**D. Budget Summary by Major Revenue / Expense Accounts**

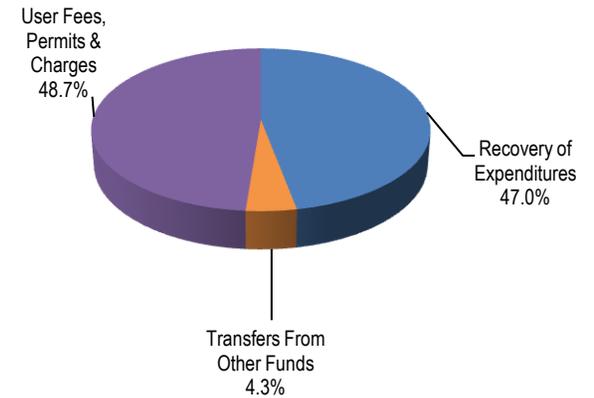
| GL Category                           | 2015<br>Actuals    | 2016<br>Actuals     | 2017<br>Actuals    | 2017<br>Budget     | 2018<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|---------------------------------------|--------------------|---------------------|--------------------|--------------------|--------------------|---------------------|--------------------|
| <b>Revenues</b>                       |                    |                     |                    |                    |                    |                     |                    |
| Other Miscellaneous Revenue           | 249                | (76,266)            | (17,425)           | 0                  | 0                  | 0                   | n/a                |
| Recovery of Expenditures              | (1,984,704)        | (2,111,544)         | (1,849,655)        | (1,658,726)        | (1,781,586)        | (122,860)           | (7.4%)             |
| Transfers From Other Funds            | (3,070,376)        | (9,237,483)         | (5,249,688)        | (84,525)           | (162,394)          | (77,869)            | (92.1%)            |
| User Fees, Permits & Charges          | (1,398,908)        | (1,291,991)         | (1,505,231)        | (1,472,669)        | (1,847,743)        | (375,074)           | (25.5%)            |
| <b>Total Revenue</b>                  | <b>(6,453,739)</b> | <b>(12,717,284)</b> | <b>(8,621,999)</b> | <b>(3,215,920)</b> | <b>(3,791,723)</b> | <b>(575,803)</b>    | <b>(17.9%)</b>     |
| <b>Expenditures</b>                   |                    |                     |                    |                    |                    |                     |                    |
| Financial Expenses                    | 951                | (1)                 | 0                  | 0                  | 0                  | 0                   | n/a                |
| Minor Capital                         | 4,111              | 17,590              | 15,047             | 14,287             | 14,287             | 0                   | 0.0%               |
| Operating & Maintenance Supplies      | 39,440             | 35,449              | 37,805             | 35,335             | 35,335             | 0                   | 0.0%               |
| Other Miscellaneous Expenditures      | 125,956            | 147,817             | 122,733            | 123,509            | 123,509            | 0                   | 0.0%               |
| Purchased Services                    | 784,086            | 816,117             | 783,216            | 748,272            | 775,265            | 26,993              | 3.6%               |
| Salaries & Benefits                   | 8,544,308          | 8,717,094           | 8,784,934          | 8,513,004          | 9,297,122          | 784,118             | 9.2%               |
| Transfers to Reserves & Capital Funds | 3,097,936          | 9,237,483           | 5,268,690          | 0                  | 0                  | 0                   | n/a                |
| Utilities, Insurance & Taxes          | (25,016)           | (80,882)            | (266,295)          | 10,691             | 13,492             | 2,801               | 26.2%              |
| <b>Total Expenses</b>                 | <b>12,571,772</b>  | <b>18,890,667</b>   | <b>14,746,130</b>  | <b>9,445,098</b>   | <b>10,259,010</b>  | <b>813,912</b>      | <b>8.6%</b>        |
| <b>Total Net</b>                      | <b>6,118,033</b>   | <b>6,173,383</b>    | <b>6,124,131</b>   | <b>6,229,178</b>   | <b>6,467,287</b>   | <b>238,109</b>      | <b>3.8%</b>        |

**D. Budget Summary by Major Revenue / Expense Accounts**

Revenues

2018 Budget

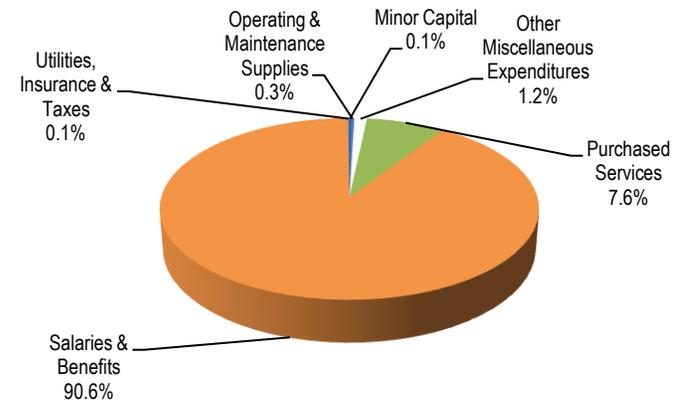
|                              |                    |               |
|------------------------------|--------------------|---------------|
| Recovery of Expenditures     | (1,781,586)        | 47.0%         |
| Transfers From Other Funds   | (162,394)          | 4.3%          |
| User Fees, Permits & Charges | (1,847,743)        | 48.7%         |
| <b>Total Revenue</b>         | <b>(3,791,723)</b> | <b>100.0%</b> |



Expenditures

2018 Budget

|                                  |                   |               |
|----------------------------------|-------------------|---------------|
| Minor Capital                    | 14,287            | 0.1%          |
| Operating & Maintenance Supplies | 35,335            | 0.3%          |
| Other Miscellaneous Expenditures | 123,509           | 1.2%          |
| Purchased Services               | 775,265           | 7.6%          |
| Salaries & Benefits              | 9,297,122         | 90.6%         |
| Utilities, Insurance & Taxes     | 13,492            | 0.1%          |
| <b>Total Expenses</b>            | <b>10,259,010</b> | <b>100.0%</b> |



**E. Budget Issue Summary**

| Ref. #                                       | Category                | Description   | Municipal Levy | Building Permit | Off-Street Parking | Sewer Surcharge | BSR/Other Reserve Funding | FTE Impact |
|--|-------------------------|---|----------------|-----------------|--------------------|-----------------|---------------------------|------------|
| n/a  | Salary & Wage           | ** Contractual / Council Pre-Approved Salary & Wage Adjustment                                | 181,988        |                 |                    |                 |                           |            |
| 2018-0054                                    | [C] Contractual         | Establishment of Budget Line for EnergyCap Energy Management Software                         | 17,000         |                 |                    |                 |                           |            |
| 2018-0154                                    | [C] Contractual         | Contractual Increase for KPMG External Audit Fees   | 7,460          |                 |                    |                 |                           |            |
| 2018-0156                                    | [F] Revenue Reduction   | Reduction in Recoveries from Windsor Detroit Tunnel Corporation (WDTC) for Financial Services | 21,100         |                 |                    |                 |                           |            |
| 2018-0263                                    | [H] Line Item Reduction | Municipal Tax Equity Consultant Fees Reduction  | (20,000)       |                 |                    |                 |                           |            |
| 2018-0126                                    | [I] Revenue Increase    | Adjust Budgeted Recovery of Finance Staff   | (3,258)        |                 |                    |                 |                           |            |
| 2018-0267                                    | [I] Revenue Increase    | Non-Sufficient Funds (NSF) Cheque Fee (Fee Increase and Volume Adjustment)                    | (7,011)        |                 |                    |                 |                           |            |
| 2018-0268                                    | [I] Revenue Increase    | External Tax Inquiry/Dial-up Service Fees (Fee and Volume Increase)                           | (95,000)       |                 |                    |                 |                           |            |
| 2018-0312                                    | [I] Revenue Increase    | New Property Account Fee and Ownership Changes (Fee and Volume Increase)                      | (240,000)      |                 |                    |                 |                           |            |
| 2018-0318                                    | [I] Revenue Increase    | Increased Recoveries for Provincial Subsidies Budget (Finance)                                | (28,367)       |                 |                    |                 |                           |            |
| 2018-0319                                    | [I] Revenue Increase    | Payroll Administration Recovery   | (22,500)       |                 |                    |                 |                           |            |
| 2018-0053                                    | [M] Service Enhancement | Addition of a Supervisor of Energy Contracts Funded from Related Energy Savings               | 0              |                 |                    |                 |                           | 1.0        |
| 2018-0130                                    | [M] Service Enhancement | Temporary Funding for Financial Analyst - Taxation  | 0              |                 |                    |                 | 77,869                    |            |
| 2018-0131                                    | [M] Service Enhancement | Conversion of Tax Certificate Clerk to Property Tax Clerk                                     | 2,074          |                 |                    |                 |                           | 0.0        |
| 2018-0317                                    | [M] Service Enhancement | Addition of Financial Analyst - Financial Planning (Public Works)                             | 77,137         |                 |                    |                 |                           | 1.0        |
|  |                         | *** Interdepartmental Reallocations   | 347,486        |                 |                    |                 |                           |            |
| <b>Total 2018 Budget Increase/(Decrease)</b> |                         |   | <b>238,109</b> | <b>0</b>        | <b>0</b>           | <b>0</b>        | <b>77,869</b>             | <b>2.0</b> |

\*\* The Contractual/Council Pre-Approved Salary & Wage Adjustments do not include a reference number or issue detail write-ups as these amounts are generated from an in-depth salary development process that is undertaken at the beginning of the annual budget process. All departments develop their salary budgets based on the prior year's approved full time equivalent (FTE) complement, using a zero-based budgeting approach. Any reductions / increases in this line are attributed to the net impact of the department's incumbent changes, annualized step increments and increases resulting from negotiated salary & wage contracts.

\*\*\* The Interdepartmental Reallocation lines do not include a reference number or issue detail write-ups as these amounts represent the cumulative net budget increase / decrease to this department resulting from budget issues that have been submitted by other departments. In some cases, budget issues submitted by one department may have a budgetary impact on another or various other departments. This is done in order to facilitate the presentation of an issue by the coordinating department as opposed to repeating the issue for all departments (i.e. Utilities, Insurance, Fuel). At the Approved Stage, this line may include interdepartmental reallocations that net to zero.

## A. Departmental Overview

### Mission

To lead the City of Windsor in Information Technology by providing infrastructure, project management and support services with an underlying focus on customer service.

### Description

The Information Technology department provides the following services and sub-services:  
*Information Technology Design and Planning* – Administration & Strategic Leadership;

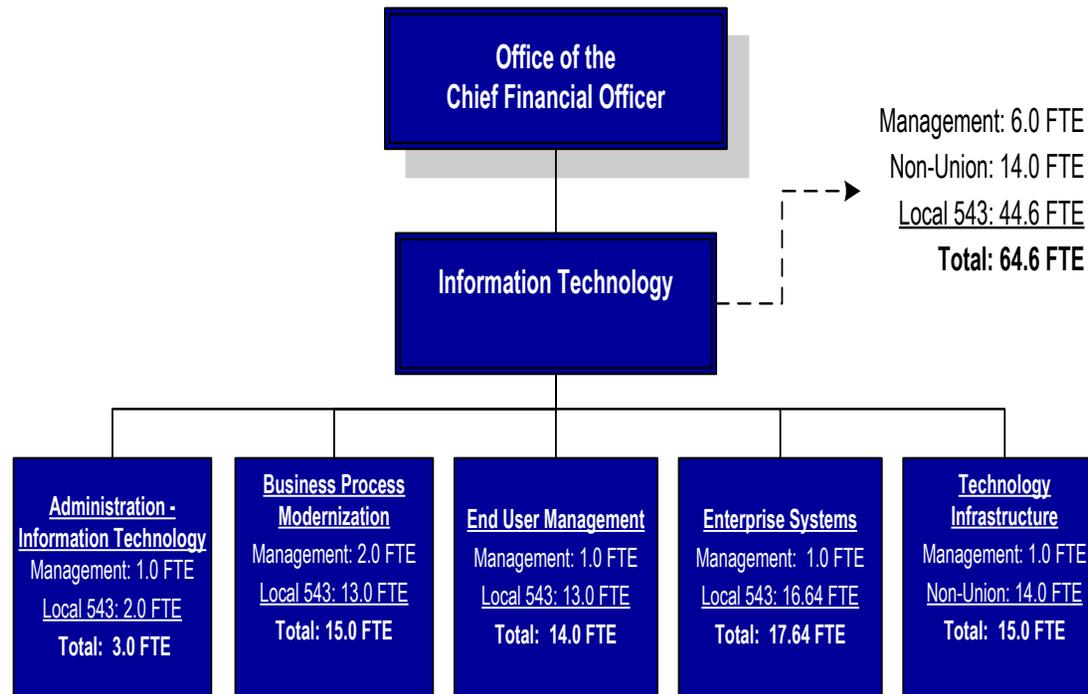
I.T. Business Planning; I.T. Application Architecture Development; I.T. Portfolio Development; I.T. Policy Governance; I.T. Technology Architecture Development; I.T. Security Architecture

*Business Solutions Development and Support* - I.T. Administration & Strategic Leadership; I.T. Business Solution Advisory; I.T. Business Solution Analysis and Development; I.T. Business Solution Operation; I.T. Business Solution Functional Support; I.T. Business Solution Change and Issue Management

*Information Technology Infrastructure Operations* - I.T. Administration & Strategic Leadership; I.T. Infrastructure Procurement; I.T. Infrastructure Operation; I.T. Infrastructure Maintenance; I.T. Infrastructure Life Cycle

**A. Departmental Overview**

2018 Approved Budgeted Full Time Equivalents (FTE's)



**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division                                       | Position Description  | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|--|---|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
| <b>Administration - Information Technology</b> | Chief Information Officer/ExDir, Information Technology         | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Technical Support Clerk   | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Administrative Assistant/Sec.                                   | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | <b>Sub-Total</b>  |                  | <b>3.0</b>             | <b>3.0</b>             | <b>3.0</b>             | <b>3.0</b>             | <b>0.0</b>        |
| <b>Business Process Modernization</b>          | Mgr, Enterprise Systems Support                                 | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Manager, Business Process Centre of Excellence                  | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Analyst Programmer  | Local 543        | 3.0                    | 3.0                    | 3.0                    | 3.0                    | 0.0               |
|  | Business Analyst  | Local 543        | 9.0                    | 9.0                    | 9.0                    | 9.0                    | 0.0               |
|  | Multimedia Solutions Analyst                                    | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
| <b>Sub-Total</b>                               |   | <b>15.0</b>      | <b>15.0</b>            | <b>15.0</b>            | <b>15.0</b>            | <b>0.0</b>             |                   |
| <b>End User Management</b>                     | Mgr, End User Support   | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | P.C. Support Analyst  | Local 543        | 13.0                   | 13.0                   | 13.0                   | 13.0                   | 0.0               |
|  | <b>Sub-Total</b>  |                  | <b>14.0</b>            | <b>14.0</b>            | <b>14.0</b>            | <b>14.0</b>            | <b>0.0</b>        |
| <b>Enterprise Systems</b>                      | Deputy Chief Information Officer/Mgr, Project Mgmt Applications | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Analyst Programmer  | Local 543        | 8.6                    | 8.6                    | 8.6                    | 8.6                    | 0.0               |
|  | Enterprise Support Analyst                                      | Local 543        | 7.0                    | 7.0                    | 7.0                    | 7.0                    | 0.0               |
|  | Enterprise Support Analyst II                                   | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | <b>Sub-Total</b>  |                  | <b>17.6</b>            | <b>17.6</b>            | <b>17.6</b>            | <b>17.6</b>            | <b>0.0</b>        |
| <b>Technology Infrastructure</b>               | Manager, Tech Infrastructure                                    | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Technical Support Analyst                                       | Non-Union        | 12.0                   | 13.0                   | 14.0                   | 14.0                   | 0.0               |
|  | <b>Sub-Total</b>  |                  | <b>13.0</b>            | <b>14.0</b>            | <b>15.0</b>            | <b>15.0</b>            | <b>0.0</b>        |
| <b>Total</b>                                   |   |                  | <b>62.6</b>            | <b>63.6</b>            | <b>64.6</b>            | <b>64.6</b>            | <b>0.0</b>        |

### C. Budget Summary by Division

| Division                                | 2015<br>Actuals    | 2016<br>Actuals    | 2017<br>Actuals    | 2017<br>Budget     | 2018<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|
| <b>Revenues</b>                         |                    |                    |                    |                    |                    |                     |                    |
| Administration - Information Technology | (113,863)          | (185,627)          | (308,126)          | 0                  | 0                  | 0                   | n/a                |
| Business Process Modernization          | (147,062)          | (249,677)          | (246,093)          | (223,130)          | 0                  | 223,130             | (100.0%)           |
| End User Management                     | (4,187,911)        | (4,196,847)        | (4,238,068)        | (529,182)          | (529,182)          | 0                   | 0.0%               |
| Enterprise Systems                      | (27,332)           | (1,346)            | (55,160)           | 0                  | (223,130)          | (223,130)           | n/a                |
| Technology Infrastructure               | (520,844)          | (473,242)          | (388,274)          | (523,127)          | (523,127)          | 0                   | 0.0%               |
| <b>Total Revenue</b>                    | <b>(4,997,012)</b> | <b>(5,106,739)</b> | <b>(5,235,721)</b> | <b>(1,275,439)</b> | <b>(1,275,439)</b> | <b>0</b>            | <b>0.0%</b>        |
| <b>Expenditures</b>                     |                    |                    |                    |                    |                    |                     |                    |
| Administration - Information Technology | 454,203            | 522,294            | 634,814            | 353,042            | 369,621            | 16,579              | 4.7%               |
| Business Process Modernization          | 2,198,989          | 2,277,363          | 2,208,513          | 2,344,118          | 1,525,183          | (818,935)           | (34.9%)            |
| End User Management                     | 4,985,655          | 4,787,039          | 4,799,370          | 1,362,967          | 1,388,069          | 25,102              | 1.8%               |
| Enterprise Systems                      | 1,134,025          | 1,157,919          | 1,208,419          | 1,185,506          | 2,031,598          | 846,092             | 71.4%              |
| Technology Infrastructure               | 2,090,200          | 2,335,405          | 2,591,521          | 2,499,102          | 2,639,863          | 140,761             | 5.6%               |
| <b>Total Expenses</b>                   | <b>10,863,072</b>  | <b>11,080,020</b>  | <b>11,442,637</b>  | <b>7,744,735</b>   | <b>7,954,334</b>   | <b>209,599</b>      | <b>2.7%</b>        |
| <b>Net</b>                              |                    |                    |                    |                    |                    |                     |                    |
| Administration - Information Technology | 340,340            | 336,667            | 326,688            | 353,042            | 369,621            | 16,579              | 4.7%               |
| Business Process Modernization          | 2,051,927          | 2,027,686          | 1,962,420          | 2,120,988          | 1,525,183          | (595,805)           | (28.1%)            |
| End User Management                     | 797,744            | 590,192            | 561,302            | 833,785            | 858,887            | 25,102              | 3.0%               |
| Enterprise Systems                      | 1,106,693          | 1,156,573          | 1,153,259          | 1,185,506          | 1,808,468          | 622,962             | 52.5%              |
| Technology Infrastructure               | 1,569,356          | 1,862,163          | 2,203,247          | 1,975,975          | 2,116,736          | 140,761             | 7.1%               |
| <b>Total Net</b>                        | <b>5,866,060</b>   | <b>5,973,281</b>   | <b>6,206,916</b>   | <b>6,469,296</b>   | <b>6,678,895</b>   | <b>209,599</b>      | <b>3.2%</b>        |

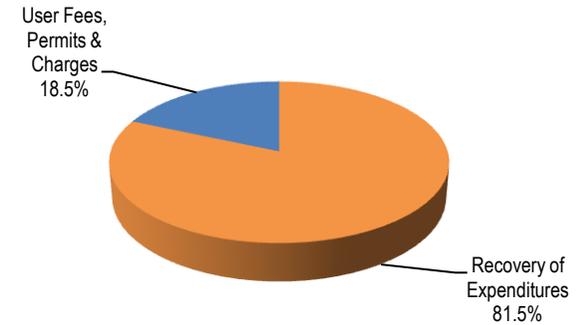
**D. Budget Summary by Major Revenue / Expense Accounts**

| GL Category                           | 2015<br>Actuals    | 2016<br>Actuals    | 2017<br>Actuals    | 2017<br>Budget     | 2018<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|---------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|
| <b>Revenues</b>                       |                    |                    |                    |                    |                    |                     |                    |
| Other Miscellaneous Revenue           | 0                  | 0                  | (6,187)            | 0                  | 0                  | 0                   | n/a                |
| Recovery of Expenditures              | (1,593,639)        | (1,206,047)        | (1,305,127)        | (1,039,733)        | (1,039,733)        | 0                   | 0.0%               |
| Transfer from Reserve Accounts        | 0                  | 0                  | 0                  | 0                  | 0                  | 0                   | n/a                |
| Transfers From Other Funds            | (1,652,740)        | (1,715,979)        | (1,572,123)        | 0                  | 0                  | 0                   | n/a                |
| User Fees, Permits & Charges          | (1,750,633)        | (2,184,713)        | (2,352,284)        | (235,706)          | (235,706)          | 0                   | 0.0%               |
| <b>Total Revenue</b>                  | <b>(4,997,012)</b> | <b>(5,106,739)</b> | <b>(5,235,721)</b> | <b>(1,275,439)</b> | <b>(1,275,439)</b> | <b>0</b>            | <b>0.0%</b>        |
| <b>Expenditures</b>                   |                    |                    |                    |                    |                    |                     |                    |
| Minor Capital                         | 1,330,222          | 1,130,662          | 1,319,033          | 393,897            | 394,781            | 884                 | 0.2%               |
| Operating & Maintenance Supplies      | 8,644              | 7,401              | 11,248             | 5,191              | 5,191              | 0                   | 0.0%               |
| Other Miscellaneous Expenditures      | 214,973            | 240,645            | 193,904            | 170,241            | 170,241            | 0                   | 0.0%               |
| Purchased Services                    | 1,520,616          | 1,501,528          | 1,385,634          | 499,060            | 494,260            | (4,800)             | (1.0%)             |
| Salaries & Benefits                   | 6,076,614          | 6,432,096          | 6,746,431          | 6,668,113          | 6,879,819          | 211,706             | 3.2%               |
| Transfers to Reserves & Capital Funds | 1,699,265          | 1,759,673          | 1,778,154          | 0                  | 0                  | 0                   | n/a                |
| Utilities, Insurance & Taxes          | 12,738             | 8,015              | 8,233              | 8,233              | 10,042             | 1,809               | 22.0%              |
| <b>Total Expenses</b>                 | <b>10,863,072</b>  | <b>11,080,020</b>  | <b>11,442,637</b>  | <b>7,744,735</b>   | <b>7,954,334</b>   | <b>209,599</b>      | <b>2.7%</b>        |
| <b>Total Net</b>                      | <b>5,866,060</b>   | <b>5,973,281</b>   | <b>6,206,916</b>   | <b>6,469,296</b>   | <b>6,678,895</b>   | <b>209,599</b>      | <b>3.2%</b>        |

**D. Budget Summary by Major Revenue / Expense Accounts**

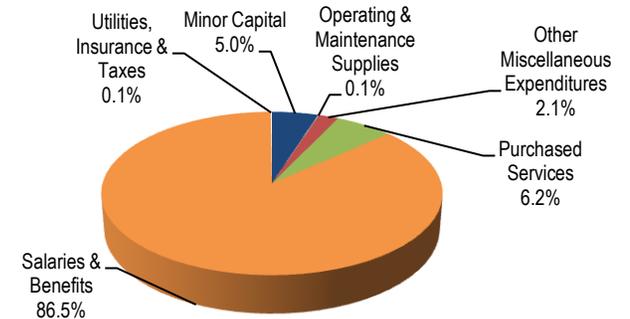
Revenues

|                              | <u>2018 Budget</u> |               |
|------------------------------|--------------------|---------------|
| Recovery of Expenditures     | (1,039,733)        | 81.5%         |
| User Fees, Permits & Charges | (235,706)          | 18.5%         |
| <b>Total Revenue</b>         | <b>(1,275,439)</b> | <b>100.0%</b> |



Expenditures

|                                  | <u>2018 Budget</u> |               |
|----------------------------------|--------------------|---------------|
| Minor Capital                    | 394,781            | 5.0%          |
| Operating & Maintenance Supplies | 5,191              | 0.1%          |
| Other Miscellaneous Expenditures | 170,241            | 2.1%          |
| Purchased Services               | 494,260            | 6.2%          |
| Salaries & Benefits              | 6,879,819          | 86.5%         |
| Utilities, Insurance & Taxes     | 10,042             | 0.1%          |
| <b>Total Expenses</b>            | <b>7,954,334</b>   | <b>100.0%</b> |



**E. Budget Issue Summary**

| Ref. #                                       | Category                | Description  | Municipal Levy | Building Permit | Off-Street Parking | Sewer Surcharge | BSR/Other Reserve Funding | FTE Impact |
|--|-------------------------|--|----------------|-----------------|--------------------|-----------------|---------------------------|------------|
| n/a  | Salary & Wage           | ** Contractual / Council Pre-Approved Salary & Wage Adjustment       | 59,313         |                 |                    |                 |                           |            |
| 2018-0329                                    | [C] Contractual         | Contractual Increase for Software Maintenance                        | 5,731          |                 |                    |                 |                           |            |
| 2018-0324                                    | [H] Line Item Reduction | Reduction of IT Enterprise Systems CSDC Maintenance Cost for Modules | (5,607)        |                 |                    |                 |                           |            |
| 2018-0325                                    | [H] Line Item Reduction | Miscellaneous Line-By-Line Reductions                                | (15,800)       |                 |                    |                 |                           |            |
| n/a  |                         | *** Interdepartmental Reallocations                                  | 165,962        |                 |                    |                 |                           |            |
| <b>Total 2018 Budget Increase/(Decrease)</b> |                         |  | <b>209,599</b> | <b>0</b>        | <b>0</b>           | <b>0</b>        | <b>0</b>                  | <b>0.0</b> |

\*\* The Contractual/Council Pre-Approved Salary & Wage Adjustments do not include a reference number or issue detail write-ups as these amounts are generated from an in-depth salary development process that is undertaken at the beginning of the annual budget process. All departments develop their salary budgets based on the prior year's approved full time equivalent (FTE) complement, using a zero-based budgeting approach. Any reductions / increases in this line are attributed to the net impact of the department's incumbent changes, annualized step increments and increases resulting from negotiated salary & wage contracts.

\*\*\* The Interdepartmental Reallocation lines do not include a reference number or issue detail write-ups as these amounts represent the cumulative net budget increase / decrease to this department resulting from budget issues that have been submitted by other departments. In some cases, budget issues submitted by one department may have a budgetary impact on another or various other departments. This is done in order to facilitate the presentation of an issue by the coordinating department as opposed to repeating the issue for all departments (i.e. Utilities, Insurance, Fuel). At the Approved Stage, this line may include interdepartmental reallocations that net to zero.

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**Human Resources**

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**Windsor Public Library**

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**A. Departmental Overview**

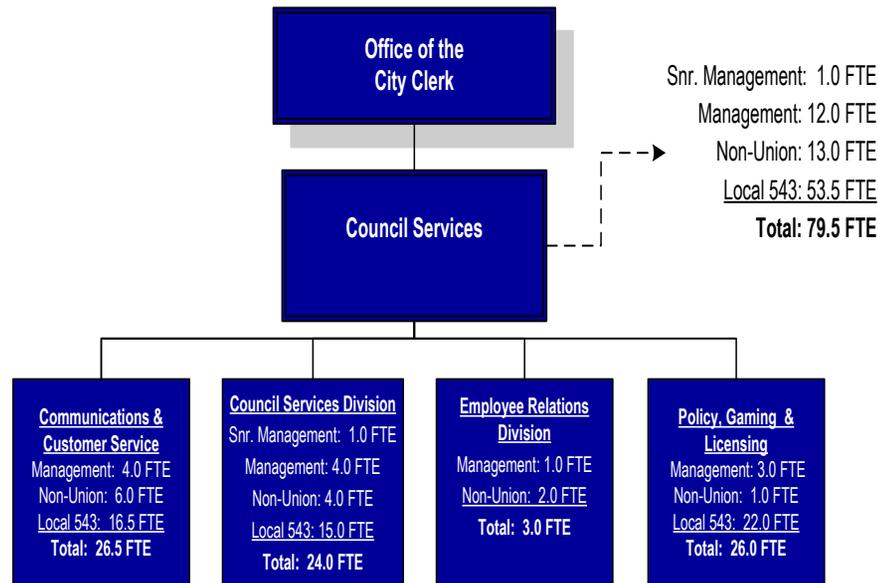
**Mission**

To help connect staff and residents with the corporate information they need.

**Description**

Council Services administers the city's legislative process including Elections, Council and Committee meetings, and the maintenance of public records, as a service to City Council, Administration and the citizens of the City of Windsor. The Communications and Customer Service Departments are the primary points of contact for communication, internally and externally, for the City of Windsor. Policy, Gaming, Licensing & By-Law Enforcement is responsible for the administration of Corporate policies and legal documents, animal control and the regulation and licensing of various gaming activity, business and public vehicle classes in the municipality. By-Law enforcement is responsible for ensuring compliance with various approved City By-Laws. Employee Relations is responsible to assist, guide, support and provide interpretation of the Collective Agreements and Legislation to the Departments of the City of Windsor and Agencies.

**2018 Approved Budgeted Full Time Equivalents (FTE's)**



**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division                                     | Position Description                     | Position Profile  | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|--|--|-------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
| <b>Communications &amp; Customer Service</b> | Senior Mgr.Communications&C/S            | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Manager of 311/211 Call Centre           | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Call Centre Supervisor                   | Management        | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|  | Corp.Mktg & Communications Ofc           | Non-Union         | 3.0                    | 3.0                    | 3.0                    | 3.0                    | 0.0               |
|  | 311 Administrator                        | Non-Union         | 0.0                    | 0.0                    | 0.0                    | 1.0                    | 1.0               |
|  | 311 Administrator - RPT                  | Non-Union         | 0.5                    | 0.5                    | 0.5                    | 0.0                    | (0.5)             |
|  | Customer Service Coordinator             | Non-Union         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Comm/Writer/Editor & Council Liason      | Non-Union         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | 211 Support Analyst                      | Local 543         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | 311/211 Operator                         | Local 543         | 10.0                   | 10.0                   | 11.0                   | 11.0                   | 0.0               |
|  | 311 Mapping Support Analyst              | Local 543         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Marketing Assistant                      | Local 543         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | 311 Support Analyst                      | Local 543         | 1.5                    | 1.5                    | 1.5                    | 1.5                    | 0.0               |
|  | Administrative Clerk                     | Local 543         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | <b>Sub-Total</b>                         |                   | <b>25.0</b>            | <b>25.0</b>            | <b>26.0</b>            | <b>26.5</b>            | <b>0.5</b>        |
| <b>Council Services Division</b>             | City Clerk/LicenceCommissioner           | Senior Management | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Deputy CC/Sr.Mgr.Council Serv.           | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Mgr, Rec/Elec & Fre of Info Co           | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Supervisor Council Services              | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Supv, Information & Records              | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Executive Initiatives Coordinator        | Non-Union         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Executive Administrative Assistant       | Non-Union         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Council Assistant                        | Non-Union         | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|  | Committee Coordinator                    | Local 543         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Order of Business Coordinator            | Local 543         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Council Agenda Coordinator               | Local 543         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Council Resolutions Coord.               | Local 543         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Records Analyst                          | Local 543         | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|  | Financial Records & Administration Clerk | Local 543         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |

**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division                              | Position Description                              | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|---------------------------------------|---|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
|                                       | Senior Issuer, Vital Statistics                   | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Records Clerk                                     | Local 543        | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|                                       | Customer Service Reception                        | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Administrative Support Clerk                      | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Mail and Delivery Room Person                     | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Clerk Junior Vital Statistics                     | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Customer Service Rep                              | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | <b>Sub-Total</b>                                  |                  | <b>24.0</b>            | <b>24.0</b>            | <b>24.0</b>            | <b>24.0</b>            | <b>0.0</b>        |
| <b>Employee Relations Division</b>    | Manager of Employee Relations                     | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Employee Relations Assistant                      | Non-Union        | 2.0                    | 2.0                    | 2.0                    | 1.0                    | (1.0)             |
|                                       | Employee Relations Coordinator                    | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | <b>Sub-Total</b>                                  |                  | <b>4.0</b>             | <b>4.0</b>             | <b>4.0</b>             | <b>3.0</b>             | <b>(1.0)</b>      |
| <b>Policy, Gaming &amp; Licensing</b> | SM Policy, Gaming, Licensing & By-Law Enforcement | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Supervisor of Licensing                           | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Mgr of By-Law Enforcement                         | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Corporate Policy Coordinator                      | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | By-Law Enforcement Officer                        | Local 543        | 12.0                   | 12.0                   | 12.0                   | 12.0                   | 0.0               |
|                                       | Municipal Gaming Analyst                          | Local 543        | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|                                       | Development Applications Clerk                    | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Senior Licence Issuer                             | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Legal Documents Clerk                             | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | By-Law Enforcement Clerk                          | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Licence Issuer                                    | Local 543        | 3.0                    | 3.0                    | 3.0                    | 3.0                    | 0.0               |
|                                       | Licensing Clerk                                   | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | <b>Sub-Total</b>                                  |                  | <b>26.0</b>            | <b>26.0</b>            | <b>26.0</b>            | <b>26.0</b>            | <b>0.0</b>        |
| <b>Total</b>                          |   |                  | <b>79.0</b>            | <b>79.0</b>            | <b>80.0</b>            | <b>79.5</b>            | <b>(0.5)</b>      |

**C. Budget Summary by Division**

| Division                          | 2015<br>Actuals    | 2016<br>Actuals    | 2017<br>Actuals    | 2017<br>Budget     | 2018<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|
| <b>Revenues</b>                   |                    |                    |                    |                    |                    |                     |                    |
| Administration - Council Services | 0                  | 0                  | 0                  | 0                  | 0                  | 0                   | n/a                |
| Communications & Customer Service | (987,542)          | (630,697)          | (665,548)          | (636,427)          | (739,613)          | (103,186)           | 0.0%               |
| Council Services Division         | (544,154)          | (720,043)          | (678,777)          | (647,475)          | (662,107)          | (14,632)            | 0.0%               |
| Employee Relations Division       | 0                  | 0                  | 0                  | 0                  | 0                  | 0                   | n/a                |
| Policy, Gaming & Licensing        | (2,133,231)        | (1,989,575)        | (1,995,907)        | (1,921,071)        | (1,931,111)        | (10,040)            | 0.5%               |
| <b>Total Revenue</b>              | <b>(3,664,927)</b> | <b>(3,340,315)</b> | <b>(3,340,232)</b> | <b>(3,204,973)</b> | <b>(3,332,831)</b> | <b>(127,858)</b>    | <b>4.0%</b>        |
| <b>Expenditures</b>               |                    |                    |                    |                    |                    |                     |                    |
| Administration - Council Services | 0                  | 0                  | 0                  | 0                  | 0                  | 0                   | n/a                |
| Communications & Customer Service | 3,341,445          | 3,111,626          | 3,215,419          | 3,267,132          | 3,521,542          | 254,410             | 7.8%               |
| Council Services Division         | 2,649,875          | 2,850,221          | 2,792,422          | 2,970,988          | 2,994,694          | 23,706              | 0.8%               |
| Employee Relations Division       | 319,301            | 321,413            | 321,638            | 443,693            | 361,018            | (82,675)            | (18.6%)            |
| Policy, Gaming & Licensing        | 3,444,414          | 3,465,465          | 3,551,940          | 3,511,391          | 3,606,171          | 94,780              | 2.7%               |
| <b>Total Expenses</b>             | <b>9,755,035</b>   | <b>9,748,725</b>   | <b>9,881,419</b>   | <b>10,193,204</b>  | <b>10,483,425</b>  | <b>290,221</b>      | <b>2.8%</b>        |
| <b>Net</b>                        |                    |                    |                    |                    |                    |                     |                    |
| Administration - Council Services | 0                  | 0                  | 0                  | 0                  | 0                  | 0                   | n/a                |
| Communications & Customer Service | 2,353,903          | 2,480,929          | 2,549,871          | 2,630,705          | 2,781,929          | 151,224             | 5.7%               |
| Council Services Division         | 2,105,721          | 2,130,178          | 2,113,645          | 2,323,513          | 2,332,587          | 9,074               | 0.4%               |
| Employee Relations Division       | 319,301            | 321,413            | 321,638            | 443,693            | 361,018            | (82,675)            | (18.6%)            |
| Policy, Gaming & Licensing        | 1,311,183          | 1,475,890          | 1,556,033          | 1,590,320          | 1,675,060          | 84,740              | 5.3%               |
| <b>Total Net</b>                  | <b>6,090,108</b>   | <b>6,408,410</b>   | <b>6,541,187</b>   | <b>6,988,231</b>   | <b>7,150,594</b>   | <b>162,363</b>      | <b>2.3%</b>        |

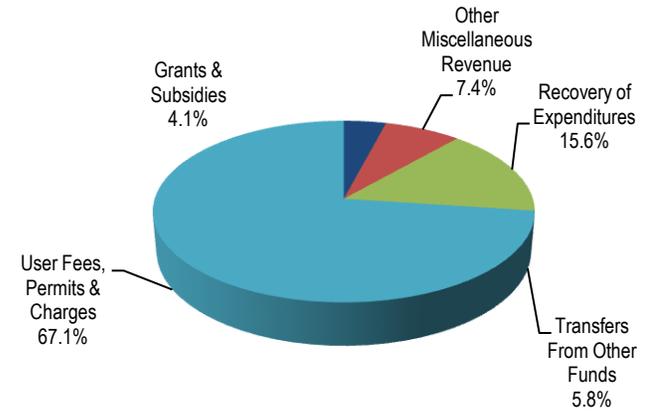
**D. Budget Summary by Major Revenue / Expense Accounts**

| GL Category                           | 2015<br>Actuals    | 2016<br>Actuals    | 2017<br>Actuals    | 2017<br>Budget     | 2018<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|---------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|
| <b>Revenues</b>                       |                    |                    |                    |                    |                    |                     |                    |
| Grants & Subsidies                    | (45,000)           | (39,482)           | (45,000)           | (45,000)           | (136,715)          | (91,715)            | (203.8%)           |
| Other Miscellaneous Revenue           | (640,467)          | (393,006)          | (401,928)          | (455,980)          | (247,843)          | 208,137             | 45.6%              |
| Recovery of Expenditures              | (498,517)          | (510,767)          | (516,834)          | (370,735)          | (518,921)          | (148,186)           | (40.0%)            |
| Transfer From Reserve Accounts        | (73,050)           | (33,500)           | (1,774)            | 0                  | 0                  | 0                   | n/a                |
| Transfers From Other Funds            | (68,499)           | (76,457)           | (78,360)           | (95,266)           | (191,960)          | (96,694)            | n/a                |
| User Fees, Permits & Charges          | (2,339,394)        | (2,287,103)        | (2,296,336)        | (2,237,992)        | (2,237,392)        | 600                 | 0.0%               |
| <b>Total Revenue</b>                  | <b>(3,664,927)</b> | <b>(3,340,315)</b> | <b>(3,340,232)</b> | <b>(3,204,973)</b> | <b>(3,332,831)</b> | <b>(127,858)</b>    | <b>(4.0%)</b>      |
| <b>Expenditures</b>                   |                    |                    |                    |                    |                    |                     |                    |
| Financial Expenses                    | 31                 | (8)                | 15                 | 0                  | 0                  | 0                   | n/a                |
| Minor Capital                         | 76,088             | 27,260             | 10,724             | 17,826             | 17,141             | (685)               | (3.8%)             |
| Operating & Maintenance Supplies      | 59,658             | 38,927             | 35,384             | 45,696             | 43,801             | (1,895)             | (4.1%)             |
| Other Miscellaneous Expenditures      | 48,072             | 21,347             | 26,803             | 32,843             | 30,974             | (1,869)             | (5.7%)             |
| Purchased Services                    | 2,393,558          | 2,338,383          | 2,411,382          | 2,425,256          | 2,463,234          | 37,978              | 1.6%               |
| Salaries & Benefits                   | 6,941,429          | 7,137,551          | 7,184,639          | 7,474,508          | 7,731,354          | 256,846             | 3.4%               |
| Transfers to Reserves & Capital Funds | 200,528            | 163,498            | 190,002            | 170,000            | 170,000            | 0                   | n/a                |
| Utilities, Insurance & Taxes          | 35,671             | 21,767             | 22,470             | 27,075             | 26,921             | (154)               | (0.6%)             |
| <b>Total Expenses</b>                 | <b>9,755,035</b>   | <b>9,748,725</b>   | <b>9,881,419</b>   | <b>10,193,204</b>  | <b>10,483,425</b>  | <b>290,221</b>      | <b>2.8%</b>        |
| <b>Total Net</b>                      | <b>6,090,108</b>   | <b>6,408,410</b>   | <b>6,541,187</b>   | <b>6,988,231</b>   | <b>7,150,594</b>   | <b>162,363</b>      | <b>2.3%</b>        |

**D. Budget Summary by Major Revenue / Expense Accounts**

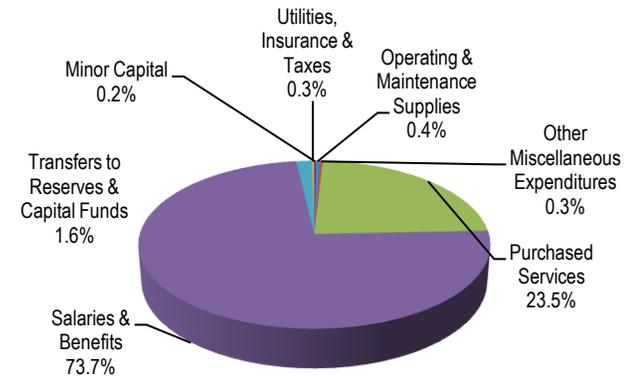
**Revenues**

|                              | <u>2018 Budget</u> |               |
|------------------------------|--------------------|---------------|
| Grants & Subsidies           | (136,715)          | 4.1%          |
| Other Miscellaneous Revenue  | (247,843)          | 7.4%          |
| Recovery of Expenditures     | (518,921)          | 15.6%         |
| Transfers From Other Funds   | (191,960)          | 5.8%          |
| User Fees, Permits & Charges | (2,237,392)        | 67.1%         |
| <b>Total Revenue</b>         | <b>(3,332,831)</b> | <b>100.0%</b> |



**Expenditures**

|                                       | <u>2018 Budget</u> |               |
|---------------------------------------|--------------------|---------------|
| Minor Capital                         | 17,141             | 0.2%          |
| Operating & Maintenance Supplies      | 43,801             | 0.4%          |
| Other Miscellaneous Expenditures      | 30,974             | 0.3%          |
| Purchased Services                    | 2,463,234          | 23.5%         |
| Salaries & Benefits                   | 7,731,354          | 73.7%         |
| Transfers to Reserves & Capital Funds | 170,000            | 1.6%          |
| Utilities, Insurance & Taxes          | 26,921             | 0.3%          |
| <b>Total Expenses</b>                 | <b>10,483,425</b>  | <b>100.0%</b> |



**E. Budget Issue Summary**

| Ref. #                                       | Category                | Description   | Municipal Levy | Building Permit | Off-Street Parking | Sewer Surcharge | BSR/Other Reserve Funding | FTE Impact   |
|--|-------------------------|---|----------------|-----------------|--------------------|-----------------|---------------------------|--------------|
| n/a  | Salary & Wage           | ** Contractual / Council Pre-Approved Salary & Wage Adjustment                    | 4,413          |                 |                    |                 |                           |              |
| 2018-0027                                    | [A] Annualization       | Realignment of Executive Initiatives Coordinator (EIC) Positions                  | 0              |                 |                    |                 |                           | 0.0          |
| 2018-0071                                    | [A] Annualization       | Animal Control Contract - Windsor Essex County Humane Society                     | 79,565         |                 |                    |                 |                           |              |
| 2018-0332                                    | [C] Contractual         | Kevlar Vest and External Carrier Replacement                                      | 0              |                 |                    |                 | 8,640                     |              |
| 2018-0342                                    | [C] Contractual         | Increase to By-Law Enforcement Uniform Account                                    | 3,000          |                 |                    |                 |                           |              |
| 2018-0333                                    | [H] Line Item Reduction | Reduction of Cat Voucher Program  | (10,000)       |                 |                    |                 |                           |              |
| 2018-0359                                    | [I] Revenue Increase    | Addition of User Fee - Witness Fee  | (500)          |                 |                    |                 |                           |              |
| 2018-0100                                    | [M] Service Enhancement | Addition of One Temporary Corporate Marketing and Communications Officer Position | 0              |                 |                    |                 | 96,694                    |              |
| 2018-0257                                    | [M] Service Enhancement | Conversion of 311 Administrator Position from Part-Time to Full-Time Status       | 58,888         |                 |                    |                 |                           | 0.5          |
|  |                         | *** Interdepartmental Reallocations   | 26,997         |                 |                    |                 |                           | (1.0)        |
| <b>Total 2018 Budget Increase/(Decrease)</b> |                         |   | <b>162,363</b> | <b>0</b>        | <b>0</b>           | <b>0</b>        | <b>96,694</b>             | <b>(0.5)</b> |

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**A. Departmental Overview**

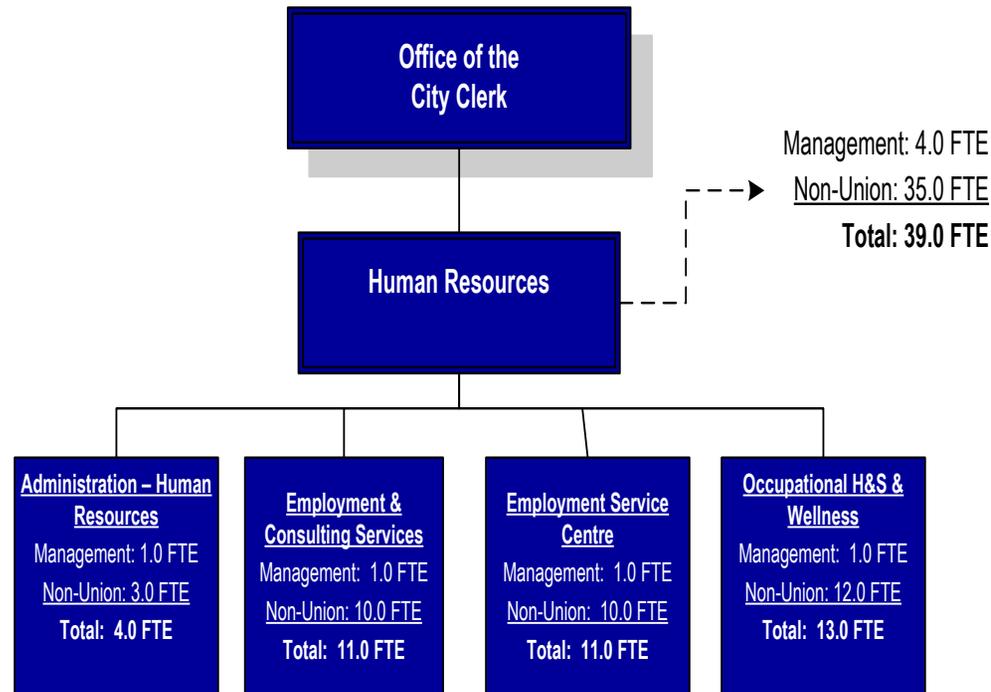
**Mission**

Human Resources is committed to providing a full range of employee services to all Corporate departments by means of a consistent, cost effective, innovative, valid and reliable service in an expedient fashion while observing the collective agreements and all legislative requirements.

**Description**

The Human Resources Department endeavors to promote fairness and equity in a quality work environment through the development and delivery of corporate wide management policies and procedures, various employee programs aligned with the Corporate Strategic Plan while maintaining harmonious relations with the Bargaining Units and associations.

**2018 Approved Budgeted Full Time Equivalents (FTE's)**



**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division                                    | Position Description                     | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|---|--|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
| <b>Administration - Human Resources</b>     | ExDir, Human Resources                   | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Manager, Employment Services             | Management       | 1.0                    | 1.0                    | 0.0                    | 0.0                    | 0.0               |
|   | Mgr,OrgDevelopment & OSH                 | Management       | 1.0                    | 1.0                    | 0.0                    | 0.0                    | 0.0               |
|   | Policy & Procedures Coordinator          | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Administrative Assistant                 | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Receptionist/Recruitment Asst.           | Non-Union        | 1.0                    | 1.0                    | 0.0                    | 0.0                    | 0.0               |
|   | Diversity/Access Officer                 | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | <b>Sub-Total</b>                         |                  |                        | <b>7.0</b>             | <b>7.0</b>             | <b>4.0</b>             | <b>4.0</b>        |
| <b>Employment &amp; Consulting Services</b> | Employment & Consulting Services Manager | Management       | 0.0                    | 0.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Coord. Disability Claims                 | Non-Union        | 1.0                    | 1.0                    | 0.0                    | 0.0                    | 0.0               |
|   | Compensation Specialist                  | Non-Union        | 0.0                    | 0.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Compensation Coordinator                 | Non-Union        | 0.0                    | 0.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Coord,Organizational Developmnt          | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Employment Officer                       | Non-Union        | 7.0                    | 7.0                    | 0.0                    | 0.0                    | 0.0               |
|   | Organizational Development Specialist    | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Human Resources Assistant                | Non-Union        | 0.0                    | 0.0                    | 1.0                    | 1.0                    | 0.0               |
|   | HR Business Partner                      | Non-Union        | 0.0                    | 0.0                    | 4.0                    | 4.0                    | 0.0               |
|   | Workforce Planning Specialist            | Non-Union        | 0.0                    | 0.0                    | 1.0                    | 1.0                    | 0.0               |
|   | <b>Sub-Total</b>                         |                  |                        | <b>10.0</b>            | <b>10.0</b>            | <b>11.0</b>            | <b>11.0</b>       |
| <b>Employment Service Centre</b>            | Employee Service Centre Manager          | Management       | 0.0                    | 0.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Controls & Systems Analyst               | Non-Union        | 1.0                    | 1.0                    | 2.0                    | 2.0                    | 0.0               |
|   | Pension & Benefits Specialist            | Non-Union        | 0.0                    | 0.0                    | 1.0                    | 1.0                    | 0.0               |
|   | ESC Reps                                 | Non-Union        | 0.0                    | 0.0                    | 6.0                    | 6.0                    | 0.0               |
|   | Records Management Clerk                 | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | <b>Sub-Total</b>                         |                  |                        | <b>2.0</b>             | <b>2.0</b>             | <b>11.0</b>            | <b>11.0</b>       |

**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division                    | Position Description                  | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|-----------------------------|---------------------------------------|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
| Occupational H&S & Wellness | OHS and Wellness Manager              | Management       | 0.0                    | 0.0                    | 1.0                    | 1.0                    | 0.0               |
|                             | Supv, of Occupational Health & Safety | Management       | 1.0                    | 1.0                    | 0.0                    | 0.0                    | 0.0               |
|                             | Disability Management Specialist      | Non-Union        | 5.0                    | 5.0                    | 5.0                    | 5.0                    | 0.0               |
|                             | Ergonomist & Wellness Specialist      | Non-Union        | 0.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                             | Occupational Health & Safety Advisor  | Non-Union        | 5.0                    | 5.0                    | 5.0                    | 5.0                    | 0.0               |
|                             | Intake Coord/Assistant                | Non-Union        | 0.0                    | 0.0                    | 1.0                    | 1.0                    | 0.0               |
|                             | Pay Equity Officer                    | Non-Union        | 1.0                    | 1.0                    | 0.0                    | 0.0                    | 0.0               |
|                             | Coord, Health & Safety                | Non-Union        | 1.0                    | 1.0                    | 0.0                    | 0.0                    | 0.0               |
|                             | Staff Development Assistant           | Non-Union        | 1.0                    | 1.0                    | 0.0                    | 0.0                    | 0.0               |
|                             | <b>Sub-Total</b>                      |                  | <b>14.0</b>            | <b>15.0</b>            | <b>13.0</b>            | <b>13.0</b>            | <b>0.0</b>        |
| <b>Total</b>                |                                       |                  | <b>33.0</b>            | <b>34.0</b>            | <b>39.0</b>            | <b>39.0</b>            | <b>0.0</b>        |

### C. Budget Summary by Division

| Division                         | 2015<br>Actuals  | 2016<br>Actuals    | 2017<br>Actuals    | 2017<br>Budget   | 2018<br>Budget   | \$ Budget<br>Change | % Budget<br>Change |
|----------------------------------|------------------|--------------------|--------------------|------------------|------------------|---------------------|--------------------|
| <b>Revenues</b>                  |                  |                    |                    |                  |                  |                     |                    |
| Administration - Human Resources | (353,800)        | (416,009)          | (279,998)          | (239,157)        | (323,906)        | (84,749)            | 35.4%              |
| Employment Service Centre        | 0                | (2,009,654)        | (1,078,639)        | (8,100)          | (5,000)          | 3,100               | (38.3%)            |
| Employment & Consulting Services | (85,486)         | (111,979)          | (48,709)           | (38,400)         | (14,100)         | 24,300              | (63.3%)            |
| Occupational H&S & Wellness      | (402,421)        | (44,220)           | (10,890)           | (6,000)          | (33,400)         | (27,400)            | 456.7%             |
| <b>Total Revenue</b>             | <b>(841,707)</b> | <b>(2,581,862)</b> | <b>(1,418,236)</b> | <b>(291,657)</b> | <b>(376,406)</b> | <b>(84,749)</b>     | <b>29.1%</b>       |
| <b>Expenditures</b>              |                  |                    |                    |                  |                  |                     |                    |
| Administration - Human Resources | 1,510,103        | 1,140,889          | 931,885            | 876,806          | 713,130          | (163,676)           | (18.7%)            |
| Employment Service Centre        | 0                | 2,532,002          | 2,105,250          | 343,198          | 988,733          | 645,535             | 188.1%             |
| Employment & Consulting Services | 1,323,908        | 1,887,735          | 1,716,103          | 2,984,387        | 1,719,345        | (1,265,042)         | (42.4%)            |
| Occupational H&S & Wellness      | 2,066,878        | 911,295            | 1,099,379          | 811,029          | 1,943,617        | 1,132,588           | 139.6%             |
| <b>Total Expenses</b>            | <b>4,900,889</b> | <b>6,471,921</b>   | <b>5,852,617</b>   | <b>5,015,420</b> | <b>5,364,825</b> | <b>349,405</b>      | <b>7.0%</b>        |
| <b>Net</b>                       |                  |                    |                    |                  |                  |                     |                    |
| Administration - Human Resources | 1,156,303        | 724,880            | 651,887            | 637,649          | 389,224          | (248,425)           | (39.0%)            |
| Employment Service Centre        | 0                | 522,348            | 1,026,611          | 335,098          | 983,733          | 648,635             | 193.6%             |
| Employment & Consulting Services | 1,238,422        | 1,775,756          | 1,667,394          | 2,945,987        | 1,705,245        | (1,240,742)         | (42.1%)            |
| Occupational H&S & Wellness      | 1,664,457        | 867,075            | 1,088,489          | 805,029          | 1,910,217        | 1,105,188           | 137.3%             |
| <b>Total Net</b>                 | <b>4,059,182</b> | <b>3,890,059</b>   | <b>4,434,381</b>   | <b>4,723,763</b> | <b>4,988,419</b> | <b>264,656</b>      | <b>5.6%</b>        |

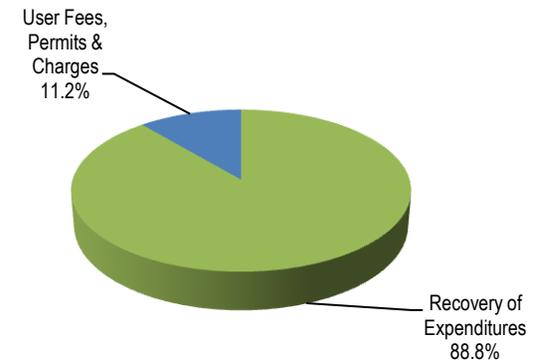
**D. Budget Summary by Major Revenue / Expense Accounts**

| GL Category                           | 2015<br>Actuals  | 2016<br>Actuals    | 2017<br>Actuals    | 2017<br>Budget   | 2018<br>Budget   | \$ Budget<br>Change | % Budget<br>Change |
|---------------------------------------|------------------|--------------------|--------------------|------------------|------------------|---------------------|--------------------|
| <b>Revenues</b>                       |                  |                    |                    |                  |                  |                     |                    |
| Grants & Subsidies                    | 0                | 0                  | (1,197)            | 0                | 0                | 0                   | n/a                |
| Other Miscellaneous Revenue           | (3,060)          | (1,000)            | (51)               | 0                | 0                | 0                   | n/a                |
| Recovery of Expenditures              | (456,710)        | (503,234)          | (330,739)          | (249,457)        | (334,206)        | (84,749)            | (34.0%)            |
| Transfer From Reserve Accounts        | (373,012)        | (2,024,296)        | (1,084,400)        | 0                | 0                | 0                   | n/a                |
| Transfers From Other Funds            | (8,925)          | (51,216)           | 0                  | 0                | 0                | 0                   | n/a                |
| User Fees, Permits & Charges          | 0                | (2,116)            | (1,849)            | (42,200)         | (42,200)         | 0                   | 0.0%               |
| <b>Total Revenue</b>                  | <b>(841,707)</b> | <b>(2,581,862)</b> | <b>(1,418,236)</b> | <b>(291,657)</b> | <b>(376,406)</b> | <b>(84,749)</b>     | <b>(29.1%)</b>     |
| <b>Expenditures</b>                   |                  |                    |                    |                  |                  |                     |                    |
| Minor Capital                         | 19,225           | 14,252             | 19,547             | 15,441           | 17,195           | 1,754               | 11.4%              |
| Operating & Maintenance Supplies      | 54,545           | 51,460             | 59,988             | 65,460           | 67,210           | 1,750               | 2.7%               |
| Other Miscellaneous Expenditures      | 31,525           | 41,828             | 32,647             | 53,484           | 52,484           | (1,000)             | (1.9%)             |
| Purchased Services                    | 696,433          | 623,209            | 574,368            | 619,724          | 618,440          | (1,284)             | (0.2%)             |
| Salaries & Benefits                   | 3,975,448        | 5,652,720          | 5,088,467          | 4,206,314        | 4,553,949        | 347,635             | 8.3%               |
| Transfers to Reserves & Capital Funds | 115,004          | 83,606             | 72,704             | 50,100           | 50,100           | 0                   | 0.0%               |
| Utilities, Insurance & Taxes          | 8,709            | 4,846              | 4,896              | 4,897            | 5,447            | 550                 | 11.2%              |
| <b>Total Expenses</b>                 | <b>4,900,889</b> | <b>6,471,921</b>   | <b>5,852,617</b>   | <b>5,015,420</b> | <b>5,364,825</b> | <b>349,405</b>      | <b>7.0%</b>        |
| <b>Total Net</b>                      | <b>4,059,182</b> | <b>3,890,059</b>   | <b>4,434,381</b>   | <b>4,723,763</b> | <b>4,988,419</b> | <b>264,656</b>      | <b>5.6%</b>        |

**D. Budget Summary by Major Revenue / Expense Accounts**

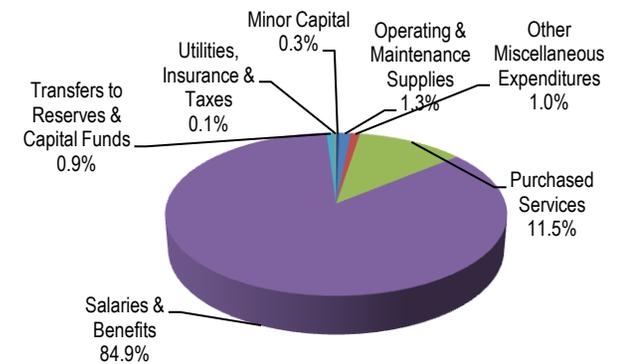
Revenues

|                              | <u>2018 Budget</u> |               |
|------------------------------|--------------------|---------------|
| Recovery of Expenditures     | (334,206)          | 88.8%         |
| User Fees, Permits & Charges | (42,200)           | 11.2%         |
| <b>Total Revenue</b>         | <b>(376,406)</b>   | <b>100.0%</b> |



Expenditures

|                                       | <u>2018 Budget</u> |               |
|---------------------------------------|--------------------|---------------|
| Minor Capital                         | 17,195             | 0.3%          |
| Operating & Maintenance Supplies      | 67,210             | 1.3%          |
| Other Miscellaneous Expenditures      | 52,484             | 1.0%          |
| Purchased Services                    | 618,440            | 11.5%         |
| Salaries & Benefits                   | 4,553,949          | 84.9%         |
| Transfers to Reserves & Capital Funds | 50,100             | 0.9%          |
| Utilities, Insurance & Taxes          | 5,447              | 0.1%          |
| <b>Total Expenses</b>                 | <b>5,364,825</b>   | <b>100.0%</b> |



**E. Budget Issue Summary**

| Ref. #                                       | Category                | Description   | Municipal Levy | Building Permit | Off-Street Parking | Sewer Surcharge | BSR/Other Reserve Funding | FTE Impact |
|--|-------------------------|---|----------------|-----------------|--------------------|-----------------|---------------------------|------------|
| n/a  | Salary & Wage           | ** Contractual / Council Pre-Approved Salary & Wage Adjustment    | (16,457)       |                 |                    |                 |                           |            |
| 2018-0088                                    | [G] Line Item Increase  | Line by Line Increase of Miscellaneous Expenses                   | 15,060         |                 |                    |                 |                           |            |
| 2018-0261                                    | [I] Revenue Increase    | Recovery of Human Resources Support From Ontario Works Program    | (84,749)       |                 |                    |                 |                           |            |
| 2018-0083                                    | [K] Service Reduction   | Reduction of the Employee Family Assistance Program (EFAP) Budget | (5,000)        |                 |                    |                 |                           |            |
| 2018-0093                                    | [K] Service Reduction   | Reduction of Fringe Benefits Consultant Budget                    | (15,000)       |                 |                    |                 |                           |            |
| 2018-0380                                    | [M] Service Enhancement | Workplace Initiatives for Persons with Disabilities               | 150,000        |                 |                    |                 |                           |            |
| n/a  |                         | *** Interdepartmental Reallocations                               | 220,802        |                 |                    |                 |                           |            |
| <b>Total 2018 Budget Increase/(Decrease)</b> |                         |   | <b>264,656</b> | <b>0</b>        | <b>0</b>           | <b>0</b>        | <b>0</b>                  | <b>0.0</b> |

\*\* The Contractual/Council Pre-Approved Salary & Wage Adjustments do not include a reference number or issue detail write-ups as these amounts are generated from an in-depth salary development process that is undertaken at the beginning of the annual budget process. All departments develop their salary budgets based on the prior year's approved full time equivalent (FTE) complement, using a zero-based budgeting approach. Any reductions / increases in this line are attributed to the net impact of the department's incumbent changes, annualized step increments and increases resulting from negotiated salary & wage contracts.

\*\*\* The Interdepartmental Reallocation lines do not include a reference number or issue detail write-ups as these amounts represent the cumulative net budget increase / decrease to this department resulting from budget issues that have been submitted by other departments. In some cases, budget issues submitted by one department may have a budgetary impact on another or various other departments. This is done in order to facilitate the presentation of an issue by the coordinating department as opposed to repeating the issue for all departments (i.e. Utilities, Insurance, Fuel). At the Approved Stage, this line may include interdepartmental reallocations that net to zero.

## A. Departmental Overview

### **Mission**

The mission of the Windsor Public Library is to enrich our community by providing access to resources that inform and entertain.

We believe in the freedom to read, learn and discover.

### **Description**

The Windsor Public Library makes our community a better place to live, work and raise a family. The board and staff envision a future where the library: enriches the lives of all residents and where reading is a part of daily life.

The following values guide WPL Board and staff decisions and actions.

#### **Excellent customer service**

WPL values and respects its customers, partners, volunteers and staff.  
We are committed to always providing welcoming, courteous and efficient service.

#### **Lifelong learning and literacy**

WPL values intellectual freedom, literacy and access to information.  
We believe the passion for reading and learning should be shared.

### **Community**

WPL values team work, partnerships and serving the community.  
We are committed to a strong and healthy Windsor.

### **Accountability**

WPL values wise planning and responsible stewardship.  
We are committed to providing efficient use of public funds and resources.

### **Integrity**

WPL values direct and honest communications and actions.  
We are committed to conducting business in an ethical and transparent manner.

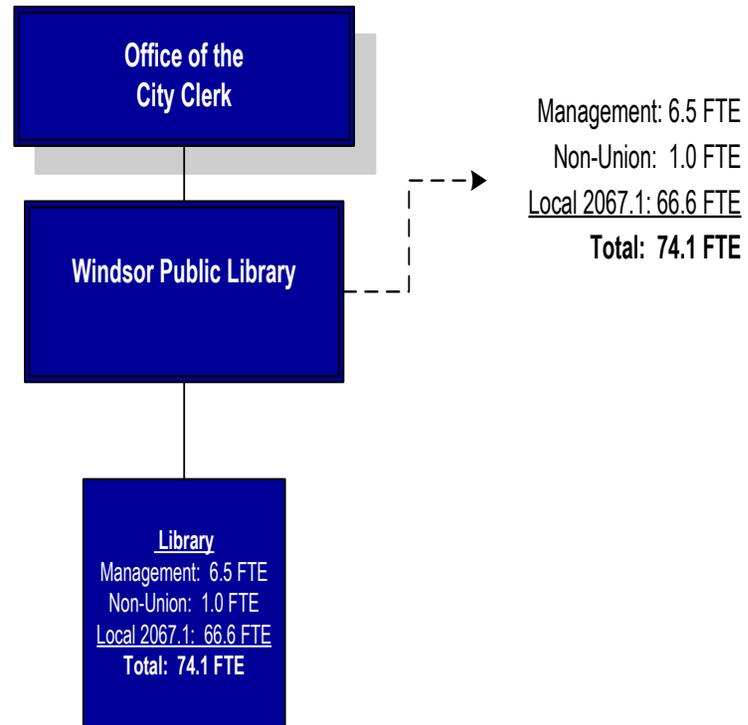
### **Growth and Innovation**

WPL values intellectual curiosity and innovation.  
We are constantly recalibrating and capitalizing on opportunities to improve.

The Windsor Public Library has turned the page and in 2016 is focused on consolidating services and live within our means. 92,000 Windsor residents borrowed over 1,200,000 resources from the mighty WPL in 2014. With 440,000 books, DVD/s CD's and online data bases in 10 branches WPL is building a relevant collection and providing new and innovative information services to meet the every changing informational and recreational reading needs of Windsor residents. From the preschooler with a digital picture book to the senior accessing Ancestry.com WPL believes in the freedom to read, learn and discover.

**A. Departmental Overview**

2018 Approved Budgeted Full Time Equivalents (FTE's)



**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division               | Position Description                                 | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|------------------------|--|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
| Library                | Chief Executive Officer (CEO) Windsor Public Library | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                        | Administrative Receptionist                          | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                        | Manager Board Operations, EA to CEO                  | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                        | Director Strategic Planning Priorities & Marketing   | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                        | Manager Building Operations                          | Management       | 0.5                    | 0.5                    | 0.5                    | 0.5                    | 0.0               |
|                        | Manager Financial Services                           | Management       | 1.0                    | 0.0                    | 0.0                    | 0.0                    | 0.0               |
|                        | Manager Public Services                              | Management       | 2.0                    | 3.0                    | 3.0                    | 3.0                    | 0.0               |
|                        | Team Leader  | Local 2067.1     | 4.0                    | 4.0                    | 4.0                    | 4.0                    | 0.0               |
|                        | Accessibility Librarian                              | Local 2067.1     | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                        | Branch Librarian                                     | Local 2067.1     | 5.0                    | 6.0                    | 6.2                    | 6.2                    | 0.0               |
|                        | Librarian  | Local 2067.1     | 7.0                    | 6.0                    | 6.0                    | 6.0                    | 0.0               |
|                        | Public Service Librarian                             | Local 2067.1     | 0.0                    | 0.0                    | 0.0                    | 1.0                    | 1.0               |
|                        | Literacy Co-ordinator                                | Local 2067.1     | 0.0                    | 0.0                    | 0.0                    | 0.6                    | 0.6               |
|                        | Archivist  | Local 2067.1     | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                        | Digital Media Librarian                              | Local 2067.1     | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                        | Self Publishing Facilitator                          | Local 2067.1     | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                        | Page Supervisor                                      | Local 2067.1     | 4.0                    | 4.0                    | 3.0                    | 3.0                    | 0.0               |
|                        | Customer Service Representative                      | Local 2067.1     | 9.5                    | 9.5                    | 9.0                    | 9.0                    | 0.0               |
|                        | Library Service Representative                       | Local 2067.1     | 18.3                   | 17.7                   | 17.3                   | 17.3                   | 0.0               |
|                        | Collections Senior Clerk                             | Local 2067.1     | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                        | Accounting Clerk                                     | Local 2067.1     | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|                        | Maintenance/Repair                                   | Local 2067.1     | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                        | Collections Clerk                                    | Local 2067.1     | 3.0                    | 3.0                    | 3.0                    | 1.7                    | (1.3)             |
| Shipper Receiver       | Local 2067.1   | 1.0              | 1.0                    | 1.0                    | 1.0                    | 0.0                    |                   |
| Caretaker              | Local 2067.1   | 6.0              | 6.0                    | 6.6                    | 6.6                    | 0.0                    |                   |
| Graphic Designer       | Local 2067.1   | 0.6              | 0.6                    | 0.6                    | 0.6                    | 0.0                    |                   |
| Driver                 | Local 2067.1   | 0.4              | 0.4                    | 0.4                    | 0.4                    | 0.0                    |                   |
| Book Mobile/CSR Driver | Local 2067.1   | 0.0              | 0.0                    | 1.2                    | 1.2                    | 0.0                    |                   |
| <b>Total</b>           |  |                  | <b>74.3</b>            | <b>73.7</b>            | <b>73.8</b>            | <b>74.1</b>            | <b>0.3</b>        |

### C. Budget Summary by Division

| Division                       | 2015<br>Actuals  | 2016<br>Actuals    | 2017<br>Actuals    | 2017<br>Budget     | 2018<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|--------------------------------|------------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|
| <b>Revenues</b>                |                  |                    |                    |                    |                    |                     |                    |
| Administration Library         | (181,571)        | (1,177,528)        | (1,109,320)        | (1,063,348)        | (360,409)          | 702,939             | (66.1%)            |
| Public Services - Branches     | 0                | 0                  | 0                  | 0                  | (566,622)          | (566,622)           | n/a                |
| Public Services - Collections  | 0                | 0                  | 0                  | 0                  | (235,646)          | (235,646)           | n/a                |
| Strategic Planning & Marketing | 0                | 0                  | 0                  | 0                  | (19,875)           | (19,875)            | n/a                |
| <b>Total Revenue</b>           | <b>(181,571)</b> | <b>(1,177,528)</b> | <b>(1,109,320)</b> | <b>(1,063,348)</b> | <b>(1,182,552)</b> | <b>(119,204)</b>    | <b>n/a</b>         |
| <b>Expenditures</b>            |                  |                    |                    |                    |                    |                     |                    |
| Administration Library         | 7,817,750        | 8,744,673          | 9,042,924          | 9,173,305          | 6,884,243          | (2,289,062)         | (25.0%)            |
| Public Services - Branches     | 0                | 0                  | 0                  | 0                  | 528,456            | 528,456             | n/a                |
| Public Services - Collections  | 0                | 0                  | 0                  | 0                  | 1,127,384          | 1,127,384           | n/a                |
| Strategic Planning & Marketing | 0                | 0                  | 0                  | 0                  | 846,406            | 846,406             | n/a                |
| <b>Total Expenses</b>          | <b>7,817,750</b> | <b>8,744,673</b>   | <b>9,042,924</b>   | <b>9,173,305</b>   | <b>9,386,489</b>   | <b>213,184</b>      | <b>2.3%</b>        |
| <b>Net</b>                     |                  |                    |                    |                    |                    |                     |                    |
| Administration Library         | 7,636,179        | 7,567,145          | 7,933,604          | 8,109,957          | 6,523,834          | (1,586,123)         | (19.6%)            |
| Public Services - Branches     | 0                | 0                  | 0                  | 0                  | (38,166)           | (38,166)            | n/a                |
| Public Services - Collections  | 0                | 0                  | 0                  | 0                  | 891,738            | 891,738             | n/a                |
| Strategic Planning & Marketing | 0                | 0                  | 0                  | 0                  | 826,531            | 826,531             | n/a                |
| <b>Total Net</b>               | <b>7,636,179</b> | <b>7,567,145</b>   | <b>7,933,604</b>   | <b>8,109,957</b>   | <b>8,203,937</b>   | <b>93,980</b>       | <b>1.2%</b>        |

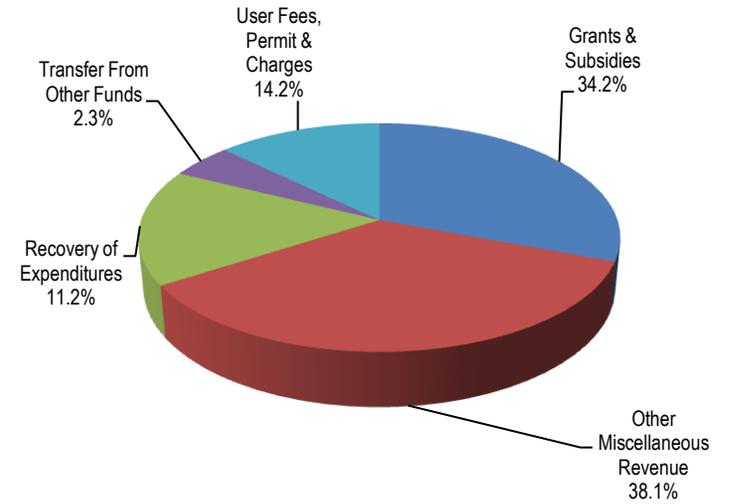
**D. Budget Summary by Major Revenue / Expense Accounts**

| Division                              | 2015<br>Actuals  | 2016<br>Actuals    | 2017<br>Actuals    | 2017<br>Budget     | 2018<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|---------------------------------------|------------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|
| <b>Revenues</b>                       |                  |                    |                    |                    |                    |                     |                    |
| Grants & Subsidies                    | 0                | (410,618)          | (366,594)          | (363,540)          | (363,540)          | 0                   | 0.0%               |
| Other Miscellaneous Revenue           | 0                | (334,561)          | (454,966)          | (405,393)          | (416,051)          | (10,658)            | 2.6%               |
| Recovery of Expenditures              | (181,571)        | (160,249)          | (129,550)          | (118,894)          | (193,894)          | (75,000)            | 63.1%              |
| Transfer From Other Funds             | 0                | (113,664)          | 0                  | (24,221)           | (57,767)           | (33,546)            | 138.5%             |
| User Fees, Permit & Charges           | 0                | (158,436)          | (158,210)          | (151,300)          | (151,300)          | 0                   | 0.0%               |
| <b>Total Revenues</b>                 | <b>(181,571)</b> | <b>(1,177,528)</b> | <b>(1,109,320)</b> | <b>(1,063,348)</b> | <b>(1,182,552)</b> | <b>(119,204)</b>    | <b>11.2%</b>       |
| <b>Expenditures</b>                   |                  |                    |                    |                    |                    |                     |                    |
| Financial Expenses                    | 0                | 205,200            | 67,105             | 158,190            | 158,690            | 500                 | 0.3%               |
| Minor Capital                         | 0                | 175,692            | 233,910            | 139,050            | 139,050            | 0                   | 0.0%               |
| Operating & Maintenance Supplies      | 0                | 322,880            | 365,017            | 346,524            | 412,966            | 66,442              | 19.2%              |
| Other Miscellaneous Expenditures      | 0                | 27,507             | 24,640             | 51,000             | 43,204             | (7,796)             | (15.3%)            |
| Purchased Services                    | 4,539            | 2,048,438          | 2,084,735          | 2,069,875          | 2,184,591          | 114,716             | 5.5%               |
| Salaries & Benefits                   | 190,326          | 5,560,977          | 5,887,402          | 5,994,019          | 6,084,877          | 90,858              | 1.5%               |
| Transfers for Social Services         | 0                | 2,382              | 0                  | 0                  | 0                  | 0                   | n/a                |
| Transfer to External Agencies         | 7,622,885        | 0                  | 0                  | 0                  | 0                  | 0                   | n/a                |
| Transfers to Reserves & Capital Funds | 0                | 10,857             | 10,547             | 14,200             | 14,000             | (200)               | (1.4%)             |
| Utilities, Insurance & Taxes          | 0                | 390,740            | 369,568            | 400,447            | 349,111            | (51,336)            | (12.8%)            |
| <b>Total Expenses</b>                 | <b>7,817,750</b> | <b>8,744,673</b>   | <b>9,042,924</b>   | <b>9,173,305</b>   | <b>9,386,489</b>   | <b>213,184</b>      | <b>2.3%</b>        |
| <b>Total Net</b>                      | <b>7,636,179</b> | <b>7,567,145</b>   | <b>7,933,604</b>   | <b>8,109,957</b>   | <b>8,203,937</b>   | <b>93,980</b>       | <b>1.2%</b>        |

**D. Budget Summary by Major Revenue / Expense Accounts**

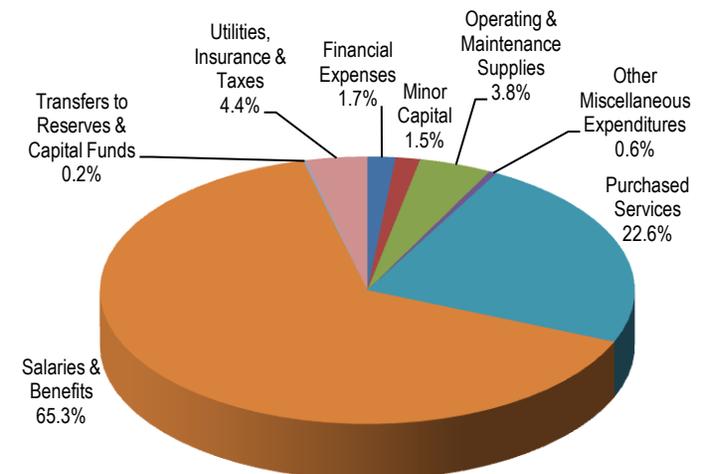
**Revenues**

|                             | <u>2018 Budget</u> |               |
|-----------------------------|--------------------|---------------|
| Grants & Subsidies          | (363,540)          | 30.7%         |
| Other Miscellaneous Revenue | (416,051)          | 35.2%         |
| Recovery of Expenditures    | (193,894)          | 16.4%         |
| Transfer From Other Funds   | (57,767)           | 4.9%          |
| User Fees, Permit & Charges | (151,300)          | 12.8%         |
| <b>Total Revenue</b>        | <b>(1,182,552)</b> | <b>100.0%</b> |



**Expenditures**

|                                       | <u>2018 Budget</u> |               |
|---------------------------------------|--------------------|---------------|
| Financial Expenses                    | 158,690            | 1.7%          |
| Minor Capital                         | 139,050            | 1.5%          |
| Operating & Maintenance Supplies      | 412,966            | 4.4%          |
| Other Miscellaneous Expenditures      | 43,204             | 0.5%          |
| Purchased Services                    | 2,184,591          | 23.3%         |
| Salaries & Benefits                   | 6,084,877          | 64.8%         |
| Transfers to Reserves & Capital Funds | 14,000             | 0.1%          |
| Utilities, Insurance & Taxes          | 349,111            | 3.7%          |
| <b>Total Expenses</b>                 | <b>9,386,489</b>   | <b>100.0%</b> |



**E. Budget Issue Summary**

| Ref. #                                       | Category                         | Description   | Municipal Levy | Building Permit | Off-Street Parking | Sewer Surcharge | BSR/Other Reserve Funding | FTE Impact |
|--|----------------------------------|---|----------------|-----------------|--------------------|-----------------|---------------------------|------------|
| n/a  | Salary & Wage                    | ** Contractual / Council Pre-Approved Salary & Wage Adjustment                                | 58,469         |                 |                    |                 |                           |            |
| 2018-0337                                    | [C] Contractual                  | Contractual Increase for IT Systems and Material Database                                     | 15,879         |                 |                    |                 |                           |            |
| 2018-0338                                    | [C] Contractual                  | Addition of Adult Literacy Coordinator Position   | 30,902         |                 |                    |                 |                           | 0.6        |
| 2018-0213                                    | [G] Line Item Increase           | Digital Signage Media (ScreenScapes)  | 4,704          |                 |                    |                 |                           |            |
| 2018-0336                                    | [J] Alternative Service Delivery | Conversion of Two Full-Time Clerical Positions into One Full-Time PSL and One Part-Time Clerk | (17,243)       |                 |                    |                 |                           | (0.3)      |
| 2018-0339                                    | [M] Service Enhancement          | Addition of Book Buddy Coordinator  | 0              |                 |                    |                 | 33,546                    |            |
| n/a  |                                  | *** Interdepartmental Reallocations   | 1,269          |                 |                    |                 |                           |            |
| <b>Total 2018 Budget Increase/(Decrease)</b> |                                  |   | <b>93,980</b>  | <b>0</b>        | <b>0</b>           | <b>0</b>        | <b>33,546</b>             | <b>0.3</b> |

\*\* The Contractual/Council Pre-Approved Salary & Wage Adjustments do not include a reference number or issue detail write-ups as these amounts are generated from an in-depth salary development process that is undertaken at the beginning of the annual budget process. All departments develop their salary budgets based on the prior year's approved full time equivalent (FTE) complement, using a zero-based budgeting approach. Any reductions / increases in this line are attributed to the net impact of the department's incumbent changes, annualized step increments and increases resulting from negotiated salary & wage contracts.

\*\*\* The Interdepartmental Reallocation lines do not include a reference number or issue detail write-ups as these amounts represent the cumulative net budget increase / decrease to this department resulting from budget issues that have been submitted by other departments. In some cases, budget issues submitted by one department may have a budgetary impact on another or various other departments. This is done in order to facilitate the presentation of an issue by the coordinating department as opposed to repeating the issue for all departments (i.e. Utilities, Insurance, Fuel). At the Approved Stage, this line may include interdepartmental reallocations that net to zero.

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**Fire & Rescue**

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**Planning & Building**

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## A. Departmental Overview

### **Mission**

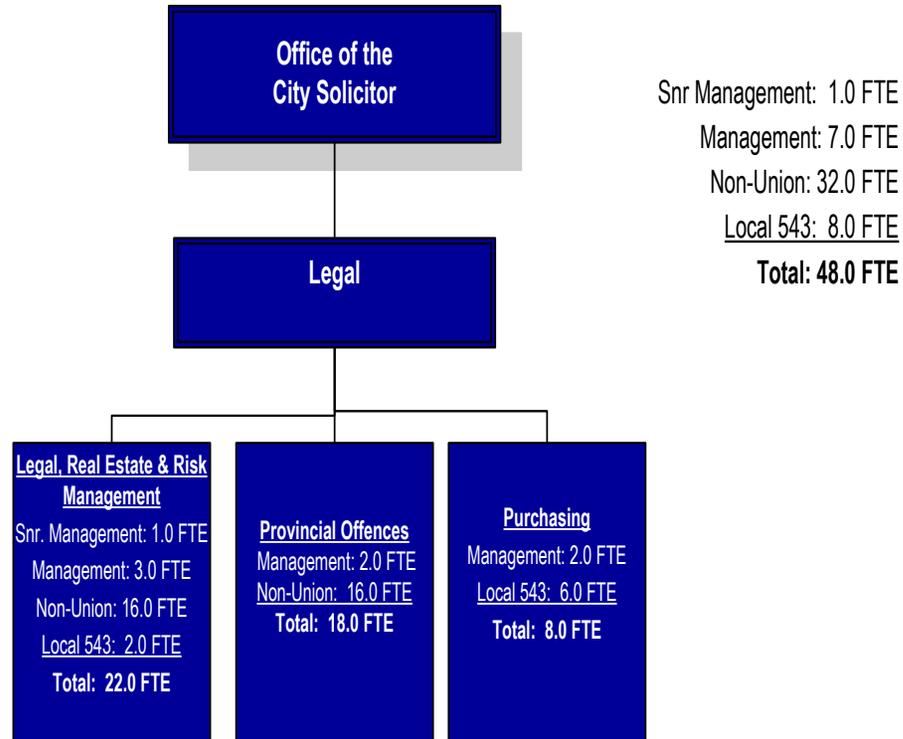
To provide cost-effective, responsive, innovative and high-quality legal, real property, purchasing and risk management services, and effective Provincial Offences administration, to the City of Windsor and its business partners.

### **Description**

The Legal Department of the City of Windsor is composed of three divisions, namely the Legal Services Division (including Real Estate & Risk Management), Provincial Offences Division and the Purchasing Division. The Legal Services Division is responsible for providing legal advice to City Council and Administration, for litigation on behalf of the City in all levels of court and administrative tribunals, for City real estate transactions, for buying, selling and leasing of City property, including lease administration, for negotiation and preparation of contracts and commercial documents, for City claims adjusting and maintenance of the City's insurance portfolio, for responding in the first instance to all damage claims, manages, for educating and the provision of risk management and insurance advice and support, for subrogated claims, and for providing training to City staff on all legal and risk management topics. The Purchasing Division handles the City's procurements, through Purchase Orders, Tenders and Requests for Proposals, maintains the Purchasing By-law, The Provincial Offences Division provides and manages court administration, court support, prosecution and fines enforcement functions respecting regulatory offences governed by the *Provincial Offences Act* for the Windsor/Essex Court Service Area on a regional basis.

**A. Departmental Overview**

**2018 Approved Budgeted Full Time Equivalents (FTE's)**



**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division  | Position Description   | Position Profile  | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|---|--|-------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
| <b>Legal, Real Estate &amp; Risk Management</b> | City Solicitor   | Senior Management | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Deputy City Solicitor - Legal Services, Real Estate & Risk Mgmt. | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Manager of Real Estate Services                                  | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Manager , Risk & Insurance                                       | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Executive Initiative Coordinator                                 | Non-Union         | 0.0                    | 0.0                    | 0.0                    | 1.0                    | 1.0               |
|   | Claims Administrator   | Non-Union         | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|   | Coordinator of Real Estate Services                              | Non-Union         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Executive Administrative Assistant                               | Non-Union         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Lease Administrator  | Non-Union         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Legal Assist. RealEstate/Corp                                    | Non-Union         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Legal Assistant  | Non-Union         | 3.0                    | 3.0                    | 3.0                    | 3.0                    | 0.0               |
|   | Legal Assistant-Litigation                                       | Non-Union         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Legal Counsel  | Non-Union         | 3.0                    | 3.0                    | 3.0                    | 3.0                    | 0.0               |
|   | Senior Legal Counsel   | Non-Union         | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|   | Insurance & Risk Analyst   | Local 543         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Risk Management Clerk  | Local 543         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | <b>Sub-Total</b>   |                   | <b>21.0</b>            | <b>21.0</b>            | <b>21.0</b>            | <b>22.0</b>            | <b>1.0</b>        |
| <b>Provincial Offences</b>                      | Manager, Provincial Offences                                     | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Supv, POA Fines Enforcement                                      | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Lead Prosecutor  | Non-Union         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Prosecutor,Provincial Offences                                   | Non-Union         | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|   | Coord, Prov Offences Operation                                   | Non-Union         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | POA FinesEnforcementSpecialist                                   | Non-Union         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Coord, Trial   | Non-Union         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Court Clerk Reporter - Bilingual                                 | Non-Union         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Court Clerk Reporter   | Non-Union         | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|   | Court Administrator - Bilingual                                  | Non-Union         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Court Administrator  | Non-Union         | 6.0                    | 6.0                    | 6.0                    | 6.0                    | 0.0               |
|   |  | <b>Sub-Total</b>  |                        | <b>18.0</b>            | <b>18.0</b>            | <b>18.0</b>            | <b>18.0</b>       |

**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division     | Position Description | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|--------------|----------------------|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
| Purchasing   | Purchasing Manager   | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|              | Supv, Purchasing     | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|              | Senior Buyer         | Local 543        | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|              | Buyer                | Local 543        | 3.0                    | 3.0                    | 3.0                    | 3.0                    | 0.0               |
|              | Clerk Expeditor      | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|              | <b>Sub-Total</b>     |                  |                        | <b>8.0</b>             | <b>8.0</b>             | <b>8.0</b>             | <b>8.0</b>        |
| <b>Total</b> |                      |                  | <b>47.0</b>            | <b>47.0</b>            | <b>47.0</b>            | <b>48.0</b>            | <b>1.0</b>        |

## C. Budget Summary by Division

| Division                             | 2015<br>Actuals     | 2016<br>Actuals     | 2017<br>Actuals     | 2017<br>Budget      | 2018<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| <b>Revenues</b>                      |                     |                     |                     |                     |                     |                     |                    |
| Administration Legal Services        | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | n/a                |
| Legal, Real Estate & Risk Management | (5,539,083)         | (5,820,021)         | (5,653,332)         | (4,722,916)         | (4,157,933)         | 564,983             | 0.0%               |
| Provincial Offences                  | (5,946,160)         | (6,314,072)         | (5,532,556)         | (6,233,093)         | (6,197,093)         | 36,000              | (0.6%)             |
| Purchasing                           | (41,575)            | (37,531)            | (67,099)            | (35,000)            | (35,000)            | 0                   | 0.0%               |
| <b>Total Revenue</b>                 | <b>(11,526,818)</b> | <b>(12,171,624)</b> | <b>(11,252,987)</b> | <b>(10,991,009)</b> | <b>(10,390,026)</b> | <b>600,983</b>      | <b>(5.5%)</b>      |
| <b>Expenditures</b>                  |                     |                     |                     |                     |                     |                     |                    |
| Administration Legal Services        | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | n/a                |
| Legal, Real Estate & Risk Management | 12,189,071          | 15,097,001          | 13,260,941          | 10,866,331          | 10,956,905          | 90,574              | 0.8%               |
| Provincial Offences                  | 4,970,739           | 5,286,301           | 4,861,374           | 5,374,120           | 5,425,916           | 51,796              | 1.0%               |
| Purchasing                           | 711,784             | 713,332             | 736,006             | 768,896             | 779,814             | 10,918              | 1.4%               |
| <b>Total Expenses</b>                | <b>17,871,594</b>   | <b>21,096,634</b>   | <b>18,858,321</b>   | <b>17,009,347</b>   | <b>17,162,635</b>   | <b>153,288</b>      | <b>0.9%</b>        |
| <b>Net</b>                           |                     |                     |                     |                     |                     |                     |                    |
| Administration Legal Services        | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | n/a                |
| Legal, Real Estate & Risk Management | 6,649,988           | 9,276,980           | 7,607,609           | 6,143,415           | 6,798,972           | 655,557             | 10.7%              |
| Provincial Offences                  | (975,421)           | (1,027,771)         | (671,182)           | (858,973)           | (771,177)           | 87,796              | (10.2%)            |
| Purchasing                           | 670,209             | 675,801             | 668,907             | 733,896             | 744,814             | 10,918              | 1.5%               |
| <b>Total Net</b>                     | <b>6,344,776</b>    | <b>8,925,010</b>    | <b>7,605,334</b>    | <b>6,018,338</b>    | <b>6,772,609</b>    | <b>754,271</b>      | <b>12.5%</b>       |

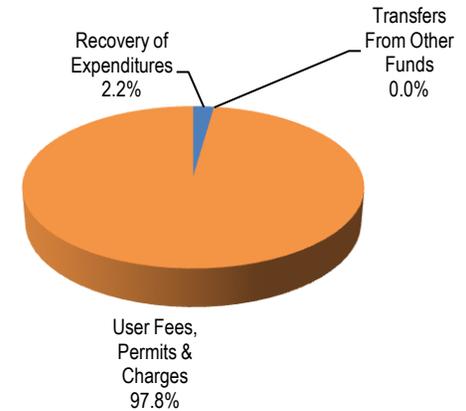
**D. Budget Summary by Major Revenue / Expense Accounts**

| GL Category                           | 2015<br>Actuals     | 2016<br>Actuals     | 2017<br>Actuals     | 2017<br>Budget      | 2018<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| <b>Revenues</b>                       |                     |                     |                     |                     |                     |                     |                    |
| Other Miscellaneous Revenue           | 0                   | (57)                | (2,839)             | 0                   | 0                   | 0                   | n/a                |
| Recovery of Expenditures              | (610,108)           | (637,425)           | (804,390)           | (273,283)           | (231,898)           | 41,385              | 15.1%              |
| Transfers From Other Funds            | (350,953)           | (214,946)           | (185,640)           | 0                   | (1,425)             | (1,425)             | n/a                |
| User Fees, Permits & Charges          | (10,565,757)        | (11,319,196)        | (10,260,118)        | (10,717,726)        | (10,156,703)        | 561,023             | 5.2%               |
| <b>Total Revenue</b>                  | <b>(11,526,818)</b> | <b>(12,171,624)</b> | <b>(11,252,987)</b> | <b>(10,991,009)</b> | <b>(10,390,026)</b> | <b>600,983</b>      | <b>5.5%</b>        |
| <b>Expenditures</b>                   |                     |                     |                     |                     |                     |                     |                    |
| Financial Expenses                    | 172,169             | 261,806             | 239,211             | 236,052             | 236,052             | 0                   | 0.0%               |
| Minor Capital                         | 121,323             | 38,362              | 48,873              | 39,748              | 39,735              | (13)                | (0.0%)             |
| Operating & Maintenance Supplies      | 84,836              | 117,207             | 111,574             | 86,372              | 86,372              | 0                   | 0.0%               |
| Other Miscellaneous Expenditures      | 980,441             | 1,014,943           | 693,181             | 923,937             | 901,883             | (22,054)            | (2.4%)             |
| Purchased Services                    | 4,583,730           | 5,737,641           | 4,931,558           | 4,087,219           | 3,156,483           | (930,736)           | (22.8%)            |
| Salaries & Benefits                   | 4,685,174           | 4,635,365           | 4,911,208           | 4,969,829           | 5,406,614           | 436,785             | 8.8%               |
| Transfers for Social Services         | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | n/a                |
| Transfers to Reserves & Capital Funds | 455,461             | 495,818             | 477,376             | 399,057             | 399,057             | 0                   | n/a                |
| Utilities, Insurance & Taxes          | 6,788,460           | 8,795,492           | 7,445,340           | 6,267,133           | 6,936,439           | 669,306             | 10.7%              |
| <b>Total Expenses</b>                 | <b>17,871,594</b>   | <b>21,096,634</b>   | <b>18,858,321</b>   | <b>17,009,347</b>   | <b>17,162,635</b>   | <b>153,288</b>      | <b>0.9%</b>        |
| <b>Total Net</b>                      | <b>6,344,776</b>    | <b>8,925,010</b>    | <b>7,605,334</b>    | <b>6,018,338</b>    | <b>6,772,609</b>    | <b>754,271</b>      | <b>12.5%</b>       |

**D. Budget Summary by Major Revenue / Expense Accounts**

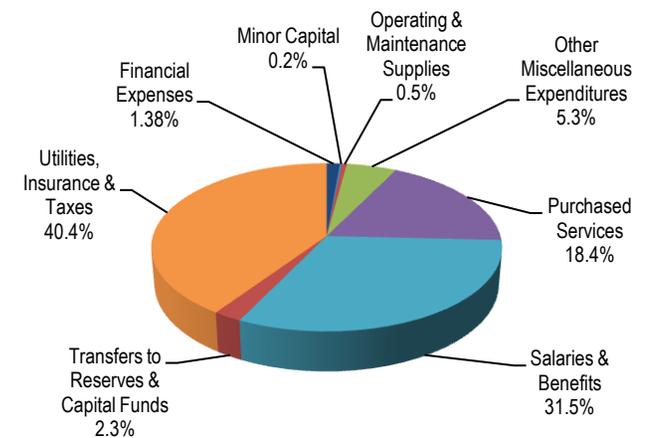
**Revenues**

|                              | <u>2018 Budget</u>  |               |
|------------------------------|---------------------|---------------|
| Recovery of Expenditures     | (231,898)           | 2.2%          |
| Transfers From Other Funds   | (1,425)             | 0.0%          |
| User Fees, Permits & Charges | (10,156,703)        | 97.8%         |
| <b>Total Revenue</b>         | <b>(10,390,026)</b> | <b>100.0%</b> |



**Expenditures**

|                                       | <u>2018 Budget</u> |               |
|---------------------------------------|--------------------|---------------|
| Financial Expenses                    | 236,052            | 1.38%         |
| Minor Capital                         | 39,735             | 0.2%          |
| Operating & Maintenance Supplies      | 86,372             | 0.5%          |
| Other Miscellaneous Expenditures      | 901,883            | 5.3%          |
| Purchased Services                    | 3,156,483          | 18.4%         |
| Salaries & Benefits                   | 5,406,614          | 31.5%         |
| Transfers to Reserves & Capital Funds | 399,057            | 2.3%          |
| Utilities, Insurance & Taxes          | 6,936,439          | 40.4%         |
| <b>Total Expenses</b>                 | <b>17,162,635</b>  | <b>100.0%</b> |



**E. Budget Issue Summary**

| Ref. #                                       | Category                | Description  | Municipal Levy | Building Permit | Off-Street Parking | Sewer Surcharge | BSR/Other Reserve Funding | FTE Impact |
|--|-------------------------|--|----------------|-----------------|--------------------|-----------------|---------------------------|------------|
| n/a  | Salary & Wage           | ** Contractual / Council Pre-Approved Salary & Wage Adjustment       | 85,983         |                 |                    |                 |                           |            |
| 2018-0106                                    | [C] Contractual         | Increase to Computer Software  | 3,562          |                 |                    |                 |                           |            |
| 2018-0109                                    | [C] Contractual         | Increase to Insurance Premiums                                       | 9,733          |                 | (5,502)            | (29,508)        |                           |            |
| 2018-0341                                    | [C] Contractual         | Increase to Wizard Software Solutions Annual Hosting Fee             | 0              |                 |                    |                 |                           |            |
| 2018-0112                                    | [F] Revenue Reduction   | Reduction in Recovery for Real Estate Services from Capital Projects | 50,000         |                 |                    |                 |                           |            |
| 2018-0364                                    | [G] Line Item Increase  | Increase to the External Legal Services Budget                       | 150,000        |                 |                    |                 |                           |            |
| 2018-0102                                    | [H] Line Item Reduction | New Ministry Collection Fee  | 0              |                 |                    |                 |                           |            |
| 2018-0103                                    | [H] Line Item Reduction | Adjustment to the Revenue Share to POA Municipal Partners            | (22,687)       |                 |                    |                 |                           |            |
| 2018-0104                                    | [H] Line Item Reduction | Increase in Cost Share to POA Municipal Partners                     | (5,387)        |                 |                    |                 |                           |            |
| 2018-0110                                    | [I] Revenue Increase    | Increase in Recovery for Claims Administrator                        | (3,714)        |                 |                    |                 |                           |            |
| 2018-0111                                    | [I] Revenue Increase    | Increase in Recoveries from Provincial Subsidies Budget (Legal)      | (1,988)        |                 |                    |                 |                           |            |
| 2018-0113                                    | [I] Revenue Increase    | Increase in Subdivisions - Easement Costs                            | 0              |                 |                    |                 |                           |            |
| 2018-0354                                    | [M] Service Enhancement | Increase to Annual Claims Budget                                     | 658,000        |                 |                    |                 |                           |            |
|  |                         | *** Interdepartmental Reallocations                                  | (169,231)      |                 | 5,502              | 29,508          |                           | 1.0        |
| <b>Total 2018 Budget Increase/(Decrease)</b> |                         |  | <b>754,271</b> | <b>0</b>        | <b>0</b>           | <b>0</b>        | <b>0</b>                  | <b>1.0</b> |

\*\* The Contractual/Council Pre-Approved Salary & Wage Adjustments do not include a reference number or issue detail write-ups as these amounts are generated from an in-depth salary development process that is undertaken at the beginning of the annual budget process. All departments develop their salary budgets based on the prior year's approved full time equivalent (FTE) complement, using a zero-based budgeting approach. Any reductions / increases in this line are attributed to the net impact of the department's incumbent changes, annualized step increments and increases resulting from negotiated salary & wage contracts.

\*\*\* The Interdepartmental Reallocation lines do not include a reference number or issue detail write-ups as these amounts represent the cumulative net budget increase / decrease to this department resulting from budget issues that have been submitted by other departments. In some cases, budget issues submitted by one department may have a budgetary impact on another or various other departments. This is done in order to facilitate the presentation of an issue by the coordinating department as opposed to repeating the issue for all departments (i.e. Utilities, Insurance, Fuel). At the Approved Stage, this line may include interdepartmental reallocations that net to zero.

## A. Departmental Overview

### **Mission**

To “safely provide prevention and emergency response services for the protection of lives, property and the environment with a helping customer service philosophy”. Our motto is “Our Family Helping Yours”.

### **Description**

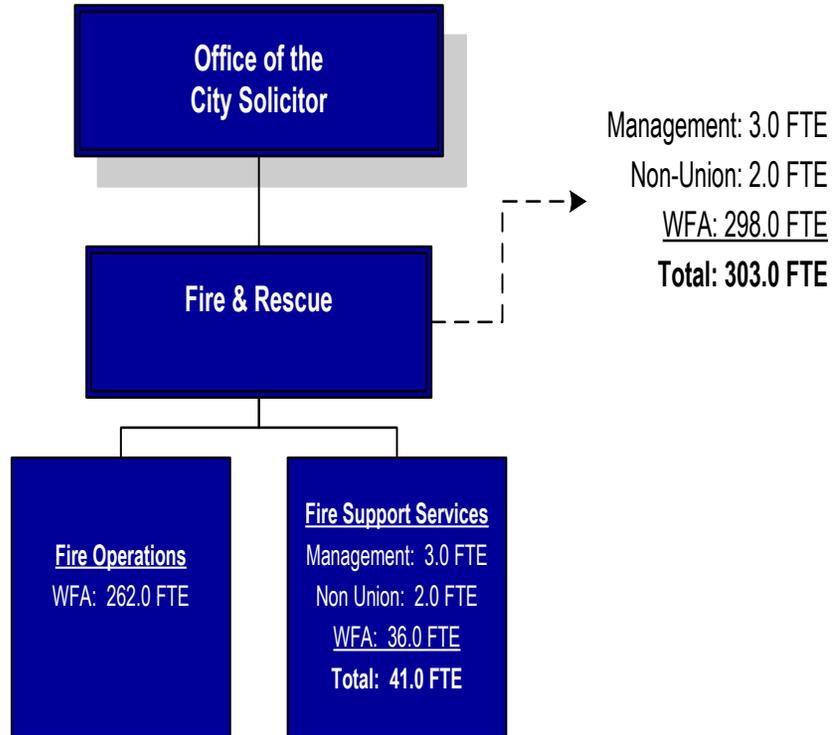
Windsor Fire and Rescue Service is a full time fire department employing 290 personnel consisting of a Fire Prevention Division, Training Division, Apparatus Division, Administration Division, Emergency Communications Division and a Fire Rescue Division comprised of 8 Fire stations.

Annually the department responds to approximately 7000 calls for assistance.

In addition to emergency services such as Fire suppression, Auto Extrication, Hazardous Materials response and Emergency Medical response, the department also provides inspection services, fire investigation services, public education and fire safety programs. The department is also responsible for the Community Emergency Management Program. To minimize loss of life, injuries, property loss and impact to the environment associated with fire, a three pronged approach consisting of Fire Safety Education, Fire Prevention Programs and Emergency response is utilized.

**A. Departmental Overview**

2018 Approved Budgeted Full Time Equivalents (FTE's)



**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division                     | Position Description            | Position Profile  | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|------------------------------|---------------------------------|-------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
| <b>Fire Operations</b>       | Asst. Chief - Fire Rescue       | WFA               | 8.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | District Chief - Firefighting   | WFA               | 0.0                    | 8.0                    | 8.0                    | 8.0                    | 0.0               |
|                              | Captain - Fire Rescue           | WFA               | 44.0                   | 44.0                   | 44.0                   | 44.0                   | 0.0               |
|                              | Chief Training Officer          | WFA               | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | Training Officer                | WFA               | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|                              | Firefighter                     | WFA- Firefighters | 196.0                  | 206.0                  | 206.0                  | 206.0                  | 0.0               |
|                              | <b>Sub-Total</b>                |                   |                        | <b>251.0</b>           | <b>262.0</b>           | <b>262.0</b>           | <b>262.0</b>      |
| <b>Fire Support Services</b> | Fire Chief                      | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | Deputy Fire Chief               | Management        | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|                              | Chief Fire Prevention Officer   | WFA               | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | Ast Chief Fire Preventn Officer | WFA               | 0.0                    | 0.0                    | 0.0                    | 0.0                    | 0.0               |
|                              | Dir. Emergency App./Equipment   | WFA               | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | Fire Prevention Officer         | WFA               | 10.0                   | 10.0                   | 10.0                   | 10.0                   | 0.0               |
|                              | Emergency Planning Officer      | Non-Union         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | Emergency Planning Clerk        | WFA               | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | Computer Support Analyst        | WFA               | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | Lead Emergency Equipment Tech   | WFA               | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | Senior Electronics Technician   | WFA               | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | Emergency Equipment Technician  | WFA               | 3.0                    | 3.0                    | 3.0                    | 3.0                    | 0.0               |
|                              | Emergency Communications Coord  | WFA               | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|                              | Public Education Officer        | WFA               | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | Electronics Technician          | WFA               | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | Emergency Communications Oper.  | WFA               | 8.0                    | 8.0                    | 8.0                    | 8.0                    | 0.0               |
|                              | Administrative Assistant        | Non-Union         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
| General/Financial Clerk      | WFA                             | 1.0               | 1.0                    | 1.0                    | 1.0                    | 0.0                    |                   |

**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division     | Position Description  | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|--------------|-----------------------|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
|              | General Clerk         | WFA              | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|              | Fire Prevention Clerk | WFA              | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|              | Fire & Rescue Clerk   | WFA              | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
| <b>Total</b> | <b>Sub-Total</b>      |                  | <b>41.0</b>            | <b>41.0</b>            | <b>41.0</b>            | <b>41.0</b>            | <b>0.0</b>        |
|              |                       |                  | <b>292.0</b>           | <b>303.0</b>           | <b>303.0</b>           | <b>303.0</b>           | <b>0.0</b>        |

**C. Budget Summary by Division**

| Division              | 2015<br>Actuals    | 2016<br>Actuals   | 2017<br>Actuals   | 2017<br>Budget    | 2018<br>Budget    | \$ Budget<br>Change | % Budget<br>Change |
|-----------------------|--------------------|-------------------|-------------------|-------------------|-------------------|---------------------|--------------------|
| <b>Revenues</b>       |                    |                   |                   |                   |                   |                     |                    |
| Fire Operations       | (614,822)          | (437,157)         | (300,923)         | (344,551)         | (345,451)         | (900)               | 0.3%               |
| Fire Support Services | (552,423)          | (549,998)         | (578,468)         | (631,238)         | (645,238)         | (14,000)            | 2.2%               |
| <b>Total Revenue</b>  | <b>(1,167,245)</b> | <b>(987,155)</b>  | <b>(879,391)</b>  | <b>(975,789)</b>  | <b>(990,689)</b>  | <b>(14,900)</b>     | <b>1.5%</b>        |
| <b>Expenditures</b>   |                    |                   |                   |                   |                   |                     |                    |
| Fire Operations       | 37,202,053         | 38,203,473        | 40,142,842        | 40,286,333        | 40,310,693        | 24,360              | 0.1%               |
| Fire Support Services | 6,102,520          | 5,765,917         | 5,805,906         | 5,890,655         | 6,182,961         | 292,306             | 5.0%               |
| <b>Total Expenses</b> | <b>43,304,573</b>  | <b>43,969,390</b> | <b>45,948,748</b> | <b>46,176,988</b> | <b>46,493,654</b> | <b>316,666</b>      | <b>0.7%</b>        |
| <b>Net</b>            |                    |                   |                   |                   |                   |                     |                    |
| Fire Operations       | 36,587,231         | 37,766,316        | 39,841,919        | 39,941,782        | 39,965,242        | 23,460              | 0.1%               |
| Fire Support Services | 5,550,097          | 5,215,919         | 5,227,438         | 5,259,417         | 5,537,723         | 278,306             | 5.3%               |
| <b>Total Net</b>      | <b>42,137,328</b>  | <b>42,982,235</b> | <b>45,069,357</b> | <b>45,201,199</b> | <b>45,502,965</b> | <b>301,766</b>      | <b>0.7%</b>        |

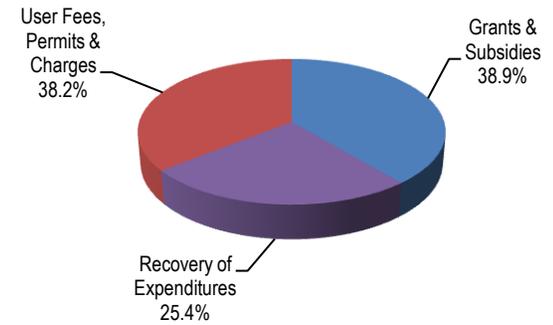
**D. Budget Summary by Major Revenue / Expense Accounts**

| GL Category                           | 2015<br>Actuals    | 2016<br>Actuals   | 2017<br>Actuals   | 2017<br>Budget    | 2018<br>Budget    | \$ Budget<br>Change | % Budget<br>Change |
|---------------------------------------|--------------------|-------------------|-------------------|-------------------|-------------------|---------------------|--------------------|
| <b>Revenues</b>                       |                    |                   |                   |                   |                   |                     |                    |
| Grants & Subsidies                    | (385,727)          | (375,164)         | (389,498)         | (371,000)         | (385,000)         | (14,000)            | (3.8%)             |
| Other Miscellaneous Revenue           | (1,500)            | (3,140)           | (1,500)           | 0                 | 0                 | 0                   | n/a                |
| Recovery of Expenditures              | (68,715)           | (116,129)         | (123,276)         | (251,802)         | (251,802)         | 0                   | 0.0%               |
| Transfer From Reserve Accounts        | (2,159)            | 0                 | 0                 | 0                 | 0                 | 0                   | n/a                |
| Transfers From Other Funds            | (435,016)          | (211,499)         | (40,222)          | 0                 | 0                 | 0                   | n/a                |
| User Fees, Permits & Charges          | (274,128)          | (281,223)         | (324,895)         | (352,987)         | (353,887)         | (900)               | (0.3%)             |
| <b>Total Revenue</b>                  | <b>(1,167,245)</b> | <b>(987,155)</b>  | <b>(879,391)</b>  | <b>(975,789)</b>  | <b>(990,689)</b>  | <b>(14,900)</b>     | <b>(1.5%)</b>      |
| <b>Expenditures</b>                   |                    |                   |                   |                   |                   |                     |                    |
| Financial Expenses                    | 250                | 372               | (557)             | 0                 | 0                 | 0                   | n/a                |
| Minor Capital                         | 431,593            | 394,140           | 432,483           | 495,730           | 478,030           | (17,700)            | (3.6%)             |
| Operating & Maintenance Supplies      | 462,626            | 508,369           | 523,647           | 449,767           | 466,809           | 17,042              | 3.8%               |
| Other Miscellaneous Expenditures      | 56,887             | 54,317            | 56,195            | 70,637            | 70,137            | (500)               | (0.7%)             |
| Purchased Services                    | 657,859            | 687,146           | 738,419           | 686,861           | 741,099           | 54,238              | 7.9%               |
| Salaries & Benefits                   | 39,820,517         | 40,358,741        | 41,433,613        | 41,668,546        | 41,952,692        | 284,146             | 0.7%               |
| Transfers to Reserves & Capital Funds | 1,421,215          | 1,514,092         | 2,340,574         | 2,329,650         | 2,331,650         | 2,000               | 0.1%               |
| Utilities, Insurance & Taxes          | 453,626            | 452,213           | 424,374           | 475,797           | 453,237           | (22,560)            | (4.7%)             |
| <b>Total Expenses</b>                 | <b>43,304,573</b>  | <b>43,969,390</b> | <b>45,948,748</b> | <b>46,176,988</b> | <b>46,493,654</b> | <b>316,666</b>      | <b>0.7%</b>        |
| <b>Total Net</b>                      | <b>42,137,328</b>  | <b>42,982,235</b> | <b>45,069,357</b> | <b>45,201,199</b> | <b>45,502,965</b> | <b>301,766</b>      | <b>0.7%</b>        |

**D. Budget Summary by Major Revenue / Expense Accounts**

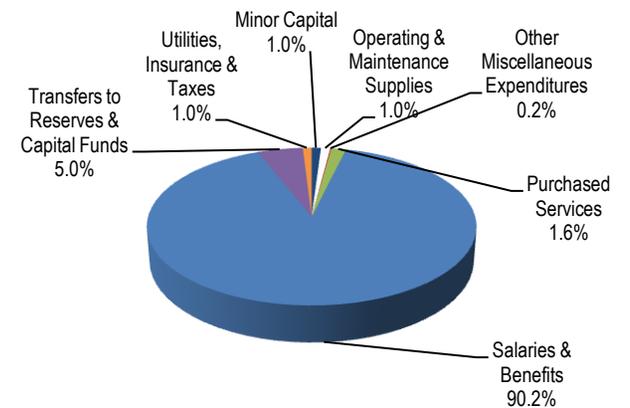
**Revenues**

|                              | <u>2018 Budget</u> |               |
|------------------------------|--------------------|---------------|
| Grants & Subsidies           | (385,000)          | 38.9%         |
| Recovery of Expenditures     | (251,802)          | 25.4%         |
| User Fees, Permits & Charges | (353,887)          | 35.7%         |
| <b>Total Revenue</b>         | <b>(990,689)</b>   | <b>100.0%</b> |



**Expenditures**

|                                       | <u>2018 Budget</u> |               |
|---------------------------------------|--------------------|---------------|
| Minor Capital                         | 478,030            | 1.0%          |
| Operating & Maintenance Supplies      | 466,809            | 1.0%          |
| Other Miscellaneous Expenditures      | 70,137             | 0.2%          |
| Purchased Services                    | 741,099            | 1.6%          |
| Salaries & Benefits                   | 41,952,692         | 90.2%         |
| Transfers to Reserves & Capital Funds | 2,331,650          | 5.0%          |
| Utilities, Insurance & Taxes          | 453,237            | 1.0%          |
| <b>Total Expenses</b>                 | <b>46,493,654</b>  | <b>100.0%</b> |



**E. Budget Issue Summary**

| Ref. #                                       | Category               | Description  | Municipal Levy | Building Permit | Off-Street Parking | Sewer Surcharge | BSR/Other Reserve Funding | FTE Impact |
|--|------------------------|--|----------------|-----------------|--------------------|-----------------|---------------------------|------------|
| n/a  | Salary & Wage          | ** Contractual / Council Pre-Approved Salary & Wage Adjustment       | 209,035        |                 |                    |                 |                           |            |
| 2018-0020                                    | [A] Annualization      | Establish Budget for Compensation Policy                             | 31,500         |                 |                    |                 |                           |            |
| 2018-0021                                    | [G] Line Item Increase | Computer Support, Maintenance and Software Fees                      | 24,066         |                 |                    |                 |                           |            |
| 2018-0122                                    | [G] Line Item Increase | Windsor Fire & Rescue Aerial Apparatus Testing                       | 2,000          |                 |                    |                 | 10,000                    |            |
| 2018-0250                                    | [G] Line Item Increase | Structural Engineering Services                                      | 5,000          |                 |                    |                 |                           |            |
| 2018-0019                                    | [I] Revenue Increase   | Fire & Rescue Central Dispatch User Fee Revenue                      | (14,000)       |                 |                    |                 |                           |            |
| 2018-0358                                    | [I] Revenue Increase   | Fire & Rescue User Fee - Failure to Locate Utilities/Gas Line Strike | (900)          |                 |                    |                 |                           |            |
| n/a  |                        | *** Interdepartmental Reallocations                                  | 45,065         |                 |                    |                 |                           |            |
| <b>Total 2018 Budget Increase/(Decrease)</b> |                        |  | <b>301,766</b> | <b>0</b>        | <b>0</b>           | <b>0</b>        | <b>10,000</b>             | <b>0.0</b> |

\*\* The Contractual/Council Pre-Approved Salary & Wage Adjustments do not include a reference number or issue detail write-ups as these amounts are generated from an in-depth salary development process that is undertaken at the beginning of the annual budget process. All departments develop their salary budgets based on the prior year's approved full time equivalent (FTE) complement, using a zero-based budgeting approach. Any reductions / increases in this line are attributed to the net impact of the department's incumbent changes, annualized step increments and increases resulting from negotiated salary & wage contracts.

\*\*\* The Interdepartmental Reallocation lines do not include a reference number or issue detail write-ups as these amounts represent the cumulative net budget increase / decrease to this department resulting from budget issues that have been submitted by other departments. In some cases, budget issues submitted by one department may have a budgetary impact on another or various other departments. This is done in order to facilitate the presentation of an issue by the coordinating department as opposed to repeating the issue for all departments (i.e. Utilities, Insurance, Fuel). At the Approved Stage, this line may include interdepartmental reallocations that net to zero. For 2017 the Interdepartmental Reallocation lines include the budget increase for the union & non-union contract settlements as well as an increase in the fringe benefit percentage allocation.

## A. Departmental Overview

### Mission

To advance and guide the future growth of Windsor as a vibrant and sustainable city.

The Planning & Building Department is comprised of two primary divisions namely Planning Services and Building Services. Planning Services is a strategic service to the Corporation, City Council, and the community, which administers the two key policy documents used for guiding Windsor's future as a sustainable community: the Community Strategic Plan and the City of Windsor Official Plan. Planning Services' general legislative mandate is to advise City Council on all matters pertaining to municipal planning affecting property as set out in the Ontario Planning Act and the Ontario Heritage Act, taking into account other applicable legislation affecting municipal undertakings such as the oversight of Business Improvement Areas consistent with the Municipal Act. The core objectives of the Building Services team are to ensure public health and safety and to improve neighbourhoods and the built environment. These objectives are achieved through building and safety standards, licensing enforcement, the enforcement of minimum property standards and municipal by-laws and Provincial Acts. Building Services strives to maintain a multi-disciplinary team of professional, technical and accessible staff, with an emphasis on efficient and timely customer service in enforcement of the above mandate.

### Description

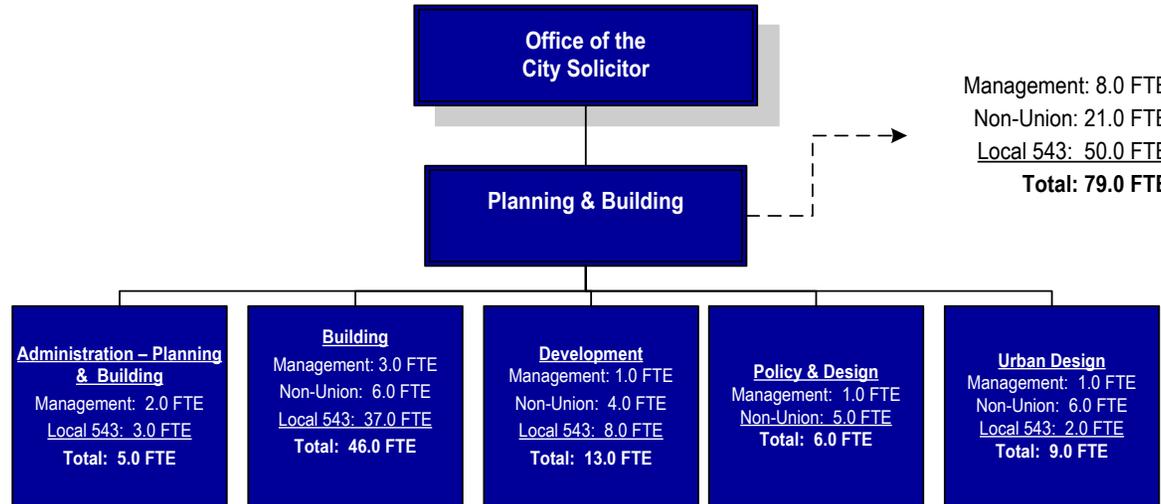
Planning Services is divided into three service units with one of them being **Planning Policy** which is responsible for long-range planning and policy development for the City, and is specifically charged with managing land use change and promoting efficient and effective development patterns, and delivery of local economic development initiatives.

The **Urban Design** service unit has a portfolio that includes protecting and promoting the civic image of our community through site plan control, improvement planning, establishing and monitoring the performance of design guidelines and community improvement initiatives and maintaining the City Centre (downtown) revitalization initiatives. The **Development Applications** service unit formulates recommendations on all development/planning applications including: land re-zonings, subdivisions, condominiums, Official Plan Amendments, part lot control, removal of holding prefix, site plan control, street and alley, street naming and numbering, minor variances, consents, validation of title, street/alley closings, zoning reviews, amendments to sign by-law. Planning Services also leads the administration of the following Committees: Planning and Economic Standing Committee, Site Plan Control Committee, Committee of Adjustment, Street & Alley Technical Advisory Committee and Windsor Business Improvement Association Advisory Committee.

Building Services is comprised of two distinctly defined but interconnected service units. The **Permit Services** unit is engaged in the issuing of construction, demolition, conditional, change of use, sewage, sign and partial occupancy permits within provincially legislated timeframes. The unit also reviews plans, specifications, documents and other information to ensure compliance with provincial statutes (e.g. Building Code Act), regulations (e.g. Building Code), and municipal by-laws (e.g. zoning) also within the legislated time frames. The **Inspection Services** unit conducts on-site inspections to ensure compliance with Ontario Building Code Regulations and municipal by-laws (e.g. property standards) and liaises with the public, designers, builders, developers, lawyers and other enforcement agencies on matters related to enforcement of the above.

**A. Departmental Overview**

2018 Approved Budgeted Full Time Equivalents (FTE's)



**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division  | Position Description                               | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|---|--|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
| <b>Administration - Planning &amp; Building</b> | Chief Building Official                            | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | City Planner/Exec Dir Planning & Building Services | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Administrative Assistant                           | Local 543        | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|   | Financial Records Clerk                            | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | <b>Sub-Total</b>                                   |                  | <b>5.0</b>             | <b>5.0</b>             | <b>5.0</b>             | <b>5.0</b>             | <b>0.0</b>        |
| <b>Building</b>                                 | Mgr, Inspections/Deputy CBO                        | Management       | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|   | Manager of Permits/Deputy CBO                      | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Senior Engineer/Plan Examiner                      | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Engineer Plan Examiner                             | Non-Union        | 3.0                    | 3.0                    | 5.0                    | 5.0                    | 0.0               |
|   | Building By-Law Officer                            | Local 543        | 0.0                    | 0.0                    | 0.0                    | 3.0                    | 3.0               |
|   | Inspector  | Local 543        | 14.0                   | 15.0                   | 16.0                   | 16.0                   | 0.0               |
|   | Plumbing/H.V.A.C. Inspector                        | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Plan Examiner                                      | Local 543        | 2.0                    | 3.0                    | 3.0                    | 3.0                    | 0.0               |
|   | Customer Serv. Representative                      | Local 543        | 4.0                    | 5.0                    | 6.0                    | 6.0                    | 0.0               |
|   | Sec. to Mgr. Inspections                           | Local 543        | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|   | Cashier  | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Communications Clerk                               | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Document Clerk                                     | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Customer Service Clerk                             | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Receptionist/Complaints Clerk                      | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Permits Services Clerk                             | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | <b>Sub-Total</b>                                   |                  | <b>36.0</b>            | <b>39.0</b>            | <b>43.0</b>            | <b>46.0</b>            | <b>3.0</b>        |
| <b>Development</b>                              | Mgr, Development Applications                      | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Planner III - Zoning                               | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Planner III - Subdivisions                         | Non-Union        | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|   | Planner II - Development Review                    | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Sec/Treasurer Comm of Adj.                         | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Zoning Coordinator                                 | Local 543        | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |

**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division                   | Position Description                          | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|----------------------------|---|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
|                            | Development Planning Tech                     | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                            | Secretary to Mgr, Development                 | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                            | Street & Alley Legal Clerk                    | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                            | Comm. of Adjustment Clerk                     | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                            | Clerk Steno Senior                            | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                            | <b>Sub-Total</b>                              |                  | <b>13.0</b>            | <b>13.0</b>            | <b>13.0</b>            | <b>13.0</b>            | <b>0.0</b>        |
| <b>Policy &amp; Design</b> | Mgr, Planning Policy                          | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                            | PlannerIII -Heritage                          | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                            | Planner III - Economic Develop                | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                            | PlannerII-Revitalization & Policy Initiatives | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                            | PlannerII-Resrch&PolicySupport                | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                            | Planner III- Policy & Special Studies         | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                            | <b>Sub-Total</b>                              |                  | <b>6.0</b>             | <b>6.0</b>             | <b>6.0</b>             | <b>6.0</b>             | <b>0.0</b>        |
| <b>Urban Design</b>        | Mgr, Urban Design                             | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                            | Planner III - Special Projects                | Non-Union        | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|                            | PlannerIII-Site Plan Appr. Off                | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                            | Landscape Architect                           | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                            | Planner II-Res & DesignSupport                | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                            | Planner II - Urban Design                     | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                            | Planning Technician                           | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                            | Clerk-Steno (Planning)                        | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                            | <b>Sub-Total</b>                              |                  | <b>9.0</b>             | <b>9.0</b>             | <b>9.0</b>             | <b>9.0</b>             | <b>0.0</b>        |
| <b>Total</b>               |   |                  | <b>69.0</b>            | <b>72.0</b>            | <b>76.0</b>            | <b>79.0</b>            | <b>3.0</b>        |

### C. Budget Summary by Division

| Division                             | 2015<br>Actuals    | 2016<br>Actuals    | 2017<br>Actuals    | 2017<br>Budget     | 2018<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|
| <b>Revenues</b>                      |                    |                    |                    |                    |                    |                     |                    |
| Administration - Planning & Building | (1,989)            | (6,320)            | (848)              | (500)              | (500)              | 0                   | 0.0%               |
| Building                             | (3,725,035)        | (3,667,529)        | (4,525,779)        | (4,509,649)        | (5,062,008)        | (552,359)           | 12.2%              |
| Development                          | (705,386)          | (930,557)          | (1,088,166)        | (619,393)          | (799,496)          | (180,103)           | 29.1%              |
| Policy & Design                      | 0                  | 20                 | 0                  | 0                  | 0                  | 0                   | n/a                |
| Urban Design                         | (84,215)           | (100,744)          | 0                  | 0                  | 0                  | 0                   | n/a                |
| <b>Total Revenue</b>                 | <b>(4,516,625)</b> | <b>(4,705,130)</b> | <b>(5,614,793)</b> | <b>(5,129,542)</b> | <b>(5,862,004)</b> | <b>(732,462)</b>    | <b>14.3%</b>       |
| <b>Expenditures</b>                  |                    |                    |                    |                    |                    |                     |                    |
| Administration - Planning & Building | 732,826            | 714,832            | 743,675            | 694,959            | 783,691            | 88,732              | 12.8%              |
| Building                             | 3,854,100          | 3,778,054          | 4,604,714          | 4,786,732          | 5,502,370          | 715,638             | 15.0%              |
| Development                          | 1,437,946          | 1,465,228          | 1,394,247          | 1,425,878          | 1,426,407          | 529                 | 0.0%               |
| Policy & Design                      | 811,828            | 921,398            | 964,991            | 852,259            | 911,216            | 58,957              | 6.9%               |
| Urban Design                         | 721,223            | 886,160            | 845,661            | 983,145            | 1,119,982          | 136,837             | 13.9%              |
| <b>Total Expenses</b>                | <b>7,557,923</b>   | <b>7,765,672</b>   | <b>8,553,288</b>   | <b>8,742,973</b>   | <b>9,743,666</b>   | <b>1,000,693</b>    | <b>11.4%</b>       |
| <b>Net</b>                           |                    |                    |                    |                    |                    |                     |                    |
| Administration - Planning & Building | 730,837            | 708,512            | 742,827            | 694,459            | 783,191            | 88,732              | 12.8%              |
| Building                             | 129,065            | 110,525            | 78,935             | 277,083            | 440,362            | 163,279             | 58.9%              |
| Development                          | 732,560            | 534,671            | 306,081            | 806,485            | 626,911            | (179,574)           | (22.3%)            |
| Policy & Design                      | 811,828            | 921,418            | 964,991            | 852,259            | 911,216            | 58,957              | 6.9%               |
| Urban Design                         | 637,008            | 785,416            | 845,661            | 983,145            | 1,119,982          | 136,837             | 13.9%              |
| <b>Total Net</b>                     | <b>3,041,298</b>   | <b>3,060,542</b>   | <b>2,938,495</b>   | <b>3,613,431</b>   | <b>3,881,662</b>   | <b>268,231</b>      | <b>7.4%</b>        |

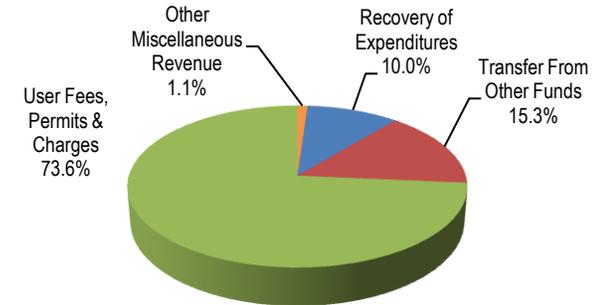
**D. Budget Summary by Major Revenue / Expense Accounts**

| GL Category                           | 2015<br>Actuals    | 2016<br>Actuals    | 2017<br>Actuals    | 2017<br>Budget     | 2018<br>Budget     | \$ Budget<br>Change | % Budget<br>Change |
|---------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|
| <b>Revenues</b>                       |                    |                    |                    |                    |                    |                     |                    |
| Other Miscellaneous Revenue           | (254,109)          | (255,313)          | (240,697)          | (65,000)           | (65,000)           | 0                   | 0.0%               |
| Recovery of Expenditures              | (51,460)           | (68,419)           | (110,586)          | (795,139)          | (584,396)          | 210,743             | 26.5%              |
| Transfer From Reserve Accounts        | 0                  | (5,885)            | 0                  | 0                  | 0                  | 0                   | n/a                |
| Transfer From Other Funds             | (494,905)          | (254,960)          | (17,055)           | (771,090)          | (898,673)          | (127,583)           | (16.5%)            |
| User Fees, Permits & Charges          | (3,716,151)        | (4,120,553)        | (5,246,455)        | (3,498,313)        | (4,313,935)        | (815,622)           | (23.3%)            |
| <b>Total Revenue</b>                  | <b>(4,516,625)</b> | <b>(4,705,130)</b> | <b>(5,614,793)</b> | <b>(5,129,542)</b> | <b>(5,862,004)</b> | <b>(732,462)</b>    | <b>(14.3%)</b>     |
| <b>Expenditures</b>                   |                    |                    |                    |                    |                    |                     |                    |
| Financial Expenses                    | 154,369            | 188,590            | 45,456             | 32,740             | 32,740             | 0                   | 0.0%               |
| Minor Capital                         | 32,791             | 58,876             | 51,868             | 22,593             | 22,593             | 0                   | 0.0%               |
| Operating & Maintenance Supplies      | 24,860             | 29,112             | 26,487             | 32,686             | 32,686             | 0                   | 0.0%               |
| Other Miscellaneous Expenditures      | 61,979             | 89,639             | 101,503            | 83,520             | 83,520             | 0                   | 0.0%               |
| Purchased Services                    | 431,645            | 570,156            | 510,199            | 971,443            | 1,094,212          | 122,769             | 12.6%              |
| Salaries & Benefits                   | 6,236,296          | 6,667,657          | 7,293,552          | 7,527,038          | 8,353,765          | 826,727             | 11.0%              |
| Transfers for Social Services         | 0                  | 0                  | 375                | 0                  | 0                  | 0                   | n/a                |
| Transfers to Reserves & Capital Funds | 574,220            | 135,210            | 505,055            | 55,200             | 55,200             | 0                   | n/a                |
| Utilities, Insurance & Taxes          | 41,763             | 26,432             | 18,793             | 17,753             | 68,950             | 51,197              | 288.4%             |
| <b>Total Expenses</b>                 | <b>7,557,923</b>   | <b>7,765,672</b>   | <b>8,553,288</b>   | <b>8,742,973</b>   | <b>9,743,666</b>   | <b>1,000,693</b>    | <b>11.4%</b>       |
| <b>Total Net</b>                      | <b>3,041,298</b>   | <b>3,060,542</b>   | <b>2,938,495</b>   | <b>3,613,431</b>   | <b>3,881,662</b>   | <b>268,231</b>      | <b>7.4%</b>        |

**D. Budget Summary by Major Revenue / Expense Accounts**

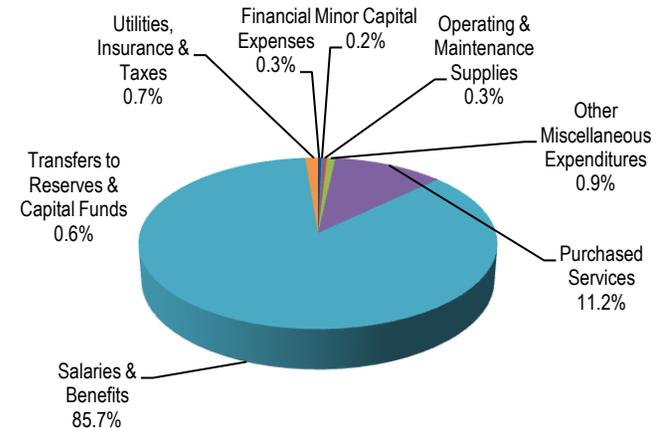
**Revenues**

|                              | <u>2018 Budget</u> |               |
|------------------------------|--------------------|---------------|
| Other Miscellaneous Revenue  | (65,000)           | 1.1%          |
| Recovery of Expenditures     | (584,396)          | 10.0%         |
| Transfer From Other Funds    | (898,673)          | 15.3%         |
| User Fees, Permits & Charges | (4,313,935)        | 73.6%         |
| <b>Total Revenue</b>         | <b>(5,862,004)</b> | <b>100.0%</b> |



**Expenditures**

|                                       | <u>2018 Budget</u> |               |
|---------------------------------------|--------------------|---------------|
| Financial Expenses                    | 32,740             | 0.3%          |
| Minor Capital                         | 22,593             | 0.2%          |
| Operating & Maintenance Supplies      | 32,686             | 0.3%          |
| Other Miscellaneous Expenditures      | 83,520             | 0.9%          |
| Purchased Services                    | 1,094,212          | 11.2%         |
| Salaries & Benefits                   | 8,353,765          | 85.7%         |
| Transfers to Reserves & Capital Funds | 55,200             | 0.6%          |
| Utilities, Insurance & Taxes          | 68,950             | 0.7%          |
| <b>Total Expenses</b>                 | <b>9,743,666</b>   | <b>100.0%</b> |



**E. Budget Issue Summary**

| Ref. #                                       | Category                | Description   | Municipal Levy | Building Permit | Off-Street Parking | Sewer Surcharge | BSR/Other Reserve Funding | FTE Impact |
|--|-------------------------|---|----------------|-----------------|--------------------|-----------------|---------------------------|------------|
| n/a  | Salary & Wage           | ** Contractual / Council Pre-Approved Salary & Wage Adjustment                                    | 139,215        |                 |                    |                 |                           |            |
| 2018-0365                                    | [A] Annualization       | Vacant Building Enforcement   | 0              |                 |                    |                 |                           |            |
| 2018-0214                                    | [F] Revenue Reduction   | Reduce Fee for Sign By-law Amendment Fee  | 571            |                 |                    |                 |                           |            |
| 2018-0304                                    | [G] Line Item Increase  | Computer Costs Increase For New Hardware For Proposed New E-permits System                        | 0              | 14,000          |                    |                 |                           |            |
| 2018-0007                                    | [H] Line Item Reduction | Elimination of Permanent Gapping Related to Two Building Inspector Positions                      | 0              | 210,743         |                    |                 |                           |            |
| 2018-0200                                    | [H] Line Item Reduction | To Appropriately Recover Current Vehicle Rental Expense Increase From Building Permit Fee Reserve | (4,144)        | 4,144           |                    |                 |                           |            |
| 2018-0187                                    | [I] Revenue Increase    | New Building Permit Deposit Fee   | 0              | (5,000)         |                    |                 |                           |            |
| 2018-0189                                    | [I] Revenue Increase    | Increase to Building Permit Revenue Budget  | 0              | (100,000)       |                    |                 |                           |            |
| 2018-0190                                    | [I] Revenue Increase    | Inflationary Increase to Planning Application Fees  | (28,474)       |                 |                    |                 |                           |            |
| 2018-0191                                    | [I] Revenue Increase    | Increase to Planning Revenue Budget Due to Volume Increase  | (151,000)      |                 |                    |                 |                           |            |
| 2018-0198                                    | [I] Revenue Increase    | Inflationary Increase to Building Permit Fees   | 0              | (128,800)       |                    |                 |                           |            |
| 2018-0199                                    | [I] Revenue Increase    | New Development Application Pre-submission Fee  | (1,200)        |                 |                    |                 |                           |            |
| 2018-0206                                    | [M] Service Enhancement | Convert 3 Temporary Building By-Law Officers to Permanent Positions                               | 0              | 132,496         |                    |                 |                           | 3.0        |
| n/a  |                         | *** Interdepartmental Reallocations   | 313,263        | (127,583)       |                    |                 |                           |            |
| <b>Total 2018 Budget Increase/(Decrease)</b> |                         |   | <b>268,231</b> | <b>0</b>        | <b>0</b>           | <b>0</b>        | <b>0</b>                  | <b>3.0</b> |

\*\* The Contractual/Council Pre-Approved Salary & Wage Adjustments do not include a reference number or issue detail write-ups as these amounts are generated from an in-depth salary development process that is undertaken at the beginning of the annual budget process. All departments develop their salary budgets based on the prior year's approved full time equivalent (FTE) complement, using a zero-based budgeting approach. Any reductions / increases in this line are attributed to the net impact of the department's incumbent changes, annualized step increments and increases resulting from negotiated salary & wage contracts.

\*\*\* The Interdepartmental Reallocation lines do not include a reference number or issue detail write-ups as these amounts represent the cumulative net budget increase / decrease to this department resulting from budget issues that have been submitted by other departments. In some cases, budget issues submitted by one department may have a budgetary impact on another or various other departments. This is done in order to facilitate the presentation of an issue by the coordinating department as opposed to repeating the issue for all departments (i.e. Utilities, Insurance, Fuel). At the Approved Stage, this line may include interdepartmental reallocations that net to zero. For 2017 the Interdepartmental Reallocation lines include the budget increase for the union & non-union contract settlements as well as an increase in the fringe benefit percentage allocation.

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**Transit Windsor**

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## A. Departmental Overview

### Mission

To exceed the expectations of our customers and clients on a continual basis in providing service in the areas of engineering and corporate project administration, geographic information systems and related services, right of way permitting, and administration.

To provide effective, efficient and responsive caretaking, maintenance and minor project administration services to all our internal and external clients in compliance with all legislated codes and bylaws within all our corporate facilities.

The overall mission of Pollution Control is to provide a sustainable, healthy environment through the efficient and cost-effective management of sanitation and wastewater streams and by anticipating and responding to the changing environmental needs of the community.

### Description

Development, Projects & Right of Way is responsible for administration and management of new corporate building development projects and other non-building development projects of Corporate significance. Oversees engineering, design and construction of new developments, and administers by-laws and policies relevant to all works on the public right-of-way and issuance of permits for works in the public right-of-way.

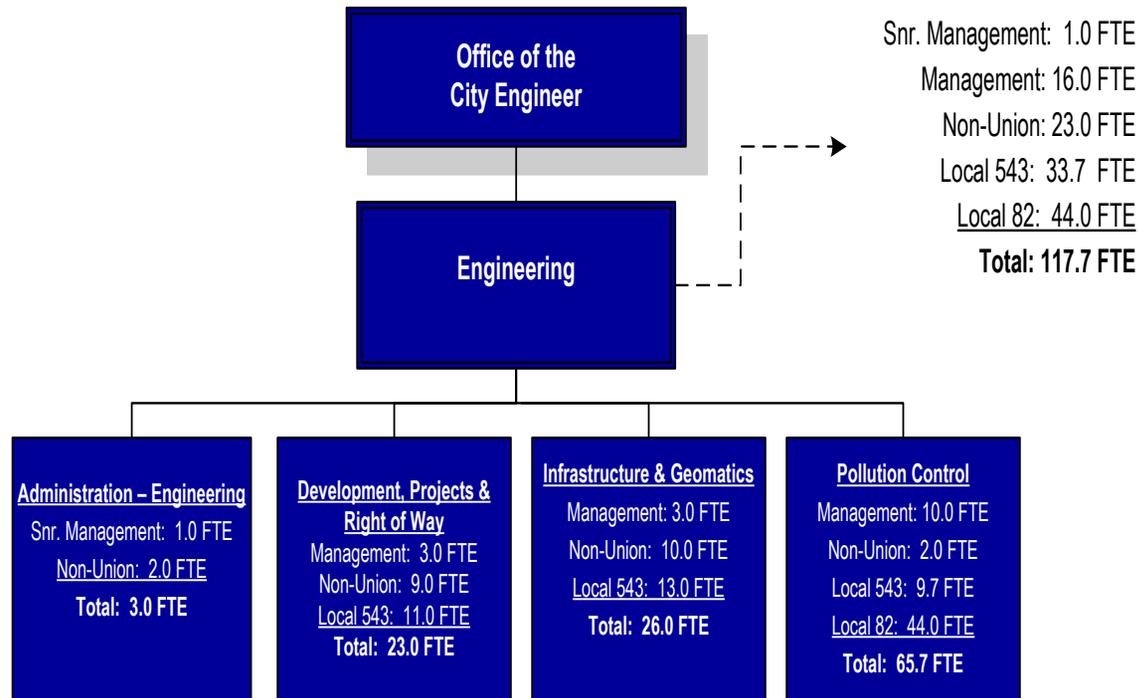
Infrastructure & Geomatics' responsibilities include overall project management for construction through estimating, budgeting, design, tendering and contract administration through both City staff and consulting engineering firms, infrastructure system analysis and studies, and the investigation of basement flooding, analysis and reporting of same. Manages the City's Geographic Information Systems and provides CAD and GIS support for the various City Departments and Divisions.

The objective of Pollution Control is to enhance public health and welfare through the efficient and cost-effective treatment of wastewater, pumping stations and storm water management ponds, while working in conjunction with industry and neighbouring communities (LaSalle & Tecumseh) to protect the environment while sustaining competitiveness. We must ensure legislative parameters are strictly adhered to, while balancing capital and operating expenditures to determine the future direction on environmental issues.

Pollution Control is responsible for the operation, maintenance and planning of Windsor's wastewater and storm water management systems and laboratory. This includes two sewage treatment plants, which service Tecumseh and LaSalle's sewage in addition to Windsor, the retention treatment basin which treats combined sewer overflows, 43 pump stations, several storm water management lakes and ponds, industrial waste control and monitoring to ensure compliance with the sewer use bylaw, responding to odour complaints and spills to sewers or waterways and other environmental enforcement programs. Furthermore, the overseeing of the contract for bio-solids management, inspection and monitoring of Windsor's closed landfills and ongoing environmental initiatives such as climate change adaptation and the ongoing maintenance and development of the Environmental Master Plan.

**A. Departmental Overview**

2018 Approved Budgeted Full Time Equivalents (FTE's)



**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division  | Position Description  | Position Profile  | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|---|---|-------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
| <b>Administration - Engineering</b>             | City Engineer   | Senior Management | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Executive Initiatives Coord.  | Non-Union         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Executive Administrative Assist   | Non-Union         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | <b>Sub-Total</b>  |                   | <b>3.0</b>             | <b>3.0</b>             | <b>3.0</b>             | <b>3.0</b>             | <b>0.0</b>        |
| <b>Development, Projects &amp; Right of Way</b> | SM Development, Projects & Right of Way/Deputy City Management Engineer | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Mgr, Administration   | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Supervisor Right of Way   | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Project Administrator   | Non-Union         | 5.0                    | 5.0                    | 5.0                    | 5.0                    | 0.0               |
|   | Development Engineer  | Non-Union         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Technologist II   | Non-Union         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Technologist I  | Non-Union         | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|   | Administrative Assistant  | Local 543         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Right-of-Way Permit Clerk   | Local 543         | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|   | Intermediate Accounting Clerk   | Local 543         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Clerk Senior  | Local 543         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Secretary Senior  | Local 543         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Senior Invoice Clerk  | Local 543         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Records Clerk   | Local 543         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Payroll Accounting Clerk  | Local 543         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Development Clerk   | Local 543         | 1.0                    | 1.0                    | 2.0                    | 2.0                    | 0.0               |
|   | <b>Sub-Total</b>  |                   | <b>22.0</b>            | <b>22.0</b>            | <b>23.0</b>            | <b>23.0</b>            | <b>0.0</b>        |
| <b>Infrastructure &amp; Geomatics</b>           | SM Infr&Trans Plan/Deputy CE  | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Mgr, Geomatics  | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Supv, Drafting  | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Engineer III  | Non-Union         | 3.0                    | 3.0                    | 3.0                    | 4.0                    | 1.0               |
|   | GIS Supervisor  | Non-Union         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Engineer II   | Non-Union         | 1.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |

**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division                 | Position Description                                   | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|--------------------------|--|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
|                          | Technologist I   | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | Engineer I   | Non-Union        | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|                          | CAD Tech III/Special Projects                          | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | GIS Data Analyst                                       | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | Property Analyst                                       | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | GIS-CAD Technician                                     | Local 543        | 3.0                    | 3.0                    | 3.0                    | 3.0                    | 0.0               |
|                          | CAD Technician II                                      | Local 543        | 3.0                    | 3.0                    | 3.0                    | 3.0                    | 0.0               |
|                          | CAD Technician I                                       | Local 543        | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|                          | Print Room Operator                                    | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | Data Research Clerk                                    | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | <b>Sub-Total</b>                                       |                  | <b>24.0</b>            | <b>25.0</b>            | <b>25.0</b>            | <b>26.0</b>            | <b>1.0</b>        |
| <b>Pollution Control</b> | SM, Pollution Control/Deputy City Engineer             | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | Mgr, Little River Poll Control                         | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | Mgr, Lou Romano Water Reclama                          | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | Mgr, Environmental Quality                             | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | Mgr, Process Eng & Maintenance                         | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | Supervisor, Pump Station                               | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | Supv, Environmental Quality                            | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | Supv, Electrical Maintenance                           | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | Supv, Mechanical Maintenance                           | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | Supervisor, Environmental Sustainability & Climate Cha | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | Mechanical Process Engineer                            | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | Pollution Control Project Eng                          | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | Environmental Technologist                             | Local 543        | 5.0                    | 5.0                    | 5.0                    | 5.0                    | 0.0               |
|                          | Process Control Programmer                             | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | Environment & Sustainability Coordinator               | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | Admin Asst to SM of Pollution Control                  | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | Clerk Intermediate                                     | Local 543        | 0.7                    | 0.7                    | 0.7                    | 0.7                    | 0.0               |
|                          | Maintenance Clerk                                      | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |

**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division     | Position Description                               | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|--------------|--|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
|              | Caretaker - Yard Attendant                         | Local 82         | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|              | Chief Wastewater Treatment Operator                | Local 82         | 10.0                   | 10.0                   | 10.0                   | 10.0                   | 0.0               |
|              | Instrument Electrical/Electronic Technologist (GP) | Local 82         | 5.0                    | 5.0                    | 5.0                    | 5.0                    | 0.0               |
|              | Pollution Control Mechanic                         | Local 82         | 6.0                    | 5.0                    | 5.0                    | 5.0                    | 0.0               |
|              | Pollution Control Mechanic Trainee                 | Local 82         | 3.0                    | 3.0                    | 3.0                    | 3.0                    | 0.0               |
|              | Wastewater Treatment Operator (Step 1 - OIT)       | Local 82         | 2.0                    | 2.0                    | 0.0                    | 0.0                    | 0.0               |
|              | Wastewater Treatment Operator (Step 2 - I)         | Local 82         | 3.0                    | 3.0                    | 0.0                    | 0.0                    | 0.0               |
|              | Wastewater Treatment Operator (Step 3 - II)        | Local 82         | 4.0                    | 4.0                    | 0.0                    | 0.0                    | 0.0               |
|              | Wastewater Collection Operator (Step 3 - II)       | Local 82         | 0.0                    | 0.0                    | 0.0                    | 5.0                    | 5.0               |
|              | Wastewater Treatment Operator (Step 4 - III or IV) | Local 82         | 9.0                    | 10.0                   | 19.0                   | 14.0                   | (5.0)             |
|              | <b>Sub-Total</b>                                   |                  | <b>65.7</b>            | <b>65.7</b>            | <b>65.7</b>            | <b>65.7</b>            | <b>0.0</b>        |
| <b>Total</b> |  |                  | <b>114.7</b>           | <b>115.7</b>           | <b>116.7</b>           | <b>117.7</b>           | <b>1.0</b>        |

### C. Budget Summary by Division

| Division                             | 2015<br>Actuals     | 2016<br>Actuals     | 2017<br>Actuals     | 2017<br>Budget      | 2018<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| <b>Revenues</b>                      |                     |                     |                     |                     |                     |                     |                    |
| Administration Engineering           | (150,408)           | (125,077)           | (148,175)           | (113,792)           | (127,872)           | (14,080)            | 12.4%              |
| Development, Projects & Right of Way | (2,281,230)         | (1,949,964)         | (2,091,416)         | (1,950,225)         | (2,032,739)         | (82,514)            | 4.2%               |
| Facility Operations **               | (12,084,657)        | 0                   | 0                   | 0                   | 0                   | 0                   | n/a                |
| Infrastructure & Geomatics           | (1,741,589)         | (1,781,837)         | (2,228,644)         | (1,818,304)         | (1,963,247)         | (144,943)           | 8.0%               |
| Pollution Control                    | (18,781,054)        | (19,394,734)        | (19,821,721)        | (19,922,658)        | (19,956,383)        | (33,725)            | 0.2%               |
| <b>Total Revenue</b>                 | <b>(35,038,938)</b> | <b>(23,251,612)</b> | <b>(24,289,956)</b> | <b>(23,804,979)</b> | <b>(24,080,241)</b> | <b>(275,262)</b>    | <b>1.2%</b>        |
| <b>Expenditures</b>                  |                     |                     |                     |                     |                     |                     |                    |
| Administration Engineering           | 1,092,572           | 476,986             | 480,259             | 468,535             | 482,590             | 14,055              | 3.0%               |
| Development, Projects & Right of Way | 2,344,266           | 2,637,557           | 2,791,176           | 2,519,642           | 2,700,213           | 180,571             | 7.2%               |
| Facility Operations **               | 20,342,436          | 0                   | 0                   | 0                   | 0                   | 0                   | n/a                |
| Infrastructure & Geomatics           | 8,174,676           | 8,217,593           | 8,345,981           | 8,360,909           | 4,055,423           | (4,305,486)         | (51.5%)            |
| Pollution Control                    | 19,009,116          | 19,396,008          | 19,690,967          | 20,168,379          | 20,211,302          | 42,923              | 0.2%               |
| <b>Total Expenses</b>                | <b>50,963,066</b>   | <b>30,728,144</b>   | <b>31,308,383</b>   | <b>31,517,465</b>   | <b>27,449,528</b>   | <b>(4,067,937)</b>  | <b>(12.9%)</b>     |
| <b>Net</b>                           |                     |                     |                     |                     |                     |                     |                    |
| Administration Engineering           | 942,164             | 351,909             | 332,084             | 354,743             | 354,718             | (25)                | (0.0%)             |
| Development, Projects & Right of Way | 63,036              | 687,593             | 699,760             | 569,417             | 667,474             | 98,057              | 17.2%              |
| Facility Operations **               | 8,257,779           | 0                   | 0                   | 0                   | 0                   | 0                   | n/a                |
| Infrastructure & Geomatics           | 6,433,087           | 6,435,756           | 6,117,337           | 6,542,605           | 2,092,176           | (4,450,429)         | (68.0%)            |
| Pollution Control                    | 228,062             | 1,274               | (130,754)           | 245,721             | 254,919             | 9,198               | 3.7%               |
| <b>Total Net</b>                     | <b>15,924,128</b>   | <b>7,476,532</b>    | <b>7,018,427</b>    | <b>7,712,486</b>    | <b>3,369,287</b>    | <b>(4,343,199)</b>  | <b>(56.3%)</b>     |

\*\* Facilities Operations Division rolls up to the Parks Department in 2017

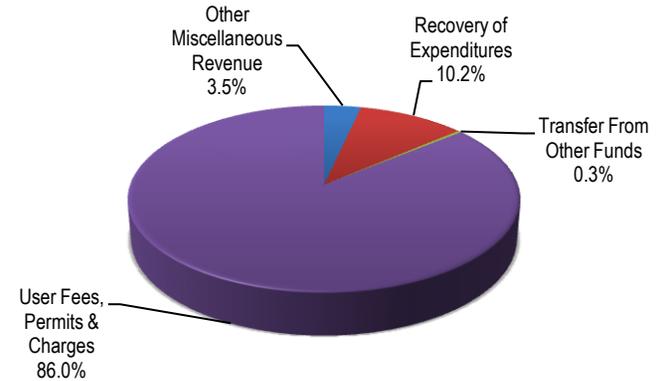
**D. Budget Summary by Major Revenue / Expense Accounts**

| GL Category                           | 2015<br>Actuals     | 2016<br>Actuals     | 2017<br>Actuals     | 2017<br>Budget      | 2018<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| <b>Revenues</b>                       |                     |                     |                     |                     |                     |                     |                    |
| Grants & Subsidies                    | 0                   | 0                   | (7,000)             | 0                   | 0                   | 0                   | n/a                |
| Other Miscellaneous Revenue           | (618,802)           | (564,031)           | (807,962)           | (848,479)           | (847,204)           | 1,275               | 0.2%               |
| Recovery of Expenditures              | (21,603,999)        | (2,303,593)         | (2,467,421)         | (2,310,897)         | (2,469,672)         | (158,775)           | (6.9%)             |
| Transfer From Reserve Accounts        | (27,763)            | (195,950)           | (2,501)             | 0                   | 0                   | 0                   | n/a                |
| Transfer From Other Funds             | (245,800)           | 0                   | 0                   | 0                   | (73,704)            | (73,704)            | n/a                |
| User Fees, Permits & Charges          | (12,542,574)        | (20,188,038)        | (21,005,072)        | (20,645,603)        | (20,689,661)        | (44,058)            | (0.2%)             |
| <b>Total Revenue</b>                  | <b>(35,038,938)</b> | <b>(23,251,612)</b> | <b>(24,289,956)</b> | <b>(23,804,979)</b> | <b>(24,080,241)</b> | <b>(275,262)</b>    | <b>(1.2%)</b>      |
| <b>Expenditures</b>                   |                     |                     |                     |                     |                     |                     |                    |
| Financial Expenses                    | 14,720              | 17,510              | 17,366              | 6,150               | 6,150               | 0                   | 0.0%               |
| Minor Capital                         | 2,693,892           | 1,318,609           | 1,756,007           | 1,193,293           | 1,175,903           | (17,390)            | (1.5%)             |
| Operating & Maintenance Supplies      | 4,973,566           | 1,988,407           | 1,946,272           | 1,828,697           | 1,940,297           | 111,600             | 6.1%               |
| Other Miscellaneous Expenditures      | 335,121             | 71,277              | 66,882              | 65,284              | 65,284              | 0                   | 0.0%               |
| Purchased Services                    | 7,948,215           | 5,313,075           | 5,538,692           | 4,988,487           | 5,089,755           | 101,268             | 2.0%               |
| Salaries & Benefits                   | 19,495,189          | 10,999,167          | 11,442,495          | 11,816,688          | 12,486,683          | 669,995             | 5.7%               |
| Transfers for Social Services         | 300                 | 0                   | 112                 | 0                   | 0                   | 0                   | n/a                |
| Transfers to Reserves & Capital Funds | 1,614,864           | 0                   | 1,437,746           | 1,422,746           | 255,103             | (1,167,643)         | (82.1%)            |
| Utilities, Insurance & Taxes          | 13,887,199          | 11,020,099          | 9,102,811           | 10,196,120          | 6,430,353           | (3,765,767)         | (36.9%)            |
| <b>Total Expenses</b>                 | <b>50,963,066</b>   | <b>30,728,144</b>   | <b>31,308,383</b>   | <b>31,517,465</b>   | <b>27,449,528</b>   | <b>(4,067,937)</b>  | <b>(12.9%)</b>     |
| <b>Total Net</b>                      | <b>15,924,128</b>   | <b>7,476,532</b>    | <b>7,018,427</b>    | <b>7,712,486</b>    | <b>3,369,287</b>    | <b>(4,343,199)</b>  | <b>(56.3%)</b>     |

**D. Budget Summary by Major Revenue / Expense Accounts**

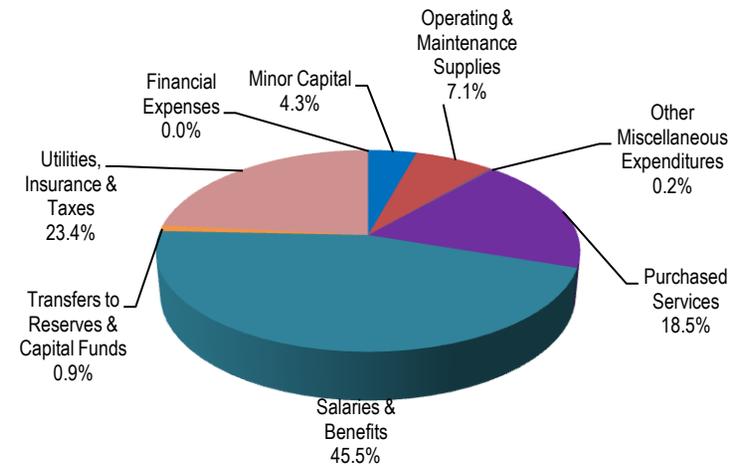
**Revenues**

|                              | <u>2018 Budget</u>  |               |
|------------------------------|---------------------|---------------|
| Other Miscellaneous Revenue  | (847,204)           | 3.5%          |
| Recovery of Expenditures     | (2,469,672)         | 10.3%         |
| Transfer From Other Funds    | (73,704)            | 0.3%          |
| User Fees, Permits & Charges | (20,689,661)        | 85.9%         |
| <b>Total Revenue</b>         | <b>(24,080,241)</b> | <b>100.0%</b> |



**Expenditures**

|                                       | <u>2018 Budget</u> |               |
|---------------------------------------|--------------------|---------------|
| Financial Expenses                    | 6,150              | 0.0%          |
| Minor Capital                         | 1,175,903          | 4.3%          |
| Operating & Maintenance Supplies      | 1,940,297          | 7.1%          |
| Other Miscellaneous Expenditures      | 65,284             | 0.2%          |
| Purchased Services                    | 5,089,755          | 18.5%         |
| Salaries & Benefits                   | 12,486,683         | 45.5%         |
| Transfers to Reserves & Capital Funds | 255,103            | 0.9%          |
| Utilities, Insurance & Taxes          | 6,430,353          | 23.4%         |
| <b>Total Expenses</b>                 | <b>27,449,528</b>  | <b>100.0%</b> |



**E. Budget Issue Summary**

| Ref. #                                       | Category                | Description  | Municipal Levy     | Building Permit | Off-Street Parking | Sewer Surcharge | BSR/Other Reserve Funding | FTE Impact |
|--|-------------------------|--|--------------------|-----------------|--------------------|-----------------|---------------------------|------------|
| n/a  | Salary & Wage           | ** Contractual / Council Pre-Approved Salary & Wage Adjustment                       | 177,760            |                 |                    |                 |                           |            |
| 2018-0033                                    | [C] Contractual         | Increase to Temporary Wages for 2018   | 4,558              |                 |                    |                 |                           |            |
| 2018-0368                                    | [F] Revenue Reduction   | Reduction of Other General Revenue Budget in Geomatics                               | 10,000             |                 |                    |                 |                           |            |
| 2018-0367                                    | [H] Line Item Reduction | Reduction in Streetlight Fixed Maintenance Costs                                     | (101,760)          |                 |                    |                 |                           |            |
| 2018-0002                                    | [I] Revenue Increase    | Adjust Recoveries from Capital Projects - Development, Projects & ROW                | (5,832)            |                 |                    |                 |                           |            |
| 2018-0003                                    | [I] Revenue Increase    | Adjust Recoveries from Capital Projects - Infrastructure & Geomatics                 | (17,756)           |                 |                    |                 |                           |            |
| 2018-0004                                    | [I] Revenue Increase    |  | (130,660)          |                 |                    |                 | 130,660                   |            |
|  |                         | Increase Recoveries from Sewer Surcharge For 2018 Wage Increases - Pollution Control |                    |                 |                    |                 |                           |            |
| 2018-0005                                    | [I] Revenue Increase    | Adjust Recoveries from Sewer Surcharge - Office of the City Engineer                 | (17,738)           |                 |                    |                 | 17,738                    |            |
| 2018-0032                                    | [I] Revenue Increase    | Increase in Sidewalk Cafe Encroachment Fee Revenues (as Approved by Council)         | (6,000)            |                 |                    |                 |                           |            |
| 2018-0091                                    | [I] Revenue Increase    | Increase in Street Furniture Advertising Revenues                                    | (6,725)            |                 |                    |                 |                           |            |
| 2018-0178                                    | [I] Revenue Increase    | Adjust Recoveries from Sewer Surcharge - Development                                 | (59,936)           |                 |                    |                 | 59,936                    |            |
| 2018-0215                                    | [I] Revenue Increase    | Increase to Sewer Information Sheet Fees   | (686)              |                 |                    |                 |                           |            |
| 2018-0219                                    | [I] Revenue Increase    | Introduction of User Fees for LIDAR Offerings  | (2,000)            |                 |                    |                 |                           |            |
| 2018-0099                                    | [M] Service Enhancement | Addition of Engineer III Position  | 0                  |                 |                    |                 |                           | 1.0        |
| 2018-0197                                    | [M] Service Enhancement | Increase in Contribution from Sewer Surcharge to Pollution Control Reserves          | 0                  |                 |                    |                 | 919,865                   |            |
| 2018-0320                                    | [M] Service Enhancement | Addition of Temporary CEP Project Administrator Position                             | 0                  |                 |                    |                 |                           | 152,004    |
|  |                         | *** Interdepartmental Reallocations  | (4,186,424)        |                 |                    |                 | (1,128,199)               |            |
| <b>Total 2018 Budget Increase/(Decrease)</b> |                         |  | <b>(4,343,199)</b> | <b>0</b>        | <b>0</b>           | <b>0</b>        | <b>152,004</b>            | <b>1.0</b> |

\*\* The Contractual/Council Pre-Approved Salary & Wage Adjustments do not include a reference number or issue detail write-ups as these amounts are generated from an in-depth salary development process that is undertaken at the beginning of the annual budget process. All departments develop their salary budgets based on the prior year's approved full time equivalent (FTE) complement, using a zero-based budgeting approach. Any reductions / increases in this line are attributed to the net impact of the department's incumbent changes, annualized step increments and increases resulting from negotiated salary & wage contracts.

\*\*\* The Interdepartmental Reallocation lines do not include a reference number or issue detail write-ups as these amounts represent the cumulative net budget increase / decrease to this department resulting from budget issues that have been submitted by other departments. In some cases, budget issues submitted by one department may have a budgetary impact on another or various other departments. This is done in order to facilitate the presentation of an issue by the coordinating department as opposed to repeating the issue for all departments (i.e. Utilities, Insurance, Fuel). At the Approved Stage, this line may include interdepartmental reallocations that net to zero.

## A. Departmental Overview

### Mission

To provide for the safe and efficient movement of people and goods on the public right-of-way in Windsor in a manner complimentary to existing and planned land development. To continually improve our service delivery to meet the needs of the citizens of the city for the care and maintenance of all municipal infrastructure and the environment.

### Description

The Public Works Department has the responsibility to maintain the municipal infrastructure located on the public right-of-way and provide services to the public such as road and sewer maintenance, construction inspection and quality control on projects, traffic signal and sign maintenance, winter control, fleet maintenance, infrastructure asset management, operation of the on and off street parking program, parking enforcement and environmental services.

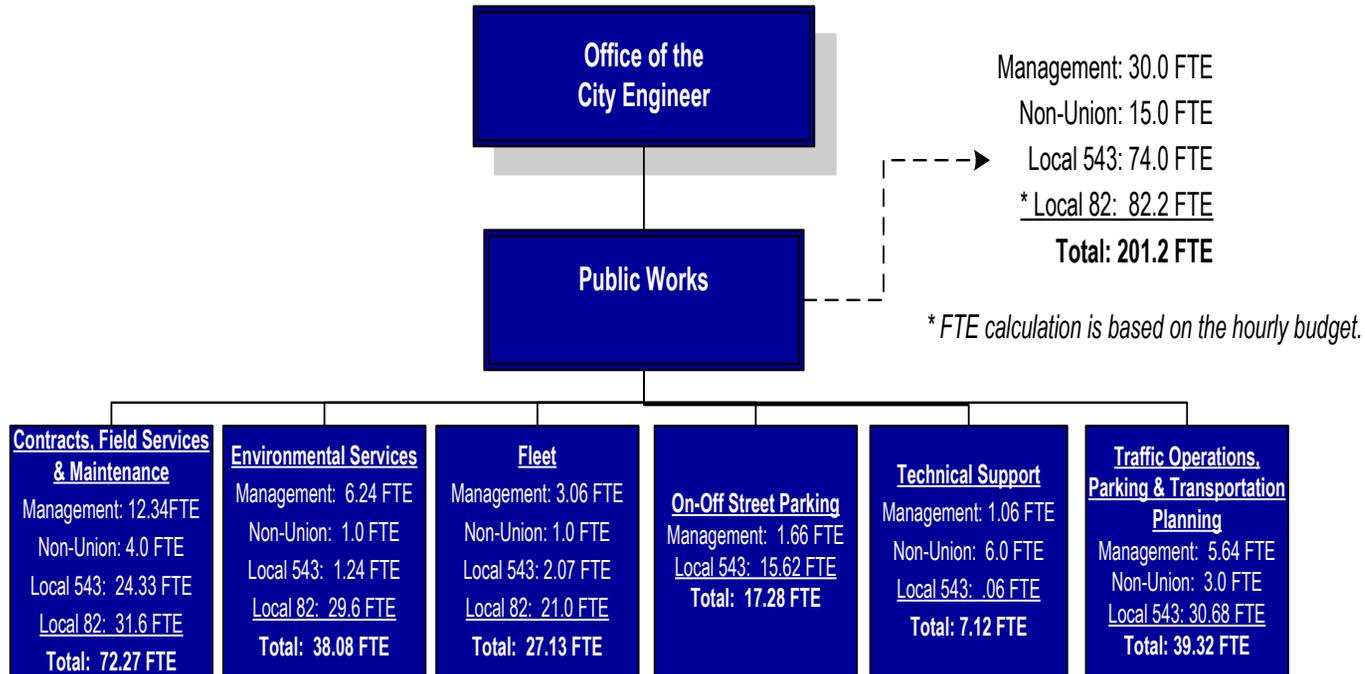
The above services include:

- Maintenance, repair, rehabilitation, and reconstruction of streets, sidewalks, bridges, sewers, drains, ditches, and all of their components including also winter control services to protect the health and safety and property of all users and residents.

- Construction inspection, CCTV inspection, quality control, surveying services, and specifications development for capital construction projects.
- Installation and maintenance of traffic signals, ATMS/ITS systems and components including video detection, incident management cameras and changeable message boards, flashers and other traffic control devices in accordance with the Ontario Traffic Manuals.
- Manufacture, installation and maintenance of regulatory, warning and information signage. Installation and maintenance of pavement markings including long lines (lane line, centre lines, local intersection pavement markings, crosswalks, arrows, railroad crossings and other markings in accordance with the Ontario Traffic Manuals.
- Acquisition, maintenance, repair, disposal and management of the corporate fleet and provision of services to outside agencies; materials management; fleet asset management; operation and maintenance of five (5) fuelling sites; and fleet safety compliance.
- Infrastructure asset management (asset inventories, work order management, preventative maintenance and inspection programs), performance measurement, operational analysis/support, and special projects to improve service delivery and to support departmental and corporate objectives.
- Operation of the municipal On/Off Street Parking Program through maintenance, repair, rehabilitation of off street parking garages and lots, maintenance of meters and the collection and deposit of revenues.
- Enforcement of the Parking By-Law 9023 including the collection of fines and disposition of infractions through the courts
- Environmental services including the collection of refuse, recycling and yard waste as per Provincial legislation, street sweeping and emergency clean up services across the Corporation.

**A. Departmental Overview**

2018 Approved Budgeted Full Time Equivalents (FTE's)



**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division  | Position Description                                | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|---|---|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
| <b>Contracts,Field Services &amp; Maintenance</b> | Executive Director, Operations/Deputy City Engineer | Management       | 1.0                    | 1.0                    | 0.5                    | 0.3                    | (0.1)             |
|   | Mgr, Contracts, Field Serv. & Maintenance           | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Mgr, Maintenance                                    | Management       | 1.0                    | 0.0                    | 0.0                    | 0.0                    | 0.0               |
|   | Maintenance Supervisor                              | Management       | 6.0                    | 6.0                    | 6.0                    | 6.0                    | 0.0               |
|   | Supv, Field Services                                | Management       | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|   | Contracts Supervisor                                | Management       | 3.0                    | 3.0                    | 3.0                    | 3.0                    | 0.0               |
|   | Contracts Coordinator                               | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Coordinator, Maintenance                            | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Field Services Coordinator                          | Non-Union        | 0.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Research Analyst/Coordinator                        | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Administrative Inspector                            | Local 543        | 2.0                    | 2.0                    | 2.0                    | 3.0                    | 1.0               |
|   | Construction Technician                             | Local 543        | 5.0                    | 5.0                    | 6.0                    | 6.0                    | 0.0               |
|   | Construction Technologist                           | Local 543        | 10.0                   | 10.0                   | 10.0                   | 10.0                   | 0.0               |
|   | Infrastructure Location Technician                  | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Data Entry -Junior Clerk                            | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Clerk Dispatcher                                    | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Sec. to ExDir. of Operations                        | Local 543        | 1.0                    | 1.0                    | 0.5                    | 0.3                    | (0.1)             |
|   | Secretary - Field Services                          | Local 543        | 1.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|   | Sewer Maintainer                                    | Local 82         | 16.9                   | 16.9                   | 16.9                   | 16.9                   | 0.0               |
|   | Winter Control Operator                             | Local 82         | 3.9                    | 3.9                    | 3.9                    | 3.9                    | 0.0               |
|   | Road Maintainer                                     | Local 82         | 10.9                   | 10.9                   | 10.9                   | 10.9                   | 0.0               |
|   | <b>Sub-Total</b>                                    |                  |                        | <b>70.6</b>            | <b>71.6</b>            | <b>71.5</b>            | <b>72.3</b>       |
| <b>Environmental Services</b>                     | Executive Director, Operations/Deputy City Engineer | Management       | 0.0                    | 0.0                    | 0.2                    | 0.2                    | 0.0               |
|   | Mgr, Environmental Services                         | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Supv, Environmental Services                        | Management       | 5.0                    | 5.0                    | 5.0                    | 5.0                    | 0.0               |
|   | Administrator, Waste Coll Cont                      | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Sec. to ExDir. of Operations                        | Local 543        | 0.0                    | 0.0                    | 0.2                    | 0.2                    | 0.0               |
|   | Clerk Intermediate                                  | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |

**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division                     | Position Description                                     | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|------------------------------|--|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
|                              | Facility Operator  | Local 82         | 13.2                   | 13.2                   | 13.2                   | 13.2                   | 0.0               |
|                              | Waster Collection Operator                               | Local 82         | 16.4                   | 16.4                   | 16.4                   | 16.4                   | 0.0               |
|                              | <b>Sub-Total</b>   |                  | <b>37.6</b>            | <b>37.6</b>            | <b>38.0</b>            | <b>38.1</b>            | <b>0.1</b>        |
| <b>Fleet</b>                 | Executive Director, Operations/Deputy City Engineer      | Management       | 0.0                    | 0.0                    | 0.1                    | 0.1                    | 0.0               |
|                              | Mgr, Fleet   | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | Supv, Fleet  | Management       | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|                              | Fleet Co-ordinator                                       | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | Certified Automotive Service Technician                  | Local 82         | 12.0                   | 12.0                   | 12.0                   | 12.0                   | 0.0               |
|                              | Certified Body Bump & Paint                              | Local 82         | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|                              | Truck/Trailer Technician/Welder/Fabricator               | Local 82         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | Vehicle Maintainer                                       | Local 82         | 5.0                    | 5.0                    | 5.0                    | 5.0                    | 0.0               |
|                              | Stockkeeper - Expediter (GP)                             | Local 82         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | Sec. to ExDir. of Operations                             | Local 543        | 0.0                    | 0.0                    | 0.1                    | 0.1                    | 0.0               |
|                              | Fleet Analyst  | Local 543        | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|                              | <b>Sub-Total</b>   |                  | <b>27.0</b>            | <b>27.0</b>            | <b>27.1</b>            | <b>27.1</b>            | <b>0.0</b>        |
| <b>On-Off Street Parking</b> | Executive Director, Operations/Deputy City Engineer      | Management       | 0.0                    | 0.0                    | 0.1                    | 0.1                    | 0.0               |
|                              | SM Traffic Operations, Parking & Transportation Planning | Management       | 0.0                    | 0.0                    | 0.2                    | 0.2                    | 0.0               |
|                              | Manager, Traffic Operations                              | Management       | 0.0                    | 0.0                    | 0.4                    | 0.4                    | 0.0               |
|                              | Supv, On/Off Street Parking                              | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | Sec. to ExDir. of Operations                             | Local 543        | 0.0                    | 0.0                    | 0.1                    | 0.1                    | 0.0               |
|                              | Operations Data Technician                               | Local 543        | 0.0                    | 0.0                    | 0.4                    | 0.4                    | 0.0               |
|                              | Parking Technician                                       | Local 543        | 2.0                    | 2.0                    | 2.0                    | 3.0                    | 1.0               |
|                              | Parking Maintenance Staff                                | Local 543        | 11.0                   | 11.0                   | 11.0                   | 11.0                   | 0.0               |
|                              | Senior Sec-Parkg Permit Coord                            | Local 543        | 0.0                    | 0.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | Senior Clerk   | Local 543        | 0.0                    | 0.0                    | 0.2                    | 0.2                    | 0.0               |
|                              | <b>Sub-Total</b>   |                  | <b>14.0</b>            | <b>14.0</b>            | <b>16.3</b>            | <b>17.3</b>            | <b>1.0</b>        |

**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division   | Position Description                                     | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|--|--|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
| <b>Technical Support</b>   | Executive Director, Operations/Deputy City Engineer      | Management       | 0.0                    | 0.0                    | 0.1                    | 0.1                    | 0.0               |
|  | Mgr, Technical Support                                   | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Coord, IMS   | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Coord, Technical Support                                 | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Operations/Asset Analyst                                 | Non-Union        | 4.0                    | 4.0                    | 4.0                    | 4.0                    | 0.0               |
|  | Sec. to ExDir. of Operations                             | Local 543        | 0.0                    | 0.0                    | 0.1                    | 0.1                    | 0.0               |
|  | <b>Sub-Total</b>   |                  |                        | <b>7.0</b>             | <b>7.0</b>             | <b>7.1</b>             | <b>7.1</b>        |
| <b>Traffic Operations, Parking<br/>&amp; Transportation Planning</b> | Executive Director, Operations/Deputy City Engineer      | Management       | 0.0                    | 0.0                    | 0.2                    | 0.2                    | 0.0               |
|  | SM Traffic Operations, Parking & Transportation Planning | Management       | 1.0                    | 1.0                    | 0.8                    | 0.8                    | 0.0               |
|  | Mgr, Transportation Planning                             | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Manager, Traffic Operations                              | Management       | 1.0                    | 1.0                    | 0.6                    | 0.6                    | 0.0               |
|  | Supv, Traffic Signals                                    | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Supv, Signs & Markings                                   | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Sup, Compliance & Enforcement - Mobile                   | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Transportation Planning Engineer                         | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Policy Analyst   | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Transportation Engineer I                                | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Sec. to ExDir. of Operations                             | Local 543        | 0.0                    | 0.0                    | 0.2                    | 0.2                    | 0.0               |
|  | Signwriter   | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Signal Systems Analyst                                   | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Signal Maint - Electrician II                            | Local 543        | 8.0                    | 8.0                    | 8.0                    | 8.0                    | 0.0               |
|  | Senior Sec-Parkg Permit Coord                            | Local 543        | 1.0                    | 1.0                    | 0.0                    | 0.0                    | 0.0               |
|  | Transportation Planner I                                 | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Crossing Guard Coordinator                               | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Traffic Technician                                       | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Transportation Technologist I                            | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Senior Clerk   | Local 543        | 1.0                    | 1.0                    | 0.8                    | 0.8                    | 0.0               |

**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division     | Position Description          | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|--------------|-------------------------------|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
|              | Operations Data Technician    | Local 543        | 1.0                    | 1.0                    | 0.7                    | 0.7                    | 0.0               |
|              | Maintenance Staff             | Local 543        | 11.0                   | 11.0                   | 11.0                   | 11.0                   | 0.0               |
|              | Parking Violations Review Clk | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|              | Parking Violations Cashier    | Local 543        | 3.0                    | 3.0                    | 3.0                    | 3.0                    | 0.0               |
|              | <b>Sub-Total</b>              |                  | <b>41.0</b>            | <b>41.0</b>            | <b>39.3</b>            | <b>39.3</b>            | <b>0.1</b>        |
| <b>Total</b> |                               |                  | <b>197.2</b>           | <b>198.2</b>           | <b>199.2</b>           | <b>201.2</b>           | <b>2.0</b>        |

**C. Budget Summary by Division**

| Division                                      | 2015<br>Actuals     | 2016<br>Actuals     | 2017<br>Actuals     | 2017<br>Budget      | 2018<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| <b>Revenues</b>                               |                     |                     |                     |                     |                     |                     |                    |
| Administration - Public Works                 | (43,337)            | (245,477)           | (282,375)           | (282,375)           | (250,672)           | 31,703              | (11.2%)            |
| Contracts, Field Services & Maintenance       | (7,600,259)         | (7,565,776)         | (7,908,663)         | (7,334,332)         | (7,533,695)         | (199,363)           | 2.7%               |
| Environmental Services                        | (3,990,296)         | (4,189,493)         | (4,672,270)         | (4,478,832)         | (4,914,084)         | (435,252)           | 9.7%               |
| Fleet   | (6,289,516)         | (6,554,939)         | (6,438,893)         | (6,351,734)         | (6,531,944)         | (180,210)           | 2.8%               |
| On-Off Street Parking                         | (2,755,169)         | (2,751,246)         | (3,867,512)         | (4,721,403)         | (3,678,646)         | 1,042,757           | n/a                |
| Technical Support                             | (510,132)           | (556,148)           | (715,271)           | (538,108)           | (572,506)           | (34,398)            | n/a                |
| Traffic Operations, Parking & Trans. Planning | (4,157,710)         | (4,031,596)         | (3,709,044)         | (3,697,315)         | (3,631,780)         | 65,535              | (1.8%)             |
| <b>Total Revenue</b>                          | <b>(25,346,419)</b> | <b>(25,894,675)</b> | <b>(27,594,028)</b> | <b>(27,404,099)</b> | <b>(27,113,327)</b> | <b>290,772</b>      | <b>(1.1%)</b>      |
| <b>Expenditures</b>                           |                     |                     |                     |                     |                     |                     |                    |
| Administration - Public Works                 | 649,162             | 1,347,665           | 1,549,307           | 1,549,309           | 1,376,088           | (173,221)           | (11.2%)            |
| Contracts, Field Services & Maintenance       | 17,755,777          | 16,891,847          | 17,850,125          | 16,823,402          | 17,093,698          | 270,296             | 1.6%               |
| Environmental Services                        | 16,348,194          | 16,299,662          | 18,376,443          | 17,376,831          | 18,138,070          | 761,239             | 4.4%               |
| Fleet   | 5,909,713           | 5,939,425           | 5,756,255           | 6,139,236           | 6,370,596           | 231,360             | 3.8%               |
| On-Off Street Parking                         | 2,755,169           | 2,713,759           | 3,827,846           | 4,886,155           | 3,678,646           | (1,207,509)         | n/a                |
| Technical Support                             | 800,277             | 844,600             | 1,037,421           | 850,531             | 910,723             | 60,192              | n/a                |
| Traffic Operations, Parking & Trans. Planning | 6,699,727           | 7,001,068           | 7,034,167           | 6,679,041           | 6,887,618           | 208,577             | 3.1%               |
| <b>Total Expenses</b>                         | <b>50,918,019</b>   | <b>51,038,026</b>   | <b>55,431,564</b>   | <b>54,304,505</b>   | <b>54,455,439</b>   | <b>150,934</b>      | <b>0.3%</b>        |
| <b>Net</b>                                    |                     |                     |                     |                     |                     |                     |                    |
| Administration - Public Works                 | 605,825             | 1,102,188           | 1,266,932           | 1,266,934           | 1,125,416           | (141,518)           | (11.2%)            |
| Contracts, Field Services & Maintenance       | 10,155,518          | 9,326,071           | 9,941,462           | 9,489,070           | 9,560,003           | 70,933              | 0.7%               |
| Environmental Services                        | 12,357,898          | 12,110,169          | 13,704,173          | 12,897,999          | 13,223,986          | 325,987             | 2.5%               |
| Fleet   | (379,803)           | (615,514)           | (682,638)           | (212,498)           | (161,348)           | 51,150              | (24.1%)            |
| On-Off Street Parking                         | 0                   | (37,487)            | (39,666)            | 164,752             | 0                   | (164,752)           | n/a                |
| Technical Support                             | 290,145             | 288,452             | 322,150             | 312,423             | 338,217             | 25,794              | 8.3%               |
| Traffic Operations, Parking & Trans. Planning | 2,542,017           | 2,969,472           | 3,325,123           | 2,981,726           | 3,255,838           | 274,112             | 9.2%               |
| <b>Total Net</b>                              | <b>25,571,600</b>   | <b>25,143,351</b>   | <b>27,837,536</b>   | <b>26,900,406</b>   | <b>27,342,112</b>   | <b>441,706</b>      | <b>1.6%</b>        |

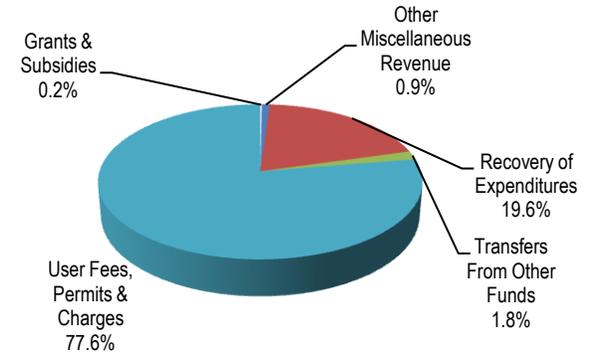
**D. Budget Summary by Major Revenue / Expense Accounts**

| GL Category                           | 2015<br>Actuals     | 2016<br>Actuals     | 2017<br>Actuals     | 2017<br>Budget      | 2018<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| <b>Revenues</b>                       |                     |                     |                     |                     |                     |                     |                    |
| Grants & Subsidies                    | 0                   | 0                   | 0                   | (45,588)            | (45,588)            | 0                   | n/a                |
| Investment Income & Dividends         | 0                   | (3,030)             | (85)                | 0                   | 0                   | 0                   | n/a                |
| Other Miscellaneous Revenue           | (1,376,395)         | (471,119)           | (822,312)           | (272,013)           | (242,013)           | 30,000              | 11.0%              |
| Recovery of Expenditures              | (11,300,824)        | (5,091,297)         | (5,475,527)         | (4,723,643)         | (5,304,785)         | (581,142)           | (12.3%)            |
| Transfers From Reserve Accounts       | (330,160)           | (44,000)            | (77,224)            | 0                   | 0                   | 0                   | n/a                |
| Transfer From Other Funds             | (454,106)           | (567,047)           | (243,447)           | (862,090)           | (478,990)           | 383,100             | 44.4%              |
| User Fees, Permits & Charges          | (11,884,934)        | (19,718,182)        | (20,975,433)        | (21,500,765)        | (21,041,951)        | 458,814             | 2.1%               |
| <b>Total Revenue</b>                  | <b>(25,346,419)</b> | <b>(25,894,675)</b> | <b>(27,594,028)</b> | <b>(27,404,099)</b> | <b>(27,113,327)</b> | <b>290,772</b>      | <b>1.1%</b>        |
| <b>Expenditures</b>                   |                     |                     |                     |                     |                     |                     |                    |
| Financial Expenses                    | 16,136              | 30,757              | 26,924              | 0                   | 0                   | 0                   | n/a                |
| Minor Capital                         | 3,476,403           | 4,022,501           | 3,705,300           | 3,061,121           | 3,088,280           | 27,159              | 0.9%               |
| Operating & Maintenance Supplies      | 2,016,989           | 1,798,998           | 1,819,966           | 1,797,265           | 1,914,718           | 117,453             | 6.5%               |
| Other Miscellaneous Expenditures      | 74,262              | 43,947              | 39,319              | 39,577              | 39,577              | 0                   | 0.0%               |
| Purchased Services                    | 22,155,774          | 21,803,605          | 25,036,370          | 22,501,123          | 23,330,942          | 829,819             | 3.7%               |
| Salaries & Benefits                   | 18,849,741          | 18,877,951          | 19,399,324          | 20,582,533          | 21,347,207          | 764,674             | 3.7%               |
| Transfers for Social Services         | 1,324               | 70                  | 405                 | 0                   | 0                   | 0                   | n/a                |
| Transfers to Reserves & Capital Funds | 2,274,502           | 1,652,287           | 2,674,323           | 3,213,076           | 2,168,749           | (1,044,327)         | (32.5%)            |
| Utilities, Insurance & Taxes          | 2,052,888           | 2,807,910           | 2,729,633           | 3,109,810           | 2,565,966           | (543,844)           | (17.5%)            |
| <b>Total Expenses</b>                 | <b>50,918,019</b>   | <b>51,038,026</b>   | <b>55,431,564</b>   | <b>54,304,505</b>   | <b>54,455,439</b>   | <b>150,934</b>      | <b>0.3%</b>        |
| <b>Total Net</b>                      | <b>25,571,600</b>   | <b>25,143,351</b>   | <b>27,837,536</b>   | <b>26,900,406</b>   | <b>27,342,112</b>   | <b>441,706</b>      | <b>1.6%</b>        |

**D. Budget Summary by Major Revenue / Expense Accounts**

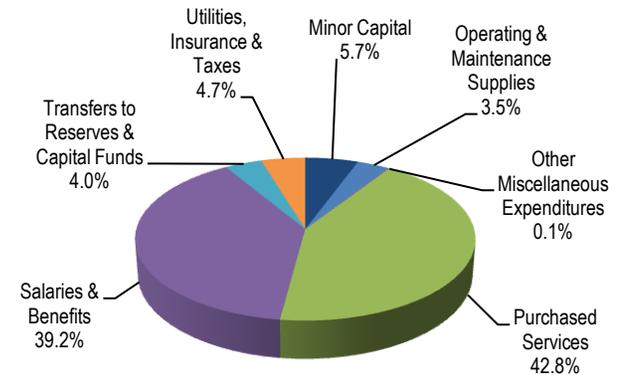
**Revenues**

|                              | <u>2018 Budget</u>  |               |
|------------------------------|---------------------|---------------|
| Grants & Subsidies           | (45,588)            | 0.2%          |
| Other Miscellaneous Revenue  | (242,013)           | 0.9%          |
| Recovery of Expenditures     | (5,304,785)         | 19.6%         |
| Transfers From Other Funds   | (478,990)           | 1.8%          |
| User Fees, Permits & Charges | (21,041,951)        | 77.6%         |
| <b>Total Revenue</b>         | <b>(27,113,327)</b> | <b>100.0%</b> |



**Expenditures**

|                                       | <u>2018 Budget</u> |               |
|---------------------------------------|--------------------|---------------|
| Minor Capital                         | 3,088,280          | 5.7%          |
| Operating & Maintenance Supplies      | 1,914,718          | 3.5%          |
| Other Miscellaneous Expenditures      | 39,577             | 0.1%          |
| Purchased Services                    | 23,330,942         | 42.8%         |
| Salaries & Benefits                   | 21,347,207         | 39.2%         |
| Transfers to Reserves & Capital Funds | 2,168,749          | 4.0%          |
| Utilities, Insurance & Taxes          | 2,565,966          | 4.7%          |
| <b>Total Expenses</b>                 | <b>54,455,439</b>  | <b>100.0%</b> |



**E. Budget Issue Summary**

| Ref. #    | Category                | Description  | Municipal Levy | Building Permit | Off-Street Parking | Sewer Surcharge | BSR/Other Reserve Funding | FTE Impact |
|-----------|-------------------------|--|----------------|-----------------|--------------------|-----------------|---------------------------|------------|
| n/a       | Salary & Wage           | ** Contractual / Council Pre-Approved Salary & Wage Adjustment                                   | 174,135        |                 |                    |                 |                           |            |
| 2018-0025 | [A] Annualization       | Increase in Waste (Tender 143-15) and Recycling (Tender 142-15) Contract Costs                   | 575,603        |                 |                    |                 |                           |            |
| 2018-0036 | [B] Legislated          | Maintenance Cost Increase for New Audible Signals  | 10,000         |                 |                    |                 |                           |            |
| 2018-0134 | [B] Legislated          | Increase for Vehicle Licencing Costs   | 16,833         |                 |                    |                 |                           |            |
| 2018-0135 | [B] Legislated          | Increase in Costs Associated with Registration of Road Building Machines per Highway Traffic Act | 12,620         |                 |                    |                 |                           |            |
| 2018-0022 | [C] Contractual         | Increased Contract Costs for Winter Maintenance of Municipal Roads                               | 16,644         |                 |                    |                 |                           |            |
| 2018-0023 | [C] Contractual         | Increased Parking Enforcement Contract Costs (Tender 97-10)                                      | 6,513          |                 |                    |                 |                           |            |
| 2018-0024 | [C] Contractual         | Cost Increase in the Supply of Highway Salt and Brine  | 51,890         |                 |                    |                 |                           |            |
| 2018-0046 | [C] Contractual         | Negotiated Increase in Temporary Wages for 2018  | 10,379         |                 |                    |                 | 2,004                     |            |
| 2018-0138 | [C] Contractual         | Increase Annual Software Maint & Support Fee (Hansen) for Addition of Asset Web Services Module  | 1,423          |                 |                    |                 | 1,470                     |            |
| 2018-0037 | [E] Inflationary        | Inflationary Cost Increase Related to Roadway Paint  | 15,067         |                 |                    |                 |                           |            |
| 2018-0169 | [E] Inflationary        | Inflationary Budget Increase for Parts   | 100,000        |                 |                    |                 |                           |            |
| 2018-0101 | [F] Revenue Reduction   | Elimination of Revenue Budgets   | 153,150        |                 | 86,130             |                 |                           |            |
| 2018-0146 | [F] Revenue Reduction   | Residential Bulk Collection Program Budget Adjustments - 2 Options                               | 0              |                 |                    |                 |                           |            |
| 2018-0173 | [F] Revenue Reduction   | Revenue Adjustment for All Daily and Monthly Revenues, Lots, Garages, and Meters                 | 0              |                 | 648,423            |                 |                           |            |
| 2018-0026 | [G] Line Item Increase  | Budget Requirement for Landfill Tipping Fees and EWSWA Fixed Costs                               | 118,213        |                 |                    |                 |                           |            |
| 2018-0171 | [G] Line Item Increase  | Addition of One MiniVan for Field Coordinator Position   | 0              |                 |                    |                 |                           |            |
| 2018-0247 | [G] Line Item Increase  | Increase in Unleaded Fuel Costs Due to Pricing Trends  | 29,892         |                 |                    |                 |                           |            |
| 2018-0251 | [G] Line Item Increase  | Increase Annual Reserve Contributions for Off-Road Equipment Replacements                        | 20,000         |                 |                    |                 |                           |            |
| 2018-0168 | [H] Line Item Reduction | Reduction in Fleet Overtime  | (18,000)       |                 |                    |                 |                           |            |
| 2018-0356 | [H] Line Item Reduction | Mobile Payment for Parking Program - Establish Budget  | 0              |                 | (16,200)           |                 |                           |            |
| 2018-0383 | [H] Line Item Reduction | Sale of Parking Garage 3, 1 Riverside Drive  | (479,841)      |                 | 10,667             |                 |                           |            |
| 2018-0047 | [I] Revenue Increase    | Sewer Surcharge Revenue Adjustment   | (475,505)      |                 |                    |                 | 475,505                   |            |
| 2018-0078 | [I] Revenue Increase    | Recovery Adjustments Related to Salary and Wage Increases for 2018                               | (43,490)       |                 | 19,478             |                 | 17,473                    |            |
| 2018-0082 | [I] Revenue Increase    | Increase Revenue Recovery Budget   | (82,246)       |                 |                    |                 |                           |            |
| 2018-0150 | [I] Revenue Increase    | Increase in Recoveries for Fleet Coordinator   | (8,333)        |                 |                    |                 |                           |            |
| 2018-0155 | [I] Revenue Increase    | Parking Reserve Revenue Adjustment   | (164,752)      |                 | 0                  |                 |                           |            |
| 2018-0165 | [I] Revenue Increase    | Revenue Increase for Fleet Servicing   | (20,000)       |                 |                    |                 |                           |            |

**E. Budget Issue Summary**

| Ref. #                                       | Category                | Description  | Municipal Levy | Building Permit | Off-Street Parking | Sewer Surcharge | BSR/Other Reserve Funding | FTE Impact |
|--|-------------------------|--|----------------|-----------------|--------------------|-----------------|---------------------------|------------|
| 2018-0264                                    | [I] Revenue Increase    | Increased Fleet Recovery Revenue for New Vehicles      | (67,509)       |                 |                    |                 |                           |            |
| 2018-0372                                    | [I] Revenue Increase    | Revenue for Signs & Markings Plan Inspection           | (3,480)        |                 |                    |                 |                           |            |
| 2018-0038                                    | [M] Service Enhancement | Addition of a Temporary Signal Electrician II Position | 0              |                 |                    |                 | 84,135                    |            |
| 2018-0049                                    | [M] Service Enhancement | Addition of One Permanent Parking Technician Position  | 0              |                 | 89,713             |                 |                           | 1.0        |
| 2018-0081                                    | [M] Service Enhancement | Addition of One Administrative Inspector Position      | 33,303         |                 |                    | 33,302          |                           | 1.0        |
| n/a  |                         | *** Interdepartmental Reallocations                    | 459,197        |                 | (838,211)          | (529,754)       |                           |            |
| <b>Total 2018 Budget Increase/(Decrease)</b> |                         |  | <b>441,706</b> | <b>0</b>        | <b>0</b>           | <b>0</b>        | <b>84,135</b>             | <b>2.0</b> |

\*\* The Contractual/Council Pre-Approved Salary & Wage Adjustments do not include a reference number or issue detail write-ups as these amounts are generated from an in-depth salary development process that is undertaken at the beginning of the annual budget process. All departments develop their salary budgets based on the prior year's approved full time equivalent (FTE) complement, using a zero-based budgeting approach. Any reductions / increases in this line are attributed to the net impact of the department's incumbent changes, annualized step increments and increases resulting from negotiated salary & wage contracts.

\*\*\* The Interdepartmental Reallocation lines do not include a reference number or issue detail write-ups as these amounts represent the cumulative net budget increase / decrease to this department resulting from budget issues that have been submitted by other departments. In some cases, budget issues submitted by one department may have a budgetary impact on another or various other departments. This is done in order to facilitate the presentation of an issue by the coordinating department as opposed to repeating the issue for all departments (i.e. Utilities, Insurance, Fuel). At the Approved Stage, this line may include interdepartmental reallocations that net to zero.

## A. Departmental Overview

### Mission

To provide safe, reliable and affordable public transit for the community through continuous improvement in service levels, vehicle fleet, customer care, environmental stewardship and employee excellence so that all residents can have equal access to work, education, health care, shopping, social and recreational opportunities through convenient and affordable public transit service.

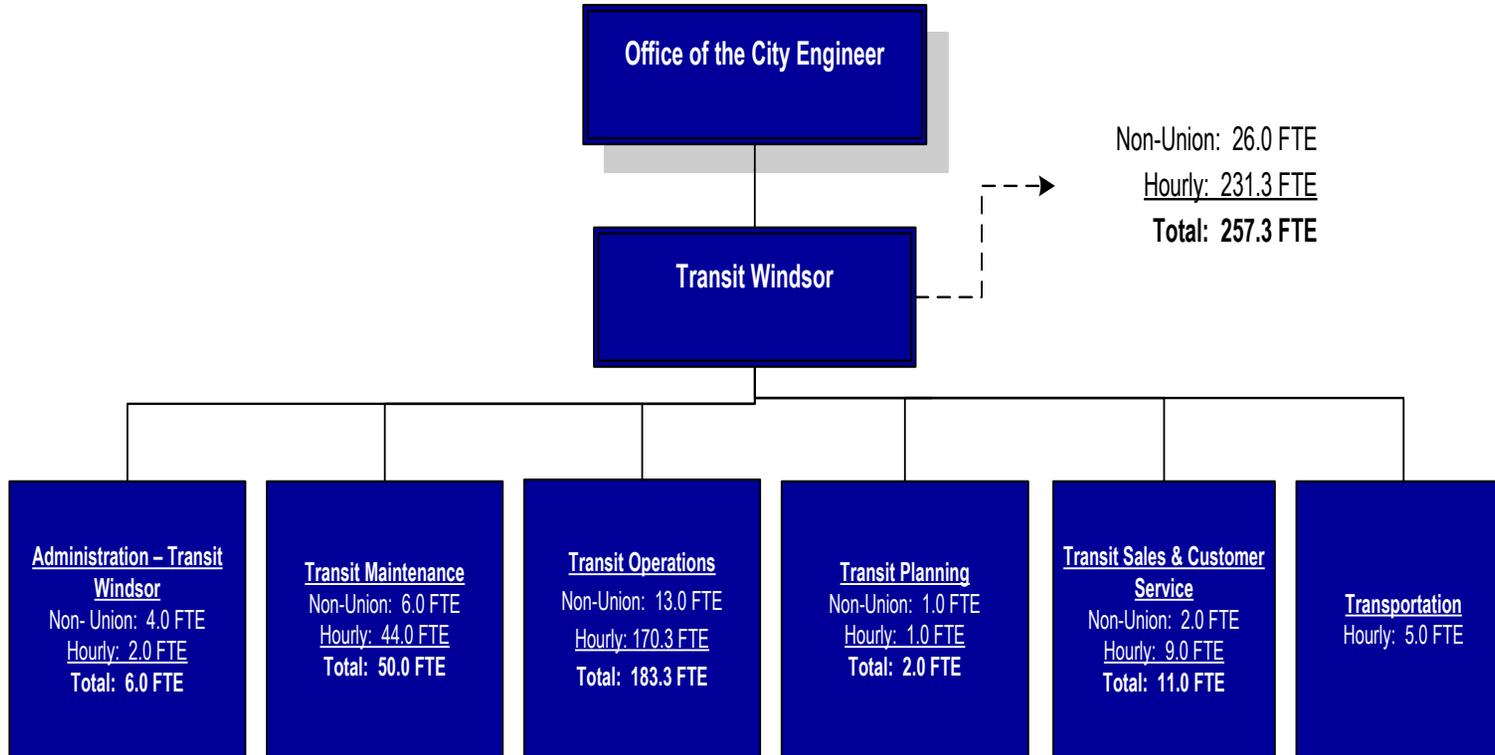
### Description

Transit Windsor provides public transit for the City of Windsor under the authority of the Sandwich Windsor & Amherstburg Railway Act (SW&A) incorporated by Act of Legislation, March 2, 1872. Windsor Chartabus, a wholly owned subsidiary of Transit Windsor provides service from Windsor, through the international tunnel to Detroit, Michigan with a limited route in the downtown area of both cities. Transit Windsor consists of two main divisions: Transportation and Corporate Services, each department provides distinct and unique service to the Corporation.

Transit Windsor is funded by revenue generated by the users of the systems, the Province of Ontario (through gas tax) and the municipality. Transit Windsor reports to the Environment, Transportation and Public Safety Standing Committee who act as the Transit Windsor Board of Directors and is responsible for planning, development, sales and operating of the public transit system based on the policies and budget allocations established by City Council.

**A. Departmental Overview**

2018 Approved Budgeted Full Time Equivalents (FTE's)



**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division                                | Position Description                       | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|---|--|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
| <b>Administration - Transit Windsor</b> | CEO of Your Quick Gateway & WDTC           | Snr Management   | 1.0                    | 1.0                    | 1.0                    | 0.0                    | (1.0)             |
|   | Executive Director                         | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Senior Manager of Fleet & Support Services | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Manager of Administration                  | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Payroll Coordinator                        | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Accounting Clerk                           | Hourly           | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Cash Office Clerk                          | Hourly           | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | <b>Sub-Total</b>                           |                  |                        | <b>7.0</b>             | <b>7.0</b>             | <b>7.0</b>             | <b>6.0</b>        |
| <b>Transit Maintenance</b>              | Maintenance Manager - Facilities           | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Fleet Coordinator                          | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | ITS Coordinator                            | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Maintenance Supervisor                     | Non-Union        | 2.0                    | 3.0                    | 3.0                    | 3.0                    | 0.0               |
|   | Fleet Systems Support Specialist           | Hourly           | 0.0                    | 0.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Body Shop Technician                       | Hourly           | 5.0                    | 5.0                    | 5.0                    | 5.0                    | 0.0               |
|   | Mechanic                                   | Hourly           | 19.0                   | 19.0                   | 19.0                   | 19.0                   | 0.0               |
|   | Building Maintenance                       | Hourly           | 3.0                    | 3.0                    | 3.0                    | 3.0                    | 0.0               |
|   | Building Maintenance Accommodation         | Hourly           | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Tireman                                    | Hourly           | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Service Line Position                      | Hourly           | 10.0                   | 10.0                   | 10.0                   | 10.0                   | 0.0               |
|   | Maintenance Stores                         | Hourly           | 3.0                    | 3.0                    | 3.0                    | 3.0                    | 0.0               |
|   | Maintenance/Stores Clerk                   | Hourly           | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
| <b>Sub-Total</b>                        |  |                  | <b>48.0</b>            | <b>49.0</b>            | <b>50.0</b>            | <b>50.0</b>            | <b>0.0</b>        |

**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division                                    | Position Description                    | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|---|---|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
| <b>Transit Operations</b>                   | Manager of Operations                   | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Operations Supervisor                   | Non-Union        | 8.0                    | 8.0                    | 8.0                    | 8.0                    | 0.0               |
|   | Transportation Scheduler                | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Dispatch Supervisor                     | Non-Union        | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|   | Lead Supervisor                         | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Operator                                | Hourly           | 160.0                  | 160.0                  | 160.0                  | 164.0                  | 4.0               |
|   | Operator (Temporary)                    | Hourly           | 5.3                    | 5.3                    | 5.3                    | 5.3                    | 0.0               |
|   | Transportation Clerk                    | Hourly           | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | <b>Sub-Total</b>                        |                  | <b>179.3</b>           | <b>179.3</b>           | <b>179.3</b>           | <b>183.3</b>           | <b>4.0</b>        |
| <b>Transit Planning</b>                     | Planning Manager                        | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Planning Analyst                        | Hourly           | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | <b>Sub-Total</b>                        |                  | <b>2.0</b>             | <b>2.0</b>             | <b>2.0</b>             | <b>2.0</b>             | <b>0.0</b>        |
| <b>Transit Sales &amp; Customer Service</b> | Sales & Marketing Manager               | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Sales & Marketing Supervisor            | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Marketing Coordinator                   | Hourly           | 0.0                    | 0.0                    | 0.0                    | 1.0                    | 1.0               |
|   | Marketing Representative                | Hourly           | 2.0                    | 2.0                    | 2.0                    | 1.0                    | (1.0)             |
|   | Customer Service Clerk (plus Part-Time) | Hourly           | 7.0                    | 7.0                    | 7.0                    | 7.0                    | 0.0               |
|   | <b>Sub-Total</b>                        |                  | <b>11.0</b>            | <b>11.0</b>            | <b>11.0</b>            | <b>11.0</b>            | <b>0.0</b>        |
| <b>Transportation</b>                       | Operator                                | Hourly           | 5.0                    | 5.0                    | 5.0                    | 5.0                    | 0.0               |
|   | <b>Sub-Total</b>                        |                  | <b>5.0</b>             | <b>5.0</b>             | <b>5.0</b>             | <b>5.0</b>             | <b>0.0</b>        |
| <b>Total</b>                                |   |                  | <b>252.3</b>           | <b>253.3</b>           | <b>254.3</b>           | <b>257.3</b>           | <b>3.0</b>        |

### C. Budget Summary by Division

| Division                         | 2015<br>Actuals     | 2016<br>Actuals     | 2017<br>Actuals     | 2017<br>Budget      | 2018<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| <b>Revenues</b>                  |                     |                     |                     |                     |                     |                     |                    |
| Administration - Transit Windsor | (1,609,142)         | (1,167,623)         | (1,017,269)         | (1,732,298)         | (1,590,000)         | 142,298             | (8.2%)             |
| Transit Maintenance              | (865,413)           | (741,487)           | (659,351)           | (574,000)           | (574,000)           | 0                   | 0.0%               |
| Transit Operations               | 0                   | (15,231,914)        | (15,851,058)        | (17,038,950)        | (17,014,625)        | 24,325              | (0.1%)             |
| Transit Planning                 | 0                   | (64,124)            | (47,284)            | (35,000)            | (35,000)            | 0                   | 0.0%               |
| Transit Sales & Customer Service | 0                   | (233,848)           | (219,453)           | (260,000)           | (260,000)           | 0                   | 0.0%               |
| Transportation                   | (15,284,592)        | (1,006,247)         | (1,217,523)         | (755,500)           | (1,185,964)         | (430,464)           | 57.0%              |
| <b>Total Revenue</b>             | <b>(17,759,147)</b> | <b>(18,445,243)</b> | <b>(19,011,938)</b> | <b>(20,395,748)</b> | <b>(20,659,589)</b> | <b>(263,841)</b>    | <b>1.3%</b>        |
| <b>Expenditures</b>              |                     |                     |                     |                     |                     |                     |                    |
| Administration - Transit Windsor | 4,705,824           | 2,587,778           | 2,276,124           | 3,501,179           | 3,442,875           | (58,304)            | (1.7%)             |
| Transit Maintenance              | 9,728,634           | 9,457,349           | 10,171,229          | 9,732,229           | 10,067,806          | 335,577             | 3.4%               |
| Transit Operations               | 0                   | 16,792,482          | 16,170,081          | 17,584,453          | 17,294,800          | (289,653)           | (1.6%)             |
| Transit Planning                 | 0                   | 270,150             | 268,114             | 328,233             | 328,185             | (48)                | (0.0%)             |
| Transit Sales & Customer Service | 0                   | 1,534,665           | 1,448,852           | 1,504,898           | 1,505,386           | 488                 | 0.0%               |
| Transportation                   | 17,529,944          | 1,228,782           | 1,350,212           | 853,346             | 1,292,056           | 438,710             | 51.4%              |
| <b>Total Expenses</b>            | <b>31,964,402</b>   | <b>31,871,206</b>   | <b>31,684,612</b>   | <b>33,504,338</b>   | <b>33,931,108</b>   | <b>426,770</b>      | <b>1.3%</b>        |
| <b>Net</b>                       |                     |                     |                     |                     |                     |                     |                    |
| Administration - Transit Windsor | 3,096,682           | 1,420,155           | 1,258,855           | 1,768,881           | 1,852,875           | 83,994              | 4.7%               |
| Transit Maintenance              | 8,863,221           | 8,715,862           | 9,511,878           | 9,158,229           | 9,493,806           | 335,577             | 3.7%               |
| Transit Operations               | 0                   | 1,560,568           | 319,023             | 545,503             | 280,175             | (265,328)           | (48.6%)            |
| Transit Planning                 | 0                   | 206,026             | 220,830             | 293,233             | 293,185             | (48)                | (0.0%)             |
| Transit Sales & Customer Service | 0                   | 1,300,817           | 1,229,399           | 1,244,898           | 1,245,386           | 488                 | 0.0%               |
| Transportation                   | 2,245,352           | 222,535             | 132,689             | 97,846              | 106,092             | 8,246               | 8.4%               |
| <b>Total Net</b>                 | <b>14,205,255</b>   | <b>13,425,963</b>   | <b>12,672,674</b>   | <b>13,108,590</b>   | <b>13,271,519</b>   | <b>162,929</b>      | <b>1.2%</b>        |

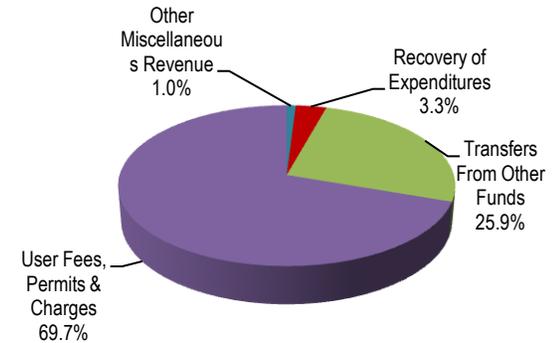
**D. Budget Summary by Major Revenue / Expense Accounts**

| GL Category                           | 2015<br>Actuals     | 2016<br>Actuals     | 2017<br>Actuals     | 2017<br>Budget      | 2018<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| <b>Revenues</b>                       |                     |                     |                     |                     |                     |                     |                    |
| Other Miscellaneous Revenue           | (197,858)           | (225,116)           | (227,057)           | (170,000)           | (205,000)           | (35,000)            | (20.6%)            |
| Recovery of Expenditures              | (334,489)           | (520,856)           | (742,689)           | (436,298)           | (689,464)           | (253,166)           | (58.0%)            |
| Transfer From Reserve Accounts        | (289,219)           | (13,988)            | (125,000)           | 0                   | 0                   | 0                   | n/a                |
| Transfers From Other Funds            | (4,971,866)         | (4,827,971)         | (4,415,279)         | (5,358,004)         | (5,358,004)         | 0                   | n/a                |
| User Fees, Permits & Charges          | (11,965,715)        | (12,857,312)        | (13,501,913)        | (14,431,446)        | (14,407,121)        | 24,325              | n/a                |
| <b>Total Revenue</b>                  | <b>(17,759,147)</b> | <b>(18,445,243)</b> | <b>(19,011,938)</b> | <b>(20,395,748)</b> | <b>(20,659,589)</b> | <b>(263,841)</b>    | <b>(1.3%)</b>      |
| <b>Expenditures</b>                   |                     |                     |                     |                     |                     |                     |                    |
| Financial Expenses                    | 283,735             | 20,747              | 17,580              | 16,500              | 16,500              | 0                   | 0.0%               |
| Minor Capital                         | 306,824             | 275,147             | 246,650             | 332,950             | 332,950             | 0                   | 0.0%               |
| Operating & Maintenance Supplies      | 4,866,325           | 4,558,987           | 5,032,467           | 5,609,251           | 4,866,059           | (743,192)           | (13.2%)            |
| Other Miscellaneous Expenditures      | 90,165              | 31,844              | 31,583              | 77,948              | 77,948              | 0                   | 0.0%               |
| Purchased Services                    | 617,490             | 1,171,673           | 1,317,231           | 1,375,415           | 1,856,228           | 480,813             | 35.0%              |
| Salaries & Benefits                   | 24,005,692          | 24,225,850          | 23,702,369          | 24,691,224          | 25,293,439          | 602,215             | 2.4%               |
| Transfers to Reserves & Capital Funds | 98,047              | 125,000             | 111,061             | 34,000              | 34,000              | 0                   | 0.0%               |
| Utilities, Insurance & Taxes          | 1,696,124           | 1,461,958           | 1,225,671           | 1,367,050           | 1,453,984           | 86,934              | 6.4%               |
| <b>Total Expenses</b>                 | <b>31,964,402</b>   | <b>31,871,206</b>   | <b>31,684,612</b>   | <b>33,504,338</b>   | <b>33,931,108</b>   | <b>426,770</b>      | <b>1.3%</b>        |
| <b>Total Net</b>                      | <b>14,205,255</b>   | <b>13,425,963</b>   | <b>12,672,674</b>   | <b>13,108,590</b>   | <b>13,271,519</b>   | <b>162,929</b>      | <b>1.2%</b>        |

**D. Budget Summary by Major Revenue / Expense Accounts**

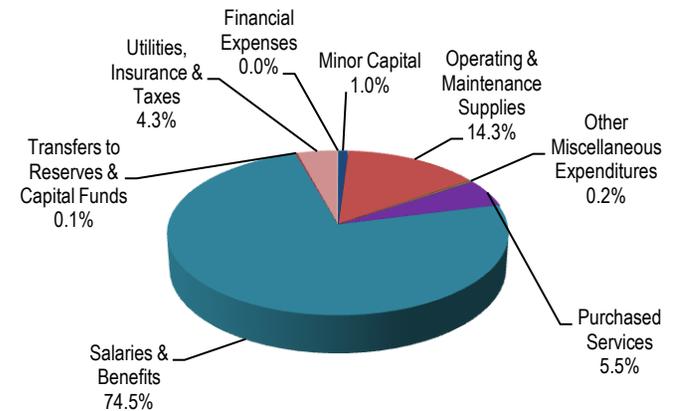
**Revenues**

|                              | <u>2018 Budget</u>  |               |
|------------------------------|---------------------|---------------|
| Other Miscellaneous Revenue  | (205,000)           | 1.0%          |
| Recovery of Expenditures     | (689,464)           | 3.3%          |
| Transfers From Other Funds   | (5,358,004)         | 25.9%         |
| User Fees, Permits & Charges | (14,407,121)        | 69.7%         |
| <b>Total Revenue</b>         | <b>(20,659,589)</b> | <b>100.0%</b> |



**Expenditures**

|                                       | <u>2018 Budget</u> |               |
|---------------------------------------|--------------------|---------------|
| Financial Expenses                    | 16,500             | 0.0%          |
| Minor Capital                         | 332,950            | 1.0%          |
| Operating & Maintenance Supplies      | 4,866,059          | 14.3%         |
| Other Miscellaneous Expenditures      | 77,948             | 0.2%          |
| Purchased Services                    | 1,856,228          | 5.5%          |
| Salaries & Benefits                   | 25,293,439         | 74.5%         |
| Transfers to Reserves & Capital Funds | 34,000             | 0.1%          |
| Utilities, Insurance & Taxes          | 1,453,984          | 4.3%          |
| <b>Total Expenses</b>                 | <b>33,931,108</b>  | <b>100.0%</b> |



**E. Budget Issue Summary**

| Ref. #                                       | Category               | Description   | Municipal Levy | Building Permit | Off-Street Parking | Sewer Surcharge | BSR/Other Reserve Funding | FTE Impact |
|--|------------------------|---|----------------|-----------------|--------------------|-----------------|---------------------------|------------|
| n/a  | Salary & Wage          | ** Contractual / Council Pre-Approved Salary & Wage Adjustment                            | 493,449        |                 |                    |                 |                           |            |
| 2018-0334                                    | [B] Legislated         | Vehicle License Fees Cost Increases   | 9,000          |                 |                    |                 |                           |            |
| 2018-0188                                    | [C] Contractual        | Salary & Wage Adjustment for Overtime   | 20,500         |                 |                    |                 |                           |            |
| 2018-0258                                    | [C] Contractual        | Service Improvements - Transway 1C  | 0              |                 |                    |                 |                           | 4.0        |
| 2018-0252                                    | [G] Line Item Increase | Transit Windsor Fuel Market Rate Increase (Potential Risk)                                | 1              |                 |                    |                 |                           |            |
| 2018-0335                                    | [G] Line Item Increase | Increase in Tire Costs  | 10,000         |                 |                    |                 |                           |            |
| 2018-0256                                    | [J] Revenue Increase   |   | (350,000)      |                 |                    |                 |                           |            |
|  |                        | Implementation of UPass and LaSalle Service Enhancements with Ridership Revenue Estimates |                |                 |                    |                 |                           |            |
|  |                        | *** Interdepartmental Reallocations   | (20,021)       |                 |                    |                 |                           | (1.0)      |
| <b>Total 2018 Budget Increase/(Decrease)</b> |                        |   | <b>162,929</b> | <b>0</b>        | <b>0</b>           | <b>0</b>        | <b>0</b>                  | <b>3.0</b> |

\*\* The Contractual/Council Pre-Approved Salary & Wage Adjustments do not include a reference number or issue detail write-ups as these amounts are generated from an in-depth salary development process that is undertaken at the beginning of the annual budget process. All departments develop their salary budgets based on the prior year's approved full time equivalent (FTE) complement, using a zero-based budgeting approach. Any reductions / increases in this line are attributed to the net impact of the department's incumbent changes, annualized step increments and increases resulting from negotiated salary & wage contracts.

\*\*\* The Interdepartmental Reallocation lines do not include a reference number or issue detail write-ups as these amounts represent the cumulative net budget increase / decrease to this department resulting from budget issues that have been submitted by other departments. In some cases, budget issues submitted by one department may have a budgetary impact on another or various other departments. This is done in order to facilitate the presentation of an issue by the coordinating department as opposed to repeating the issue for all departments (i.e. Utilities, Insurance, Fuel). At the Approved Stage, this line may include interdepartmental reallocations that net to zero.

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**Recreation & Culture**

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## A. Departmental Overview

### **Mission**

The Parks Department is committed to the development and protection of our parks, natural areas and greenspaces for present and future generations of Windsor residents & visitors. We are committed to showcasing our city's appearance to the highest standards possible.

To ensure our parks and facility systems are safe, clean and accessible to all.

### **Description**

City Parks system serves our community to improve quality of life from two distinct functions, spaces which we can passively and actively recreate in and spaces which simultaneously serve to improve the quality of our urban environment through urban cooling, storm water management, noise calming and ecological function. The Parks Department also plays a large role in civic identity and improving civic pride.

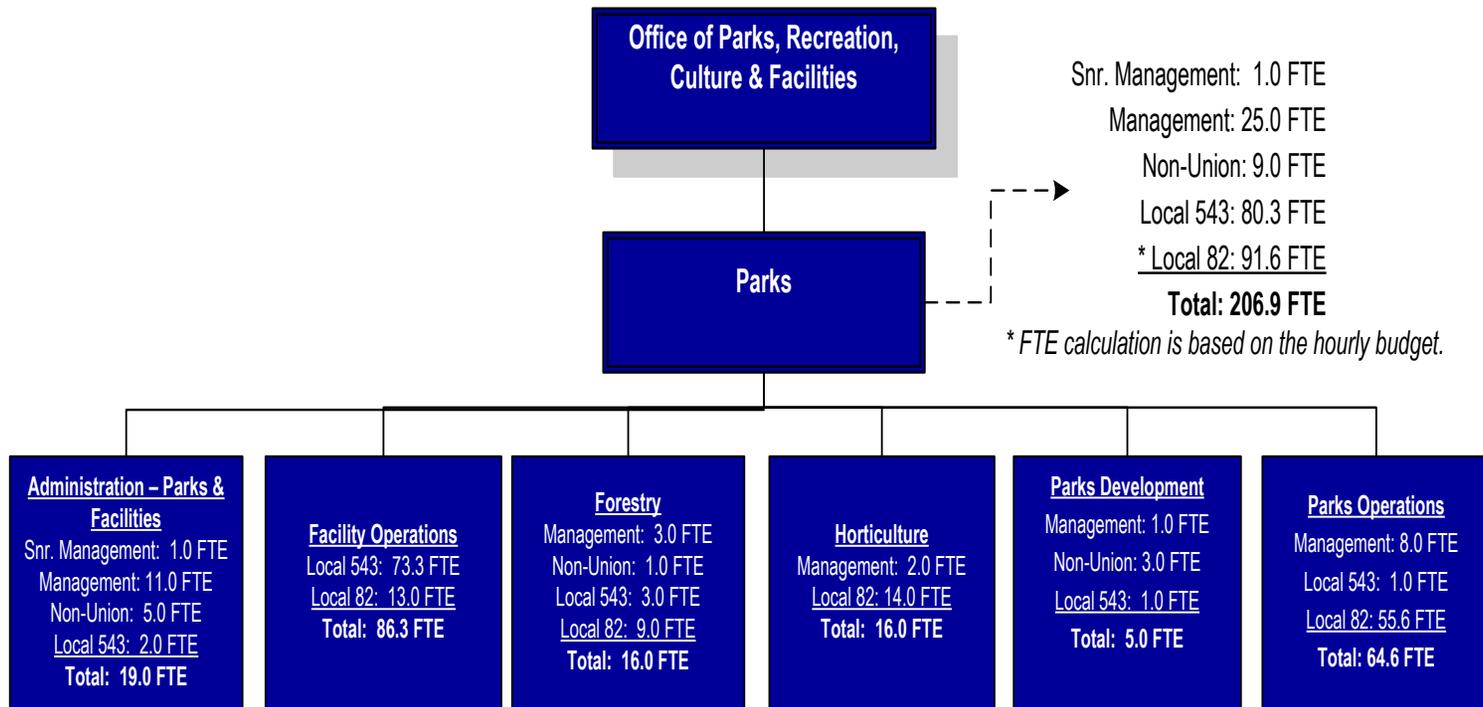
The Parks Department is responsible for managing; 209 parks, over 2400 acres of parkland; 100 km of trails; several 100 horticultural beds and features; over 100,000 city owned trees within the urban forest and the most species diverse parks in Canada. The Parks Department is also tasked with designing and creating unique parks experiences and supporting numerous special events across the city.

Parks are comprised of a host of amenities which include in many instances hundreds of units: playground structures, ball diamonds, sports pitches, sports courts, lighted stadiums, benches and tables, shade structures, rest rooms, fencing, parking lots, sidewalks, light standards, irrigation systems, premiere turf, fountains, specialty equipment, waste and recycle bins, interpretive and instructional signage and memorials.

Additionally the Parks Department is tasked with maintaining and managing the landscape of the E.C. Row Expressway, 462 city owned vacant lots, 125 km of roadside ditches, all City medians and boulevards, all City facilities (excluding in-service fire halls), Huron Lodge, Tilson Armouries and the Fairbairn Cemetery.

**A. Departmental Overview**

2018 Approved Budgeted Full Time Equivalents (FTE's)



**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division                                       | Position Description                                    | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|--|---|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
| <b>Administration - Parks &amp; Facilities</b> | Corporate Leader, Parks, Corp Fac, Recreation & Culture | Snr Management   | 0.0                    | 0.0                    | 0.0                    | 1.0                    | 1.0               |
|  | Senior Manager of Facilities Operations                 | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Manager, Facility Opertions                             | Management       | 0.0                    | 0.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Supervisor, Maintenance Contract & Special Projects     | Management       | 8.0                    | 8.0                    | 8.0                    | 8.0                    | 0.0               |
|  | Site Manager, Facilitator                               | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Coordinator Technical Support                           | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Executive Initiative Coordinator                        | Non-Union        | 0.0                    | 0.0                    | 0.0                    | 1.0                    | 1.0               |
|  | Executive Admistrative Assistant                        | Non-Union        | 0.0                    | 0.0                    | 0.0                    | 1.0                    | 1.0               |
|  | Facility Operations/Asset Analyst                       | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Parks Operations Asset Analyst                          | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Building Automation & Low Voltages Technician           | Local 543        | 0.0                    | 0.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Resource Operations Analyst                             | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | <b>Sub-Total</b>  |                  |                        | <b>14.0</b>            | <b>14.0</b>            | <b>16.0</b>            | <b>19.0</b>       |
| <b>Facility Operations</b>                     | Compliance Analyst                                      | Non-Union        | 0.0                    | 0.0                    | 0.0                    | 0.0                    | 0.0               |
|  | Roof Technologist                                       | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Operating Engineer 4th Class                            | Local 543        | 4.0                    | 4.0                    | 4.0                    | 5.0                    | 1.0               |
|  | Operating Engineer (MURF)                               | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Maintenance Engineer                                    | Local 543        | 5.0                    | 5.0                    | 2.0                    | 2.0                    | 0.0               |
|  | Painter Brush   | Local 543        | 0.0                    | 0.0                    | 0.0                    | 1.0                    | 1.0               |
|  | Maintenance Engineer (Carpentry)                        | Local 543        | 3.0                    | 3.0                    | 3.0                    | 3.0                    | 0.0               |
|  | General Staff   | Local 543        | 1.0                    | 1.0                    | 0.0                    | 0.0                    | 0.0               |
|  | Storekeeper   | Local 543        | 1.5                    | 1.5                    | 0.0                    | 0.0                    | 0.0               |
|  | Facility Person   | Local 543        | 3.2                    | 3.2                    | 3.2                    | 3.2                    | 0.0               |
|  | Caretaker   | Local 543        | 33.1                   | 45.2                   | 54.5                   | 56.1                   | 1.6               |
|  | General Caretaker - HL                                  | Local 543        | 23.0                   | 23.0                   | 0.0                    | 0.0                    | 0.0               |
|  | Junior Clerk-Typist (Environmental)                     | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
| Certified Electrician                          | Local 82  | 2.0              | 2.0                    | 3.0                    | 3.0                    | 0.0                    |                   |

**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division                 | Position Description                        | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|--------------------------|---|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
|                          | Certified Plumber                           | Local 82         | 2.0                    | 2.0                    | 3.0                    | 3.0                    | 0.0               |
|                          | Certified Carpenter                         | Local 82         | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|                          | Facilities Technician                       | Local 82         | 4.0                    | 4.0                    | 5.0                    | 5.0                    | 0.0               |
|                          | Caretaker/Pool Maintenance Operator         | Local 82         | 3.0                    | 3.0                    | 0.0                    | 0.0                    | 0.0               |
|                          | Caretaker Community Centres                 | Local 82         | 3.9                    | 3.9                    | 0.0                    | 0.0                    | 0.0               |
|                          | <b>Sub-Total</b>                            |                  | <b>93.7</b>            | <b>105.8</b>           | <b>82.7</b>            | <b>86.3</b>            | <b>3.6</b>        |
| <b>Forestry</b>          | City Forester/Mgr, Forestry & Natural Areas | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | Supervisor Parks (Forestry)                 | Management       | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|                          | Naturalist & Outreach Coordinator           | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | Parks Operations Asset Analyst              | Local 543        | 0.0                    | 0.0                    | 0.0                    | 1.0                    | 1.0               |
|                          | Wildlife & Visitor Officer                  | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | Biodiversity Coordinator                    | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | Forestry II                                 | Local 82         | 9.0                    | 9.0                    | 9.0                    | 9.0                    | 0.0               |
|                          | <b>Sub-Total</b>                            |                  | <b>15.0</b>            | <b>15.0</b>            | <b>15.0</b>            | <b>16.0</b>            | <b>1.0</b>        |
| <b>Horticulture</b>      | Manager of Horticulture                     | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | Supervisor Parks (Horticulture)             | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | Horticulturist I                            | Local 82         | 0.0                    | 0.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | Horticulturist III                          | Local 82         | 10.0                   | 10.0                   | 13.0                   | 13.0                   | 0.0               |
|                          | <b>Sub-Total</b>                            |                  | <b>12.0</b>            | <b>12.0</b>            | <b>16.0</b>            | <b>16.0</b>            | <b>0.0</b>        |
| <b>Parks Development</b> | Mgr, Parks Development                      | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | Landscape Architect                         | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | Parks Technologist                          | Non-Union        | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|                          | Draftsperson IV                             | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                          | <b>Sub-Total</b>                            |                  | <b>5.0</b>             | <b>5.0</b>             | <b>5.0</b>             | <b>5.0</b>             | <b>0.0</b>        |

**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division                | Position Description                    | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|-------------------------|---|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
| <b>Parks Operations</b> | ExDir, Parks                            | Management       | 1.0                    | 1.0                    | 1.0                    | 0.0                    | (1.0)             |
|                         | General Manger - Roseland               | Management       | 0.0                    | 0.0                    | 1.0                    | 1.0                    | 0.0               |
|                         | Mgr, Parks Operations                   | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                         | Supervisor Parks (District)             | Management       | 3.0                    | 3.0                    | 3.0                    | 3.0                    | 0.0               |
|                         | Supervisor Parks (General)              | Management       | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|                         | Supervisor Parks (Mechanical)           | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                         | Administrative Assistant                | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                         | Certified Automotive Service Technician | Local 82         | 6.0                    | 6.0                    | 6.0                    | 6.0                    | 0.0               |
|                         | Certified Playground Inspector          | Local 82         | 0.0                    | 0.0                    | 2.0                    | 2.0                    | 0.0               |
|                         | Certified Refrigeration Operator        | Local 82         | 9.7                    | 9.7                    | 2.2                    | 2.2                    | 0.0               |
|                         | Heavy Equipment Operator                | Local 82         | 4.0                    | 4.0                    | 2.0                    | 2.0                    | 0.0               |
|                         | Rink Attendant "A" Full-Time            | Local 82         | 6.9                    | 6.9                    | 8.6                    | 8.5                    | (0.1)             |
|                         | One Man Packer                          | Local 82         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                         | Parksperson/Service Attendant           | Local 82         | 10.5                   | 10.5                   | 3.8                    | 3.8                    | 0.0               |
|                         | Tractor/Operator Landscaper             | Local 82         | 16.1                   | 21.1                   | 29.6                   | 30.1                   | 0.5               |
|                         | <b>Sub-Total</b>                        |                  | <b>63.3</b>            | <b>68.3</b>            | <b>65.2</b>            | <b>64.6</b>            | <b>(0.6)</b>      |
| <b>Total</b>            |   |                  | <b>203.0</b>           | <b>220.1</b>           | <b>199.9</b>           | <b>206.9</b>           | <b>7.0</b>        |

**C. Budget Summary by Division**

| Division                            | 2015<br>Actuals    | 2016<br>Actuals     | 2017<br>Actuals     | 2017<br>Budget      | 2018<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|-------------------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| <b>Revenues</b>                     |                    |                     |                     |                     |                     |                     |                    |
| Administration - Parks & Facilities | 0                  | (554,428)           | (555,306)           | (479,646)           | (679,646)           | (200,000)           | 41.7%              |
| Facility Operations **              | 0                  | (11,384,108)        | (10,966,217)        | (12,540,351)        | (12,473,992)        | 66,359              | (0.5%)             |
| Forestry                            | (238,080)          | (483,799)           | (313,453)           | (193,784)           | (334,185)           | (140,401)           | 0.0%               |
| Horticulture                        | (111,293)          | (235,589)           | (148,344)           | (178,767)           | (144,382)           | 34,385              | 0.0%               |
| Parks Development                   | (345,986)          | (553,962)           | (422,060)           | (574,808)           | (673,060)           | (98,252)            | 17.1%              |
| Parks Operations                    | (701,898)          | (611,810)           | (741,496)           | (735,772)           | (603,911)           | 131,861             | (17.9%)            |
| <b>Total Revenue</b>                | <b>(1,397,257)</b> | <b>(13,823,696)</b> | <b>(13,146,876)</b> | <b>(14,703,128)</b> | <b>(14,909,176)</b> | <b>(206,048)</b>    | <b>1.4%</b>        |
| <b>Expenditures</b>                 |                    |                     |                     |                     |                     |                     |                    |
| Administration - Parks & Facilities | 0                  | 1,946,426           | 1,972,106           | 2,144,470           | 2,928,712           | 784,242             | 36.6%              |
| Facility Operations **              | 0                  | 18,434,308          | 18,545,488          | 19,779,957          | 20,114,865          | 334,908             | 1.7%               |
| Forestry                            | 2,395,939          | 2,816,405           | 2,584,600           | 2,526,904           | 2,791,137           | 264,233             | 10.5%              |
| Horticulture                        | 2,100,431          | 2,377,713           | 2,505,338           | 2,482,940           | 2,578,116           | 95,176              | 3.8%               |
| Parks Development                   | 651,369            | 611,316             | 701,195             | 611,759             | 752,348             | 140,589             | 23.0%              |
| Parks Operations                    | 10,626,925         | 11,004,886          | 11,596,235          | 11,972,635          | 12,074,160          | 101,525             | 0.8%               |
| <b>Total Expenses</b>               | <b>15,774,664</b>  | <b>37,191,054</b>   | <b>37,904,962</b>   | <b>39,518,665</b>   | <b>41,239,338</b>   | <b>1,720,673</b>    | <b>4.4%</b>        |
| <b>Net</b>                          |                    |                     |                     |                     |                     |                     |                    |
| Administration - Parks & Facilities | 0                  | 1,391,998           | 1,416,800           | 1,664,824           | 2,249,066           | 584,242             | 35.1%              |
| Facility Operations **              | 0                  | 7,050,200           | 7,579,271           | 7,239,606           | 7,640,873           | 401,267             | 5.5%               |
| Forestry                            | 2,157,859          | 2,332,606           | 2,271,147           | 2,333,120           | 2,456,952           | 123,832             | 5.3%               |
| Horticulture                        | 1,989,138          | 2,142,124           | 2,356,994           | 2,304,173           | 2,433,734           | 129,561             | 5.6%               |
| Parks Development                   | 305,383            | 57,354              | 279,135             | 36,951              | 79,288              | 42,337              | 114.6%             |
| Parks Operations                    | 9,925,027          | 10,393,076          | 10,854,739          | 11,236,863          | 11,470,249          | 233,386             | 2.1%               |
| <b>Total Net</b>                    | <b>14,377,407</b>  | <b>23,367,358</b>   | <b>24,758,086</b>   | <b>24,815,537</b>   | <b>26,330,162</b>   | <b>1,514,625</b>    | <b>6.1%</b>        |

\*\* The Facility Operations Division rolled up to Engineering prior to 2016

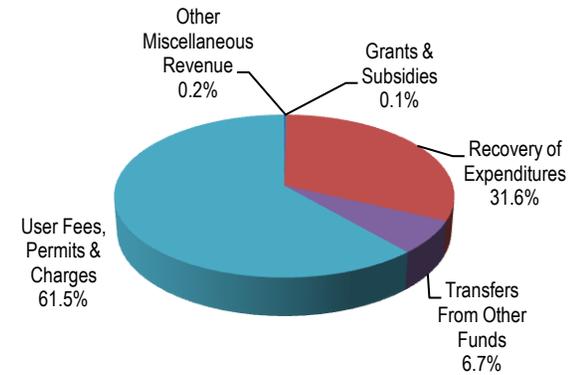
**D. Budget Summary by Major Revenue / Expense Accounts**

| GL Category                              | 2015<br>Actuals    | 2016<br>Actuals     | 2017<br>Actuals     | 2017<br>Budget      | 2018<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|--|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| <b>Revenues</b>                          |                    |                     |                     |                     |                     |                     |                    |
| Grants & Subsidies                       | 0                  | (10,134)            | (23,736)            | 0                   | (11,424)            | (11,424)            | n/a                |
| Other Miscellaneous Revenue              | (46,185)           | (21,545)            | (84,771)            | (24,200)            | (24,200)            | 0                   | 0.0%               |
| Recovery of Expenditures                 | (787,179)          | (4,348,059)         | (3,891,116)         | (4,712,635)         | (4,712,697)         | (62)                | (0.0%)             |
| Taxes - Municipal (Incl. Grants in Lieu) | 0                  | 100                 | 0                   |                     |                     | 0                   | n/a                |
| Transfer From Reserve Accounts           | 0                  | (142,000)           | (188,355)           | 0                   | 0                   | 0                   | n/a                |
| Transfers From Other Funds               | (188,932)          | (428,440)           | (278,173)           | (823,665)           | (996,134)           | (172,469)           | n/a                |
| User Fees, Permits & Charges             | (374,961)          | (8,873,618)         | (8,680,725)         | (9,142,628)         | (9,164,721)         | (22,093)            | (0.2%)             |
| <b>Total Revenue</b>                     | <b>(1,397,257)</b> | <b>(13,823,696)</b> | <b>(13,146,876)</b> | <b>(14,703,128)</b> | <b>(14,909,176)</b> | <b>(206,048)</b>    | <b>(1.4%)</b>      |
| <b>Expenditures</b>                      |                    |                     |                     |                     |                     |                     |                    |
| Minor Capital                            | 1,420,094          | 1,981,794           | 2,219,113           | 3,719,324           | 3,245,763           | (473,561)           | (12.7%)            |
| Operating & Maintenance Supplies         | 343,780            | 3,251,899           | 3,482,239           | 3,418,467           | 3,458,538           | 40,071              | 1.2%               |
| Other Miscellaneous Expenditures         | 26,841             | 28,615              | 27,026              | 33,433              | 26,699              | (6,734)             | (20.1%)            |
| Purchased Services                       | 2,794,751          | 6,635,274           | 7,248,099           | 6,790,183           | 7,877,954           | 1,087,771           | 16.0%              |
| Salaries & Benefits                      | 10,041,292         | 19,300,220          | 18,643,169          | 18,880,087          | 20,288,326          | 1,408,239           | 7.5%               |
| Transfers for Social Services            | 732                | 4,238               | 5,660               | 1,500               | 1,500               | 0                   | n/a                |
| Transfers to Reserves & Capital Funds    | 389,400            | 1,850,275           | 2,072,099           | 1,861,385           | 1,881,385           | 20,000              | 1.1%               |
| Utilities, Insurance & Taxes             | 757,774            | 4,138,739           | 4,207,557           | 4,814,286           | 4,459,173           | (355,113)           | (7.4%)             |
| <b>Total Expenses</b>                    | <b>15,774,664</b>  | <b>37,191,054</b>   | <b>37,904,962</b>   | <b>39,518,665</b>   | <b>41,239,338</b>   | <b>1,720,673</b>    | <b>4.4%</b>        |
| <b>Total Net</b>                         | <b>14,377,407</b>  | <b>23,367,358</b>   | <b>24,758,086</b>   | <b>24,815,537</b>   | <b>26,330,162</b>   | <b>1,514,625</b>    | <b>6.1%</b>        |

**D. Budget Summary by Major Revenue / Expense Accounts**

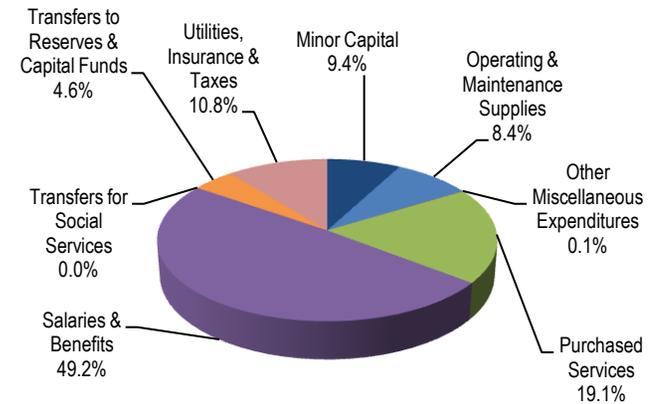
**Revenues**

|                              | <u>2018 Budget</u>  |               |
|------------------------------|---------------------|---------------|
| Grants & Subsidies           | (11,424)            | 0.1%          |
| Other Miscellaneous Revenue  | (24,200)            | 0.2%          |
| Recovery of Expenditures     | (4,712,697)         | 31.6%         |
| Transfers From Other Funds   | (996,134)           | 6.7%          |
| User Fees, Permits & Charges | (9,164,721)         | 61.5%         |
| <b>Total Revenue</b>         | <b>(14,909,176)</b> | <b>100.0%</b> |



**Expenditures**

|                                       | <u>2018 Budget</u> |               |
|---------------------------------------|--------------------|---------------|
| Minor Capital                         | 3,245,763          | 7.9%          |
| Operating & Maintenance Supplies      | 3,458,538          | 8.4%          |
| Other Miscellaneous Expenditures      | 26,699             | 0.1%          |
| Purchased Services                    | 7,877,954          | 19.1%         |
| Salaries & Benefits                   | 20,288,326         | 49.2%         |
| Transfers for Social Services         | 1,500              | 0.0%          |
| Transfers to Reserves & Capital Funds | 1,881,385          | 4.6%          |
| Utilities, Insurance & Taxes          | 4,459,173          | 10.8%         |
| <b>Total Expenses</b>                 | <b>41,239,338</b>  | <b>100.0%</b> |



**E. Budget Issue Summary**

| Ref. #                                       | Category                | Description  | Municipal Levy   | Building Permit | Off-Street Parking | Sewer Surcharge | BSR/Other Reserve Funding | FTE Impact |
|--|-------------------------|--|------------------|-----------------|--------------------|-----------------|---------------------------|------------|
| n/a  | Salary & Wage           | ** Contractual / Council Pre-Approved Salary & Wage Adjustment                                     | 300,921          |                 |                    |                 |                           |            |
| 2018-0115                                    | [A] Annualization       | Annual maintenance budget for Fire Hall 6/EOC Facility   | 38,000           |                 |                    |                 |                           |            |
| 2018-0119                                    | [C] Contractual         | Negotiated Wage Increases for Temp Staff   | 2,704            |                 |                    |                 |                           |            |
| 2018-0121                                    | [C] Contractual         | Reinstatement of Painter Brush Position  | 71,684           |                 |                    |                 |                           | 1.0        |
| 2018-0281                                    | [C] Contractual         | Negotiated Increase Related to Temporary Wages   | 18,689           |                 |                    |                 |                           |            |
| 2018-0276                                    | [G] Line Item Increase  | Increase In Police Auxiliary Services  | 0                |                 |                    |                 |                           |            |
| 2018-0279                                    | [G] Line Item Increase  | Increase In Horticulture Plant Materials   | 90,000           |                 |                    |                 |                           |            |
| 2018-0298                                    | [G] Line Item Increase  | Maintenance Costs for former Remington Library and Community Centre                                | 0                |                 |                    |                 | 30,000                    |            |
| 2018-0309                                    | [G] Line Item Increase  | Budget for Resident Care Supplies at Huron Lodge   | 30,000           |                 |                    |                 |                           |            |
| 2018-0310                                    | [H] Line Item Reduction | To Adjust the budget and recovery for District Energy costs at the Windsor Justice Facility        | 0                |                 |                    |                 |                           |            |
| 2018-0118                                    | [M] Service Enhancement | Adjust Maintenance and Staffing Requirements for the New City Hall                                 | 189,000          |                 |                    |                 |                           | 2.6        |
| 2018-0272                                    | [M] Service Enhancement | Elimination of Forestry Clerk Position and addition of one Parks Operations Asset Analyst Position | 25,379           |                 |                    |                 |                           | 0.0        |
| 2018-0286                                    | [M] Service Enhancement | Temporary Project Administrator for Parks Development Division                                     | 0                |                 |                    |                 |                           |            |
| 2018-0288                                    | [M] Service Enhancement | Holiday Display Enhancement  | 356,500          |                 |                    |                 |                           |            |
| 2018-0297                                    | [M] Service Enhancement | Security Enhancement at Windsor Indoor Aquatic Training Centre (WIATC)                             | 50,000           |                 |                    |                 |                           |            |
| 2018-0376                                    | [M] Service Enhancement | Security Assessments and Master Plan   | 0                |                 |                    |                 | 200,000                   |            |
| 2018-0384                                    | [M] Service Enhancement | Enhanced Service for Ditch Cutting   | 69,986           |                 |                    |                 |                           | 1.0        |
|  |                         | *** Interdepartmental Reallocations  | 271,762          |                 |                    |                 |                           | 2.4        |
| <b>Total 2018 Budget Increase/(Decrease)</b> |                         |  | <b>1,514,625</b> | <b>0</b>        | <b>0</b>           | <b>0</b>        | <b>230,000</b>            | <b>7.0</b> |

\*\* The Contractual/Council Pre-Approved Salary & Wage Adjustments do not include a reference number or issue detail write-ups as these amounts are generated from an in-depth salary development process that is undertaken at the beginning of the annual budget process. All departments develop their salary budgets based on the prior year's approved full time equivalent (FTE) complement, using a zero-based budgeting approach. Any reductions / increases in this line are attributed to the net impact of the department's incumbent changes, annualized step increments and increases resulting from negotiated salary & wage contracts.

## E. Budget Issue Summary

\*\*\* The Interdepartmental Reallocation lines do not include a reference number or issue detail write-ups as these amounts represent the cumulative net budget increase / decrease to this department resulting from budget issues that have been submitted by other departments. In some cases, budget issues submitted by one department may have a budgetary impact on another or various other departments. This is done in order to facilitate the presentation of an issue by the coordinating department as opposed to repeating the issue for all departments (i.e. Utilities, Insurance, Fuel). At the Approved Stage, this line may include interdepartmental reallocations that net to zero.

**A. Departmental Overview**

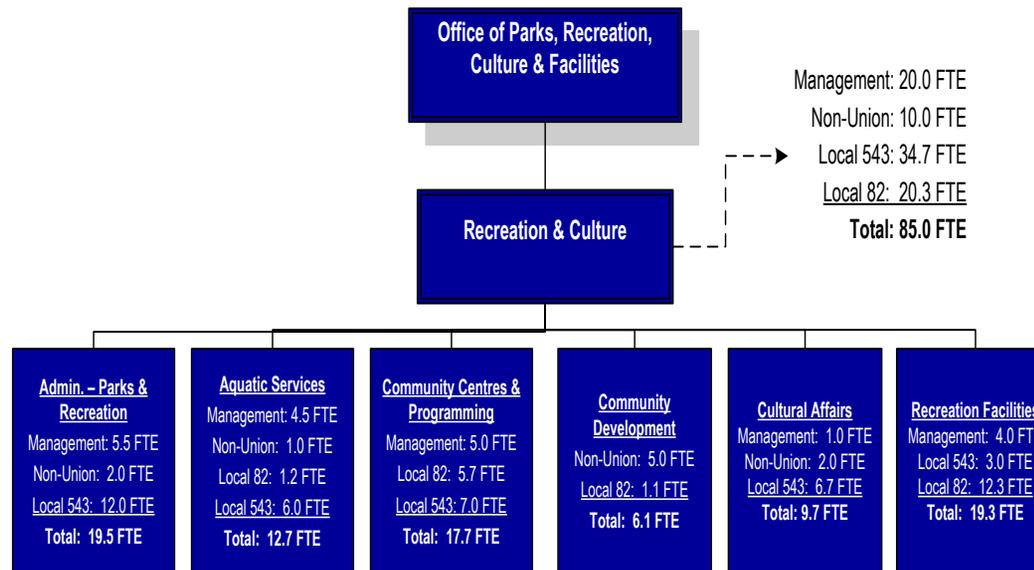
**Mission**

The Recreation and Culture Department ensures that excellent recreation and cultural programs, services and facilities are available to everyone in our city, aimed at improving their quality of life at a reasonable cost and contributing to the health and social welfare of the community. We facilitate community development and promote expanding community partnerships.

**Description**

Recreation and Culture is a key facilitator for designing and providing community recreation and cultural programming in its network of community facilities including arenas, pools, community centres and heritage buildings. Recreation and Culture also administers specialized services such as the coordination of festivals and events, administering Windsor's Community Museum, Lakeview Park Marina and providing leadership in recreation training and services to persons with disabilities. A fair and equitable fee policy ensures that high quality recreation and rental opportunities are available within the community.

**2018 Approved Budgeted Full Time Equivalents (FTE's)**



**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division                              | Position Description                                  | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|---------------------------------------|---|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
| <b>Admin - Parks &amp; Recreation</b> | ExDir, Recreation & Culture                           | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Mgr, Community Centres & Programming                  | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Mgr, Community Development                            | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Manager, Family Aquatics Complex & Aquatics Services  | Management       | 0.5                    | 0.5                    | 0.5                    | 0.5                    | 0.0               |
|                                       | Manager, WFCU Centre & Recreation Facilities          | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Mgr, Administration                                   | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Coord, Recreation Systems                             | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Client Support & Staff Development Coordinator        | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Parks Operations Assistant                            | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Administrative Assistant                              | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Seasonal & Sports Facilitator                         | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Senior Accounting Clerk                               | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Parks Clerk   | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Payroll & Accounts Payable Clerk                      | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | P & R Data Clerk                                      | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Account Receivable Clerk                              | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Receptionist  | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Marketing & Accounting Clerk                          | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Records Clerk   | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Forestry Clerk  | Local 543        | 1.0                    | 1.0                    | 1.0                    | 0.0                    | (1.0)             |
| Recreation Clerk                      | Local 543   | 1.0              | 1.0                    | 1.0                    | 1.0                    | 0.0                    |                   |
| <b>Sub-Total</b>                      |   |                  | <b>20.5</b>            | <b>20.5</b>            | <b>20.5</b>            | <b>19.5</b>            | <b>(1.0)</b>      |
| <b>Aquatic Services</b>               | Manager, Family Aquatics Complex & Aquatics Services  | Management       | 0.5                    | 0.5                    | 0.5                    | 0.5                    | 0.0               |
|                                       | Assistant Manager, FAC & Aquatic Services             | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Supv, Community Programming (Outdoor Pools & Beaches) | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Supv, Community Programming (Gino & Liz Marcus CC)    | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Supv, Community Programming (FAC - Natatorium)        | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Coordinator, Community Programming & Guest Services   | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                       | Caretaker/Pool Maintenance Operator                   | Local 82         | 0.0                    | 0.0                    | 1.0                    | 1.2                    | 0.2               |

**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division                                   | Position Description                                    | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|--|---|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
|  | Recreation Assistant                                    | Local 543        | 3.0                    | 3.0                    | 3.0                    | 3.0                    | 0.0               |
|  | Recreation Centre Clerk (FAC - Natatorium)              | Local 543        | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|  | Recreation Centre Clerk (Gino & Liz Marcus CC)          | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | <b>Sub-Total</b>  |                  | <b>11.5</b>            | <b>11.5</b>            | <b>12.5</b>            | <b>12.7</b>            | <b>0.2</b>        |
| <b>Community Centres &amp; Programming</b> | Supv, Community Programming (Oakwood CC)                | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Supv, Community Programming (Forsest Glade)             | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Supv, Community Programming (Optimist CC & John Atkins) | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Supv, Community Programming (Adie Knox)                 | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Supv, Community Programming (Mackenzie Hall)            | Management       | 0.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Supv, Community Programming                             | Management       | 0.0                    | 0.0                    | 0.0                    | 0.0                    | 0.0               |
|  | Caretaker/Pool Maintenance Operator                     | Local 82         | 0.0                    | 0.0                    | 3.0                    | 5.7                    | 2.7               |
|  | Caretaker Community Centres                             | Local 82         | 0.0                    | 0.0                    | 3.9                    | 0.0                    | (3.9)             |
|  | Recreation Assistant                                    | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Recreation Assistant - Aquatics                         | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Recreation Centre Clerk                                 | Local 543        | 0.0                    | 0.0                    | 0.0                    | 0.0                    | 0.0               |
|  | Recreation Centre Clerk (Oakwood CC)                    | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Recreation Centre Clerk (Mackenzie Hall)                | Local 543        | 0.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Recreation Centre Clerk (Forest Glade CC)               | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Recreation Centre Clerk (Optimist & John Atkinson)      | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Recreation Centre Clerk (Adie Knox)                     | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | <b>Sub-Total</b>  |                  | <b>10.0</b>            | <b>12.0</b>            | <b>18.9</b>            | <b>17.7</b>            | <b>(1.2)</b>      |
| <b>Community Development</b>               | Supv, Community Programming (Mackenzie Hall)            | Management       | 1.0                    | 0.0                    | 0.0                    | 0.0                    | 0.0               |
|  | Coord, Community Special Event                          | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Coord, Comm Sports Services                             | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | City Events Initiatives Coordinator                     | Non-Union        | 0.0                    | 0.0                    | 0.0                    | 1.0                    | 1.0               |
|  | Coordinator of Community Development                    | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Marina Operator   | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Recreation Centre Clerk (Mackenzie Hall)                | Local 543        | 1.0                    | 0.0                    | 0.0                    | 0.0                    | 0.0               |

**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division                     | Position Description                                    | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|------------------------------|---|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
|                              | Recreation Centre Clerk (Willistead Manor)              | Local 543        | 1.0                    | 0.0                    | 0.0                    | 0.0                    | 0.0               |
|                              | Certified Refrigeration Operator                        | Local 82         | 0.0                    | 0.0                    | 0.0                    | 0.0                    | 0.0               |
|                              | Parksperon/Service Attendant                            | Local 82         | 0.5                    | 0.5                    | 0.2                    | 0.2                    | 0.0               |
|                              | Tractor/Operator Landscaper                             | Local 82         | 0.1                    | 0.1                    | 0.4                    | 0.9                    | 0.5               |
|                              | Rink Attendant "A" Full-Time                            | Local 82         | 0.1                    | 0.1                    | 0.0                    | 0.0                    | 0.0               |
|                              | <b>Sub-Total</b>  |                  | <b>7.7</b>             | <b>4.7</b>             | <b>4.6</b>             | <b>6.1</b>             | <b>1.5</b>        |
| <b>Cultural Affairs</b>      | Mgr, Cultural Affairs                                   | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | Cultural Development Coord                              | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | Curator   | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | Museum Assistant  | Local 543        | 2.1                    | 1.7                    | 1.7                    | 1.7                    | 0.0               |
|                              | Museum Collections Assistant                            | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | Registrar   | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | Museum Coordinator                                      | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | Education/Volunteer Coordinator                         | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | Recreation Centre Clerk (Willistead Manor)              | Local 543        | 0.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | <b>Sub-Total</b>  |                  | <b>9.1</b>             | <b>9.7</b>             | <b>9.7</b>             | <b>9.7</b>             | <b>0.0</b>        |
| <b>Recreation Facilities</b> | Supervisor Arena Services, South Windsor Recreation Com | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | Supervisor Arena Services, WFCU Centre                  | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | Supervisor Arena Services, Forest Glade Arena           | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | Supv, Community Programming, WFCU                       | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                              | Certified Refrigeration Operator                        | Local 82         | 4.2                    | 4.2                    | 2.8                    | 2.8                    | 0.0               |
|                              | Parksperon/Service Attendant                            | Local 82         | 2.3                    | 2.3                    | 0.0                    | 0.0                    | 0.0               |
|                              | Rink Attendant "A" Full-Time                            | Local 82         | 2.5                    | 2.5                    | 7.4                    | 7.4                    | 0.0               |
|                              | Caretaker/Pool Maintenance Operator                     | Local 82         | 0.0                    | 0.0                    | 0.0                    | 2.0                    | 2.0               |
|                              | Recreation Assistant - Aquatics                         | Local 543        | 0.0                    | 0.4                    | 1.0                    | 1.0                    | 0.0               |
|                              | Recreation Centre Clerk, WFCU                           | Local 543        | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|                              | <b>Sub-Total</b>  |                  | <b>15.0</b>            | <b>15.4</b>            | <b>17.2</b>            | <b>19.2</b>            | <b>2.0</b>        |
| <b>Total</b>                 |   |                  | <b>73.7</b>            | <b>73.7</b>            | <b>83.4</b>            | <b>85.0</b>            | <b>1.6</b>        |

**C. Budget Summary by Division**

| Division                        | 2015<br>Actuals     | 2016<br>Actuals     | 2017<br>Actuals     | 2017<br>Budget      | 2018<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| <b>Revenues</b>                 |                     |                     |                     |                     |                     |                     |                    |
| Admin - Recreation & Culture    | (114,873)           | (584,601)           | (631,320)           | (140,367)           | (205,942)           | (65,575)            | 46.7%              |
| Aquatic Services                | (3,793,162)         | (3,618,135)         | (3,413,729)         | (4,181,441)         | (3,460,057)         | 721,384             | (17.3%)            |
| Community Centres & Programming | (2,217,139)         | (1,712,341)         | (1,924,367)         | (1,586,527)         | (1,895,211)         | (308,684)           | 19.5%              |
| Community Development           | (1,491,832)         | (1,200,135)         | (1,188,108)         | (1,081,145)         | (1,080,145)         | 1,000               | (0.1%)             |
| Cultural Affairs                | (35,901)            | (260,334)           | (303,509)           | (379,827)           | (301,633)           | 78,194              | (20.6%)            |
| Recreation Facilities           | (4,089,072)         | (4,433,977)         | (4,796,541)         | (4,466,023)         | (4,355,177)         | 110,846             | (2.5%)             |
| <b>Total Revenue</b>            | <b>(11,741,979)</b> | <b>(11,809,523)</b> | <b>(12,257,574)</b> | <b>(11,835,330)</b> | <b>(11,298,165)</b> | <b>537,165</b>      | <b>(4.5%)</b>      |
| <b>Expenditures</b>             |                     |                     |                     |                     |                     |                     |                    |
| Admin - Recreation & Culture    | 2,414,186           | 2,663,105           | 2,762,424           | 2,313,064           | 2,500,587           | 187,523             | 8.1%               |
| Aquatic Services                | 6,919,905           | 6,686,355           | 6,944,138           | 7,582,069           | 7,036,753           | (545,316)           | (7.2%)             |
| Community Centres & Programming | 3,603,170           | 3,594,723           | 4,242,736           | 4,366,709           | 4,284,375           | (82,334)            | (1.9%)             |
| Community Development           | 2,056,310           | 1,570,838           | 1,605,527           | 1,502,905           | 1,595,984           | 93,079              | 6.2%               |
| Cultural Affairs                | 863,299             | 1,305,395           | 1,419,191           | 1,651,195           | 1,628,156           | (23,039)            | (1.4%)             |
| Recreation Facilities           | 5,186,375           | 5,234,186           | 6,356,407           | 6,373,072           | 7,068,746           | 695,674             | 10.9%              |
| <b>Total Expenses</b>           | <b>21,043,245</b>   | <b>21,054,602</b>   | <b>23,330,423</b>   | <b>23,789,014</b>   | <b>24,114,601</b>   | <b>325,587</b>      | <b>1.4%</b>        |
| <b>Net</b>                      |                     |                     |                     |                     |                     |                     |                    |
| Admin - Recreation & Culture    | 2,299,313           | 2,078,504           | 2,131,104           | 2,172,697           | 2,294,645           | 121,948             | 5.6%               |
| Aquatic Services                | 3,126,743           | 3,068,220           | 3,530,409           | 3,400,628           | 3,576,696           | 176,068             | 5.2%               |
| Community Centres & Programming | 1,386,031           | 1,882,382           | 2,318,369           | 2,780,182           | 2,389,164           | (391,018)           | (14.1%)            |
| Community Development           | 564,478             | 370,703             | 417,419             | 421,760             | 515,839             | 94,079              | 22.3%              |
| Cultural Affairs                | 827,398             | 1,045,061           | 1,115,682           | 1,271,368           | 1,326,523           | 55,155              | 4.3%               |
| Recreation Facilities           | 1,097,303           | 800,209             | 1,559,866           | 1,907,049           | 2,713,569           | 806,520             | 42.3%              |
| <b>Total Net</b>                | <b>9,301,266</b>    | <b>9,245,079</b>    | <b>11,072,849</b>   | <b>11,953,684</b>   | <b>12,816,436</b>   | <b>862,752</b>      | <b>7.2%</b>        |

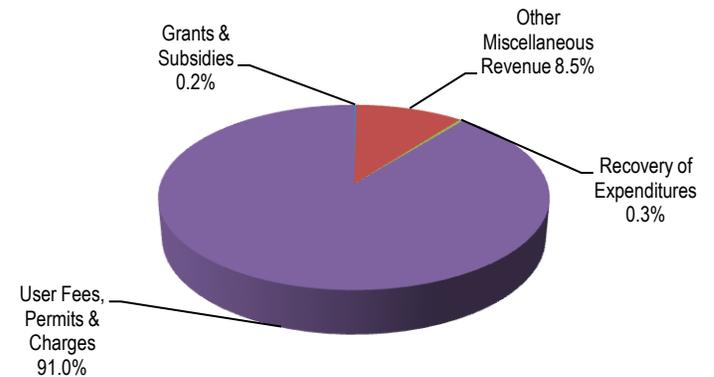
**D. Budget Summary by Major Revenue / Expense Accounts**

| GL Category                           | 2015<br>Actuals     | 2016<br>Actuals     | 2017<br>Actuals     | 2017<br>Budget      | 2018<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| <b>Revenues</b>                       |                     |                     |                     |                     |                     |                     |                    |
| Grants & Subsidies                    | (621,145)           | (478,886)           | (475,500)           | (22,500)            | (25,000)            | (2,500)             | (11.1%)            |
| Other Miscellaneous Revenue           | (874,071)           | (1,094,323)         | (1,187,116)         | (1,007,392)         | (1,157,362)         | (149,970)           | (14.9%)            |
| Recovery of Expenditures              | (61,786)            | (99,022)            | (105,821)           | (38,400)            | (38,400)            | 0                   | 0.0%               |
| Transfer From Reserve Accounts        | (40,499)            | 0                   | 0                   | 0                   | 0                   | 0                   | n/a                |
| Transfers From Other Funds            | (150,111)           | (334,330)           | (154,651)           | 0                   | 0                   | 0                   | n/a                |
| User Fees, Permits & Charges          | (9,994,367)         | (9,802,962)         | (10,334,486)        | (10,767,038)        | (10,077,403)        | 689,635             | 6.4%               |
| <b>Total Revenue</b>                  | <b>(11,741,979)</b> | <b>(11,809,523)</b> | <b>(12,257,574)</b> | <b>(11,835,330)</b> | <b>(11,298,165)</b> | <b>537,165</b>      | <b>4.5%</b>        |
| <b>Expenditures</b>                   |                     |                     |                     |                     |                     |                     |                    |
| Financial Expenses                    | 64,014              | 69,444              | 69,043              | 56,058              | 127,873             | 71,815              | 128.1%             |
| Minor Capital                         | 119,993             | 89,513              | 277,865             | 131,974             | 273,575             | 141,601             | 107.3%             |
| Operating & Maintenance Supplies      | 907,861             | 827,742             | 952,727             | 1,046,529           | 832,337             | (214,192)           | (20.5%)            |
| Other Miscellaneous Expenditures      | 59,038              | 88,945              | 123,547             | 103,889             | 102,389             | (1,500)             | (1.4%)             |
| Purchased Services                    | 1,097,699           | 1,190,825           | 1,318,612           | 1,589,872           | 1,590,996           | 1,124               | 0.1%               |
| Salaries & Benefits                   | 12,828,124          | 13,055,601          | 14,603,040          | 14,754,204          | 14,992,210          | 238,006             | 1.6%               |
| Transfers for Social Services         | 518,239             | 451,812             | 463,729             | 0                   | 0                   | 0                   | n/a                |
| Transfers to External Agencies        | 96,200              | 96,200              | 97,200              | 64,000              | 96,200              | 32,200              | 50.3%              |
| Transfers to Reserves & Capital Funds | 343,990             | 138,082             | 378,849             | 408,040             | 822,040             | 414,000             | 101.5%             |
| Utilities, Insurance & Taxes          | 5,008,087           | 5,046,438           | 5,045,811           | 5,634,448           | 5,276,981           | (357,467)           | (6.3%)             |
| <b>Total Expenses</b>                 | <b>21,043,245</b>   | <b>21,054,602</b>   | <b>23,330,423</b>   | <b>23,789,014</b>   | <b>24,114,601</b>   | <b>325,587</b>      | <b>1.4%</b>        |
| <b>Total Net</b>                      | <b>9,301,266</b>    | <b>9,245,079</b>    | <b>11,072,849</b>   | <b>11,953,684</b>   | <b>12,816,436</b>   | <b>862,752</b>      | <b>7.2%</b>        |

**D. Budget Summary by Major Revenue / Expense Accounts**

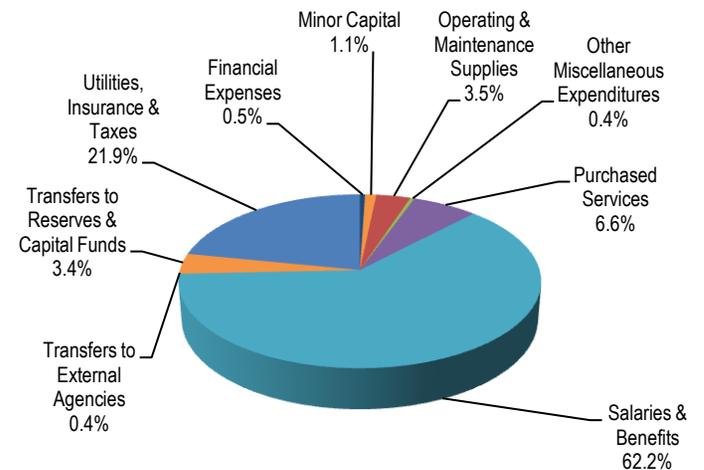
**Revenues**

|                              | <u>2018 Budget</u>  |               |
|------------------------------|---------------------|---------------|
| Grants & Subsidies           | (25,000)            | 0.2%          |
| Other Miscellaneous Revenue  | (1,157,362)         | 10.2%         |
| Recovery of Expenditures     | (38,400)            | 0.3%          |
| User Fees, Permits & Charges | (10,077,403)        | 89.2%         |
| <b>Total Revenue</b>         | <b>(11,298,165)</b> | <b>100.0%</b> |



**Expenditures**

|                                       | <u>2018 Budget</u> |               |
|---------------------------------------|--------------------|---------------|
| Financial Expenses                    | 127,873            | 0.5%          |
| Minor Capital                         | 273,575            | 1.1%          |
| Operating & Maintenance Supplies      | 832,337            | 3.5%          |
| Other Miscellaneous Expenditures      | 102,389            | 0.4%          |
| Purchased Services                    | 1,590,996          | 6.6%          |
| Salaries & Benefits                   | 14,992,210         | 62.2%         |
| Transfers to External Agencies        | 96,200             | 0.4%          |
| Transfers to Reserves & Capital Funds | 822,040            | 3.4%          |
| Utilities, Insurance & Taxes          | 5,276,981          | 21.9%         |
| <b>Total Expenses</b>                 | <b>24,114,601</b>  | <b>100.0%</b> |



**E. Budget Issue Summary**

| Ref. #                                       | Category            | Description  | Municipal Levy | Building Permit | Off-Street Parking | Sewer Surcharge | BSR/Other Reserve Funding | FTE Impact |
|--|---------------------|--|----------------|-----------------|--------------------|-----------------|---------------------------|------------|
| n/a  | Salary & Wage       | ** Contractual / Council Pre-Approved Salary & Wage Adjustment                             | 158,097        |                 |                    |                 |                           |            |
| 2018-0216 [C]                                | Contractual         | Recreation System  | 100,000        |                 |                    |                 |                           |            |
| 2018-0217 [C]                                | Contractual         | Departmental Negotiated Wage Adjustment (Part-Time Staff Only)                             | 134,548        |                 |                    |                 |                           |            |
| 2018-0222 [F]                                | Revenue Reduction   | Revenue Reduction for Concessions  | 85,824         |                 |                    |                 |                           |            |
| 2018-0218 [G]                                | Line Item Increase  | Increase for Chlorine Supplies at WFCU Centre Pool   | 10,000         |                 |                    |                 |                           |            |
| 2018-0220 [G]                                | Line Item Increase  | Windsor Water World Operations - Budget Stabilization Reserve Request                      | 1              |                 |                    |                 | 75,000                    |            |
| 2018-0223 [I]                                | Revenue Increase    | User Fee Increase - Recreation and Culture   | (1)            |                 |                    |                 |                           |            |
| 2018-0236 [M]                                | Service Enhancement | Coordinator, Programs and Events   | 92,907         |                 |                    |                 |                           | 1.0        |
| 2018-0238 [M]                                | Service Enhancement | Conversion of Part-Time Caretaker to Regular Full Time Caretaker/Pool Maintenance Operator | 0              |                 |                    |                 |                           | 1.0        |
|  |                     | *** Interdepartmental Reallocations  | 281,376        |                 |                    |                 |                           | (0.4)      |
| <b>Total 2018 Budget Increase/(Decrease)</b> |                     |  | <b>862,752</b> | <b>0</b>        | <b>0</b>           | <b>0</b>        | <b>75,000</b>             | <b>1.6</b> |

\*\* The Contractual/Council Pre-Approved Salary & Wage Adjustments do not include a reference number or issue detail write-ups as these amounts are generated from an in-depth salary development process that is undertaken at the beginning of the annual budget process. All departments develop their salary budgets based on the prior year's approved full time equivalent (FTE) complement, using a zero-based budgeting approach. Any reductions / increases in this line are attributed to the net impact of the department's incumbent changes, annualized step increments and increases resulting from negotiated salary & wage contracts.

\*\*\* The Interdepartmental Reallocation lines do not include a reference number or issue detail write-ups as these amounts represent the cumulative net budget increase / decrease to this department resulting from budget issues that have been submitted by other departments. In some cases, budget issues submitted by one department may have a budgetary impact on another or various other departments. This is done in order to facilitate the presentation of an issue by the coordinating department as opposed to repeating the issue for all departments (i.e. Utilities, Insurance, Fuel). At the Approved Stage, this line may include interdepartmental reallocations that net to zero.

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**Housing & Children Services**

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**Huron Lodge Facility**

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### A. Departmental Overview

#### Mission

*“Enhancing Quality of Life”*

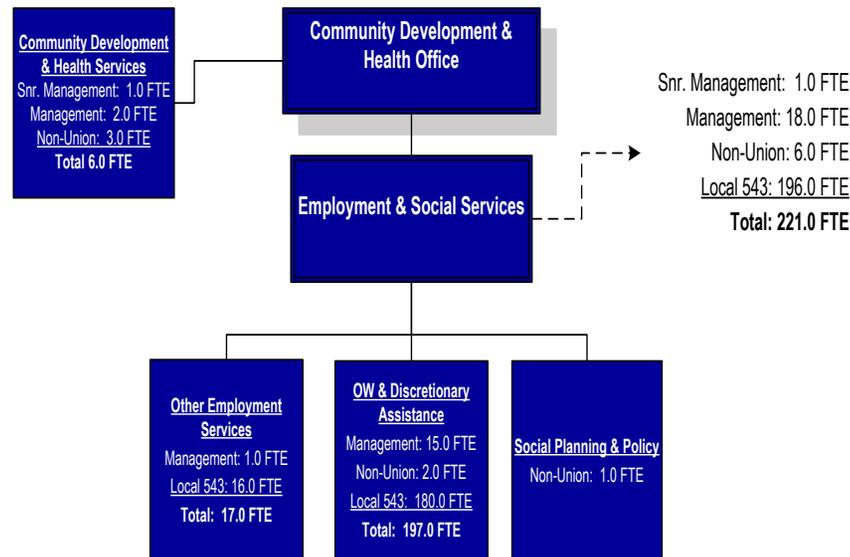
Through leadership and collaboration we are committed to enhancing the quality of life for people and our community

#### Description

The Community Development and Health Office works closely with the Mayor and City Council to achieve the goals and objectives as determined by City Council. The Community Development and Health Commissioner is part of the Corporate Leadership Team while managing the daily operations of service delivery across a number of diverse portfolios. The Commissioner strives to deliver effective and efficient services in a people centred and compassionate manner for the benefit of the community.

The Community Development and Health Office is comprised of four distinct service areas. Employment and Social Services is the municipal service manager for the Ontario Works (OW) program in Windsor and Essex County. OW Financial Assistance and Program Delivery Funding are provincially subsidized funding envelopes to administer and provide employment assistance and financial assistance to eligible participants. Other employment services include the Employment Ontario program, which consists of the Employment Services (ES) Program and Second Career, that is funded by the Ministry of Training, Colleges and Universities. The Local Immigration Partnership (LIP) resides within the Community Development portfolio and is a federal program funded by Citizenship and Immigration Canada. The LIP promotes settlement and integration of immigrants in Windsor and Essex County. The Commissioner also oversees special projects that arise from time to time including the provincially funded Healthy Kids Community Challenge program and the Oral Health Advisory Committee.

#### 2018 Approved Budgeted Full Time Equivalents (FTE's)



**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division   | Position Description                         | Position Profile  | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|--|--|-------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
| <b>Community Development &amp; Health Services</b> | Commissioner Development & Health            | Senior Management | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Manager Social Policy & Planning             | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Manager of Admin. - Social & Health Services | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Executive Initiatives Coordinator            | Non-Union         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Executive Administrative Assistant           | Non-Union         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Special Projects Development Coordinator     | Non-Union         | 0.0                    | 0.0                    | 1.0                    | 1.0                    | 0.0               |
|  | <b>Sub-Total</b>                             |                   |                        | <b>5.0</b>             | <b>5.0</b>             | <b>6.0</b>             | <b>6.0</b>        |
| <b>Other Employment Services</b>                   | Supv, Employment                             | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Job Developer                                | Local 543         | 3.0                    | 3.0                    | 2.0                    | 2.0                    | 0.0               |
|  | Caseworker - Employment Services             | Local 543         | 9.0                    | 9.0                    | 7.0                    | 7.0                    | 0.0               |
|  | Caseworker - Employment Services - Bilingual | Local 543         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Resource Centre Greeter                      | Local 543         | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|  | Resource Centre Greeter (Bilingual)          | Local 543         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Clerk Junior (Team)                          | Local 543         | 3.0                    | 3.0                    | 3.0                    | 3.0                    | 0.0               |
|  | <b>Sub-Total</b>                             |                   |                        | <b>20.0</b>            | <b>20.0</b>            | <b>17.0</b>            | <b>17.0</b>       |
| <b>OW &amp; Discretionary Assistance</b>           | EXDir. Employment & Social Ser               | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Mgr Employment & Training Init               | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Mgr Customer Service                         | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Mgr Policy & Staff Develop                   | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Supv, FSW/ERO                                | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Supv, Ontario Works                          | Management        | 7.0                    | 7.0                    | 7.0                    | 7.0                    | 0.0               |
|  | Supv, Ontario Works Bilingual                | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Supv, Employment                             | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Supervisor of Administration                 | Management        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|  | Dental Coordinator                           | Non-Union         | 0.6                    | 0.0                    | 0.0                    | 0.0                    | 0.0               |

**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division | Position Description                      | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|----------|---|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
|          | Coord, Staff Development                  | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|          | Coordinator, Social Planning              | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|          | Administrative Assistant                  | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|          | Caseworker - Float                        | Local 543        | 8.0                    | 8.0                    | 8.0                    | 14.0                   | 6.0               |
|          | Caseworker Discretionary Ben.             | Local 543        | 2.0                    | 3.0                    | 3.0                    | 3.0                    | 0.0               |
|          | Caseworker Employment Services            | Local 543        | 16.0                   | 16.0                   | 16.0                   | 16.0                   | 0.0               |
|          | Junior Clerk (ERO)                        | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|          | Clerk Junior (File)                       | Local 543        | 4.0                    | 4.0                    | 4.0                    | 4.0                    | 0.0               |
|          | Clerk Junior (Fin)                        | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|          | Clerk Junior (Switchboard)                | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|          | Clerk Junior (Team)                       | Local 543        | 10.0                   | 10.0                   | 10.0                   | 10.0                   | 0.0               |
|          | Clerk Junior (Team) - Bilingual           | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|          | Clerk Steno Intermediate                  | Local 543        | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|          | Coord, Policy & Procedure                 | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|          | Data Analyst                              | Local 543        | 3.0                    | 3.0                    | 3.0                    | 3.0                    | 0.0               |
|          | Eligibility Review Officer                | Local 543        | 6.0                    | 6.0                    | 6.0                    | 6.0                    | 0.0               |
|          | Family Support Worker                     | Local 543        | 6.0                    | 6.0                    | 6.0                    | 0.0                    | (6.0)             |
|          | Intake Service Representative             | Local 543        | 5.0                    | 5.0                    | 5.0                    | 5.0                    | 0.0               |
|          | Intake Service Representative (Bilingual) | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|          | Intermediate Clerk                        | Local 543        | 3.0                    | 3.0                    | 3.0                    | 3.0                    | 0.0               |
|          | Intermediate Receptionist Learn           | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|          | Intermediate Clerk-S/S Finance            | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|          | Intake Receptionist                       | Local 543        | 5.0                    | 5.0                    | 5.0                    | 5.0                    | 0.0               |
|          | Intake Receptionist (Bilingual)           | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|          | Job Developer                             | Local 543        | 4.0                    | 4.0                    | 4.0                    | 4.0                    | 0.0               |
|          | Local SDMT Business Expert                | Local 543        | 1.0                    | 1.0                    | 1.0                    | 2.0                    | 1.0               |
|          | Ontario Works Caseworker                  | Local 543        | 84.0                   | 84.0                   | 84.0                   | 84.0                   | 0.0               |
|          | Ontario Works Caseworker (Bilingual)      | Local 543        | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|          | Records & Supply Clerk                    | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|          | Retroactive Budget Clerk                  | Local 543        | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |

**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division                            | Position Description                            | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|-------------------------------------|---|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
|                                     | Senior Clerk Control                            | Local 543        | 1.0                    | 0.0                    | 0.0                    | 0.0                    | 0.0               |
|                                     | Social Worker (BSW)                             | Local 543        | 2.0                    | 2.0                    | 2.0                    | 2.0                    | 0.0               |
|                                     | Staff Trainer                                   | Local 543        | 1.0                    | 1.0                    | 1.0                    | 2.0                    | 1.0               |
|                                     | Team Clerk (FSW)                                | Local 543        | 1.0                    | 1.0                    | 1.0                    | 0.0                    | (1.0)             |
|                                     | <b>Sub-Total</b>                                |                  | <b>196.6</b>           | <b>196.0</b>           | <b>196.0</b>           | <b>197.0</b>           | <b>1.0</b>        |
| <b>Social Planning &amp; Policy</b> | Community Health Project Manager                | Non-Union        | 0.0                    | 0.0                    | 1.0                    | 1.0                    | 0.0               |
|                                     | Local Immigration Partnership Project Assistant | Local 543        | 1.0                    | 1.0                    | 0.0                    | 0.0                    | 0.0               |
|                                     | <b>Sub-Total</b>                                |                  | <b>0.0</b>             | <b>0.0</b>             | <b>1.0</b>             | <b>1.0</b>             | <b>0.0</b>        |
| <b>Total</b>                        |   |                  | <b>221.6</b>           | <b>221.0</b>           | <b>220.0</b>           | <b>221.0</b>           | <b>1.0</b>        |

**C. Budget Summary by Division**

| Division                                | 2015<br>Actuals      | 2016<br>Actuals      | 2017<br>Actuals      | 2017<br>Budget       | 2018<br>Budget       | \$ Budget<br>Change | % Budget<br>Change |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|--------------------|
| <b>Revenues</b>                         |                      |                      |                      |                      |                      |                     |                    |
| Community Development & Health Services | (682,330)            | (729,600)            | (751,524)            | (723,188)            | (723,188)            | 0                   | 0.0%               |
| Immigration                             | (156,847)            | 0                    | 0                    | 0                    | 0                    | 0                   | n/a                |
| Other Employment Services               | (3,222,005)          | (3,310,939)          | (2,855,855)          | (2,882,564)          | (2,881,558)          | 1,006               | (0.0%)             |
| OW 100 Municipal                        | (268,383)            | 0                    | 0                    | 0                    | 0                    | 0                   | n/a                |
| OW & Discretionary Assistance           | (78,382,773)         | (96,275,394)         | (96,799,157)         | (104,920,883)        | (106,607,875)        | (1,686,992)         | 1.6%               |
| OW Program Delivery                     | (19,926,807)         | 0                    | 0                    | 0                    | 0                    | 0                   | n/a                |
| Social Planning & Policy                | 0                    | (521,525)            | (540,286)            | (566,764)            | (566,764)            | 0                   | 0.0%               |
| <b>Total Revenue</b>                    | <b>(102,639,145)</b> | <b>(100,837,458)</b> | <b>(100,946,822)</b> | <b>(109,093,399)</b> | <b>(110,779,385)</b> | <b>(1,685,986)</b>  | <b>1.5%</b>        |
| <b>Expenditures</b>                     |                      |                      |                      |                      |                      |                     |                    |
| Community Development & Health Services | 803,977              | 839,827              | 843,945              | 885,715              | 994,334              | 108,619             | 12.3%              |
| Immigration                             | 156,846              | 0                    | 0                    | 0                    | 0                    | 0                   | n/a                |
| Other Employment Services               | 3,226,660            | 3,471,186            | 2,855,855            | 2,910,130            | 2,888,399            | (21,731)            | (0.7%)             |
| OW 100 Municipal                        | 445,370              | 0                    | 0                    | 0                    | 0                    | 0                   | n/a                |
| OW & Discretionary Assistance           | 82,979,838           | 105,688,712          | 104,827,953          | 114,128,968          | 114,217,269          | 88,301              | 0.1%               |
| OW Program Delivery                     | 26,938,007           | 0                    | 0                    | 0                    | 0                    | 0                   | n/a                |
| Social Planning & Policy                | 0                    | 521,525              | 540,289              | 566,764              | 566,764              | 0                   | 0.0%               |
| <b>Total Expenses</b>                   | <b>114,550,698</b>   | <b>110,521,250</b>   | <b>109,068,042</b>   | <b>118,491,577</b>   | <b>118,666,766</b>   | <b>175,189</b>      | <b>0.1%</b>        |
| <b>Net</b>                              |                      |                      |                      |                      |                      |                     |                    |
| Community Development & Health Services | 121,647              | 110,227              | 92,421               | 162,527              | 271,146              | 108,619             | 66.8%              |
| Immigration                             | (1)                  | 0                    | 0                    | 0                    | 0                    | 0                   | n/a                |
| Other Employment Services               | 4,655                | 160,247              | 0                    | 27,566               | 6,841                | (20,725)            | (75.2%)            |
| OW 100 Municipal                        | 176,987              | 0                    | 0                    | 0                    | 0                    | 0                   | n/a                |
| OW & Discretionary Assistance           | 4,597,065            | 9,413,318            | 8,028,796            | 9,208,085            | 7,609,394            | (1,598,691)         | (17.4%)            |
| OW Program Delivery                     | 7,011,200            | 0                    | 0                    | 0                    | 0                    | 0                   | n/a                |
| Social Planning & Policy                | 0                    | 0                    | 3                    | 0                    | 0                    | 0                   | n/a                |
| <b>Total Net</b>                        | <b>11,911,553</b>    | <b>9,683,792</b>     | <b>8,121,220</b>     | <b>9,398,178</b>     | <b>7,887,381</b>     | <b>(1,510,797)</b>  | <b>(16.1%)</b>     |

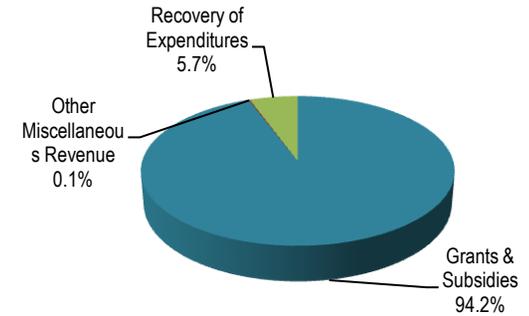
**D. Budget Summary by Major Revenue / Expense Accounts**

| GL Category                           | 2015<br>Actuals      | 2016<br>Actuals      | 2017<br>Actuals      | 2017<br>Budget       | 2018<br>Budget       | \$ Budget<br>Change | % Budget<br>Change |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|--------------------|
| <b>Revenues</b>                       |                      |                      |                      |                      |                      |                     |                    |
| Grants & Subsidies                    | (93,543,933)         | (92,312,705)         | (93,905,688)         | (101,712,754)        | (104,392,173)        | (2,679,419)         | (2.6%)             |
| Other Miscellaneous Revenue           | (77,785)             | (67,866)             | (2,891)              | (105,000)            | (105,000)            | 0                   | 0.0%               |
| Recovery of Expenditures              | (8,960,975)          | (8,156,162)          | (6,978,783)          | (7,275,645)          | (6,282,212)          | 993,433             | 13.7%              |
| Transfer From Reserve Accounts        | (56,452)             | (300,725)            | (59,460)             | 0                    | 0                    | 0                   | n/a                |
| User Fees, Permits & Charges          | 0                    | 0                    | 0                    | 0                    | 0                    | 0                   | n/a                |
| <b>Total Revenue</b>                  | <b>(102,639,145)</b> | <b>(100,837,458)</b> | <b>(100,946,822)</b> | <b>(109,093,399)</b> | <b>(110,779,385)</b> | <b>(1,685,986)</b>  | <b>(1.5%)</b>      |
| <b>Expenditures</b>                   |                      |                      |                      |                      |                      |                     |                    |
| Financial Expenses                    | 0                    | 1                    | (1)                  | 0                    | 0                    | 0                   | n/a                |
| Minor Capital                         | 93,074               | 509,407              | 35,784               | 68,730               | 103,730              | 35,000              | 50.9%              |
| Operating & Maintenance Supplies      | 172,197              | 192,919              | 194,856              | 184,745              | 181,745              | (3,000)             | (1.6%)             |
| Other Miscellaneous Expenditures      | 54,635               | 44,411               | 62,035               | 77,490               | 71,373               | (6,117)             | (7.9%)             |
| Purchased Services                    | 4,470,770            | 4,625,260            | 4,415,556            | 4,587,550            | 5,053,423            | 465,873             | 10.2%              |
| Salaries & Benefits                   | 17,180,846           | 17,719,666           | 18,031,143           | 18,834,958           | 19,192,215           | 357,257             | 1.9%               |
| Transfers for Social Services         | 92,245,446           | 87,359,759           | 86,277,804           | 94,727,239           | 94,054,887           | (672,352)           | (0.7%)             |
| Transfers to Reserves & Capital Funds | 300,725              | 59,460               | 40,000               | 0                    | 0                    | 0                   | n/a                |
| Utilities, Insurance & Taxes          | 33,005               | 10,367               | 10,865               | 10,865               | 9,393                | (1,472)             | (13.5%)            |
| <b>Total Expenses</b>                 | <b>114,550,698</b>   | <b>110,521,250</b>   | <b>109,068,042</b>   | <b>118,491,577</b>   | <b>118,666,766</b>   | <b>175,189</b>      | <b>0.1%</b>        |
| <b>Total Net</b>                      | <b>11,911,553</b>    | <b>9,683,792</b>     | <b>8,121,220</b>     | <b>9,398,178</b>     | <b>7,887,381</b>     | <b>(1,510,797)</b>  | <b>(16.1%)</b>     |

**D. Budget Summary by Major Revenue / Expense Accounts**

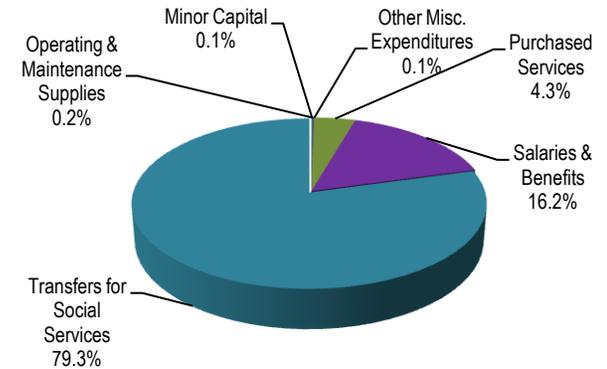
**Revenues**

|                             | <u>2018 Budget</u>   |               |
|-----------------------------|----------------------|---------------|
| Grants & Subsidies          | (104,392,173)        | 94.2%         |
| Other Miscellaneous Revenue | (105,000)            | 0.1%          |
| Recovery of Expenditures    | (6,282,212)          | 5.7%          |
| <b>Total Revenue</b>        | <b>(110,779,385)</b> | <b>100.0%</b> |



**Expenditures**

|                                  | <u>2018 Budget</u> |               |
|----------------------------------|--------------------|---------------|
| Minor Capital                    | 103,730            | 0.1%          |
| Operating & Maintenance Supplies | 181,745            | 0.2%          |
| Other Miscellaneous Expenditures | 71,373             | 0.1%          |
| Purchased Services               | 5,053,423          | 4.3%          |
| Salaries & Benefits              | 19,192,215         | 16.2%         |
| Transfers for Social Services    | 94,054,887         | 79.3%         |
| Utilities, Insurance & Taxes     | 9,393              | 0.0%          |
| <b>Total Expenses</b>            | <b>118,666,766</b> | <b>100.0%</b> |



**E. Budget Issue Summary**

| Ref. #                                       | Category                | Description  | Municipal Levy     | Building Permit | Off-Street Parking | Sewer Surcharge | BSR/Other Reserve Funding | FTE Impact |
|--|-------------------------|--|--------------------|-----------------|--------------------|-----------------|---------------------------|------------|
| n/a  | Salary & Wage           | ** Contractual / Council Pre-Approved Salary & Wage Adjustment                                     | 286,902            |                 |                    |                 |                           |            |
| 2018-0242                                    | [G] Line Item Increase  | Decrease in Recoveries from Ontario Works Program Delivery (OW)                                    | 85,333             |                 |                    |                 |                           |            |
| 2018-0039                                    | [H] Line Item Reduction | Employment Services - Expenditure and Revenue Realignment  | (53,380)           |                 |                    |                 |                           |            |
| 2018-0041                                    | [H] Line Item Reduction | Staff Impact of Ontario Works Legislative Changes regarding the treatment of Child Support and CPP | (21,666)           |                 |                    |                 |                           | (1.0)      |
| 2018-0011                                    | [I] Revenue Increase    | Upload of Municipal Cost for Ontario Works Employment Assistance (EA)                              | (158,078)          |                 |                    |                 |                           |            |
| 2018-0013                                    | [I] Revenue Increase    | Upload of the Municipal Cost for Ontario Works Financial Assistance                                | (1,504,724)        |                 |                    |                 |                           |            |
| 2018-0040                                    | [I] Revenue Increase    | Increase in County Revenue for Ontario Works Program Delivery                                      | (103,920)          |                 |                    |                 |                           |            |
| 2018-0042                                    | [I] Revenue Increase    | Increase in Provincial & County Revenue for Ontario Works Program Delivery                         | (181,226)          |                 |                    |                 |                           |            |
| 2018-0176                                    | [M] Service Enhancement | Conversion of One (1) Local Business Expert Position from Temporary Full-Time to Regular Full-Time | 0                  |                 |                    |                 |                           | 1.0        |
| 2018-0177                                    | [M] Service Enhancement | Conversion of One (1) Staff Trainer Position from Temporary Full-Time to Regular Full-Time         | 0                  |                 |                    |                 |                           | 1.0        |
| 2018-0374                                    | [M] Service Enhancement | Addition of a Sharps and Syringe Disposal Bin Program – City Wide                                  | 65,000             |                 |                    |                 | 15,000                    |            |
|  |                         | *** Interdepartmental Reallocations  | 74,962             |                 |                    |                 |                           |            |
| <b>Total 2018 Budget Increase/(Decrease)</b> |                         |  | <b>(1,510,797)</b> | <b>0</b>        | <b>0</b>           | <b>0</b>        | <b>15,000</b>             | <b>1.0</b> |

\*\* The Contractual/Council Pre-Approved Salary & Wage Adjustments do not include a reference number or issue detail write-ups as these amounts are generated from an in-depth salary development process that is undertaken at the beginning of the annual budget process. All departments develop their salary budgets based on the prior year's approved full time equivalent (FTE) complement, using a zero-based budgeting approach. Any reductions / increases in this line are attributed to the net impact of the department's incumbent changes, annualized step increments and increases resulting from negotiated salary & wage contracts.

\*\*\* The Interdepartmental Reallocation lines do not include a reference number or issue detail write-ups as these amounts represent the cumulative net budget increase / decrease to this department resulting from budget issues that have been submitted by other departments. In some cases, budget issues submitted by one department may have a budgetary impact on another or various other departments. This is done in order to facilitate the presentation of an issue by the coordinating department as opposed to repeating the issue for all departments (i.e. Utilities, Insurance, Fuel). At the Approved Stage, this line may include interdepartmental reallocations that net to zero.

### A. Departmental Overview

#### Mission

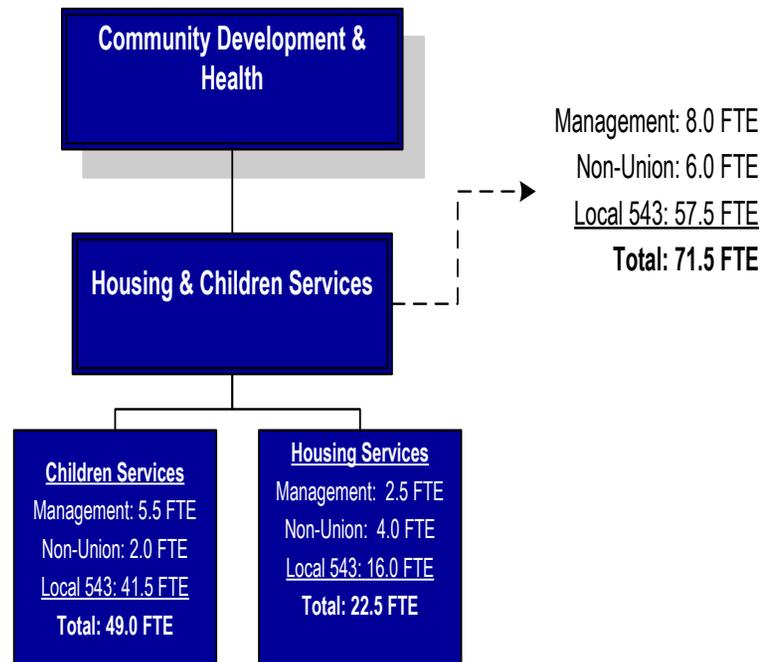
*“Enhancing quality of life”*

Through leadership and collaboration we are committed to enhancing the quality of life for people and our community

#### Description

Housing and Children’s Services has service management responsibility for a variety of housing, homelessness and children’s programs provided to individuals, children and families who reside in Windsor and Essex County. Housing and Housing Support Services provides programs that offer subsidies and supports that include emergency, short term and permanent housing, reduce the risk of homelessness and provide opportunities to repair homes and multi-residential units. Children’s Services provides child care subsidies for employment and educational opportunities, support children with special needs by allowing them to have an opportunity to participate in a child care program, enhance the wages of early childhood educators and support parents in the development and learning of their young children.

#### 2018 Approved Budgeted Full Time Equivalents (FTE's)



**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division                      | Position Description                       | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|-------------------------------|--|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
| Children Services             | ExDir, Housing & Children Serv             | Management       | 0.5                    | 0.5                    | 0.5                    | 0.5                    | 0.0               |
|                               | Manager of Children Services               | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                               | Supervisor, Ontario Early Years            | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                               | Supv, Child Care Subsidy                   | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                               | Supv, Childrens Serv Systems               | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                               | Supv, Program & Policy                     | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                               | Coord, Staff Development                   | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                               | Early Years Coordinator                    | Non-Union        | 0.0                    | 0.0                    | 0.0                    | 1.0                    | 1.0               |
|                               | Bilingual Early Literacy Specialist        | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                               | Caseworker (Children's Serv)               | Local 543        | 7.0                    | 7.0                    | 7.0                    | 8.0                    | 1.0               |
|                               | Caseworker (Children's Serv) - Bilingual   | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                               | Child Care Data Analysis Coord             | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                               | Children Services System Analyst           | Local 543        | 1.0                    | 1.0                    | 2.0                    | 2.0                    | 0.0               |
|                               | Contract Clerk                             | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                               | Data Analysis Coordinator-OEY              | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                               | Early Years Program Development Officer    | Local 543        | 0.0                    | 0.0                    | 0.0                    | 1.0                    | 1.0               |
|                               | Early Learning Initiatives Clerk Bilingual | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                               | Intake Clerk - Bilingual                   | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                               | Intermediate Clerk Steno                   | Local 543        | 3.0                    | 3.0                    | 3.0                    | 4.0                    | 1.0               |
|                               | Junior Clerk Children's Services           | Local 543        | 1.0                    | 1.0                    | 1.0                    | 0.0                    | (1.0)             |
|                               | OEY Early Childhood Educator               | Local 543        | 15.5                   | 15.5                   | 15.5                   | 15.5                   | 0.0               |
|                               | Program Analyst                            | Local 543        | 1.0                    | 1.0                    | 1.0                    | 2.0                    | 1.0               |
|                               | Program and Policy Clerk                   | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
| Special Projects Co-ordinator | Local 543                                  | 0.0              | 1.0                    | 1.0                    | 1.0                    | 0.0                    |                   |
| <b>Sub-Total</b>              |  |                  | <b>43.0</b>            | <b>44.0</b>            | <b>45.0</b>            | <b>49.0</b>            | <b>4.0</b>        |

**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division                | Position Description                              | Position Profile | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|-------------------------|---|------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
| <b>Housing Services</b> | ExDir, Housing & Children Serv                    | Management       | 0.5                    | 0.5                    | 0.5                    | 0.5                    | 0.0               |
|                         | Mgr,Housing Support Services                      | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                         | Supv, Housing Support                             | Management       | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                         | Coord, Housing Admin & Develop                    | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                         | Coord, Housing Admin & Policy                     | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                         | Coordinator, Housing Administration & Development | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                         | Social Housing Analyst                            | Non-Union        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                         | Administrative Assistant                          | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                         | Caseworker - Housing Support                      | Local 543        | 7.0                    | 7.0                    | 7.0                    | 7.0                    | 0.0               |
|                         | Caseworker - Housing Support - Bilingual          | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                         | Clerk Steno Intermediate                          | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                         | Maint/Technical Support Person                    | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                         | Program Development Officer                       | Local 543        | 2.0                    | 2.0                    | 2.0                    | 3.0                    | 1.0               |
|                         | Social Worker (BSW)                               | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                         | Special Projects Coordinator                      | Local 543        | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                         | <b>Sub-Total</b>                                  |                  | <b>21.5</b>            | <b>21.5</b>            | <b>21.5</b>            | <b>22.5</b>            | <b>1.0</b>        |
| <b>Total</b>            |   |                  | <b>64.5</b>            | <b>65.5</b>            | <b>66.5</b>            | <b>71.5</b>            | <b>5.0</b>        |

**C. Budget Summary by Division**

| Division                     | 2015<br>Actuals     | 2016<br>Actuals     | 2017<br>Actuals     | 2017<br>Budget      | 2018<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| <b>Revenues</b>              |                     |                     |                     |                     |                     |                     |                    |
| Housing Services             | (13,780,756)        | (24,437,041)        | (26,646,602)        | (30,451,041)        | (32,141,168)        | (1,690,127)         | 5.6%               |
| Children's Services          | (37,217,738)        | (40,049,103)        | (43,066,196)        | (40,327,186)        | (57,001,588)        | (16,674,402)        | 41.3%              |
| Residential Support Services | (9,284,175)         | 0                   | 0                   | 0                   | 0                   | 0                   | n/a                |
| <b>Total Revenue</b>         | <b>(60,282,669)</b> | <b>(64,486,144)</b> | <b>(69,712,798)</b> | <b>(70,778,227)</b> | <b>(89,142,756)</b> | <b>(18,364,529)</b> | <b>25.9%</b>       |
| <b>Expenditures</b>          |                     |                     |                     |                     |                     |                     |                    |
| Housing Services             | 20,069,428          | 31,342,419          | 33,406,363          | 37,853,775          | 39,472,977          | 1,619,202           | 4.3%               |
| Children's Services          | 41,001,640          | 43,726,237          | 46,889,712          | 44,211,748          | 61,030,691          | 16,818,943          | 38.0%              |
| Residential Support Services | 10,067,543          | 0                   | 0                   | 0                   | 0                   | 0                   | n/a                |
| <b>Total Expenses</b>        | <b>71,138,611</b>   | <b>75,068,656</b>   | <b>80,296,075</b>   | <b>82,065,523</b>   | <b>100,503,668</b>  | <b>18,438,145</b>   | <b>22.5%</b>       |
| <b>Net</b>                   |                     |                     |                     |                     |                     |                     |                    |
| Housing Services             | 6,288,672           | 6,905,378           | 6,759,761           | 7,402,734           | 7,331,809           | (70,925)            | (1.0%)             |
| Children's Services          | 3,783,902           | 3,677,134           | 3,823,516           | 3,884,562           | 4,029,103           | 144,541             | 3.7%               |
| Residential Support Services | 783,368             | 0                   | 0                   | 0                   | 0                   | 0                   | n/a                |
| <b>Total Net</b>             | <b>10,855,942</b>   | <b>10,582,512</b>   | <b>10,583,277</b>   | <b>11,287,296</b>   | <b>11,360,912</b>   | <b>73,616</b>       | <b>0.7%</b>        |

## Community Development & Health - Housing & Children Services

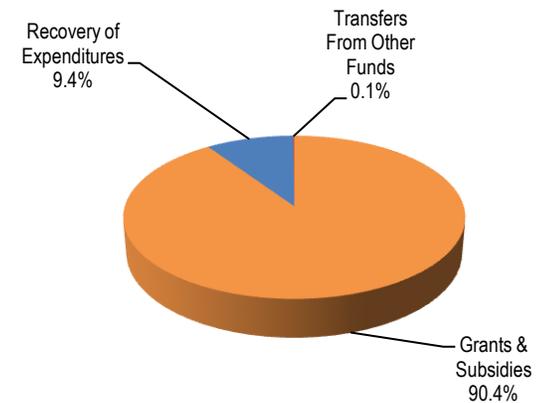
### D. Budget Summary by Major Revenue / Expense Accounts

| GL Category                      | 2015<br>Actuals     | 2016<br>Actuals     | 2017<br>Actuals     | 2017<br>Budget      | 2018<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| <b>Revenues</b>                  |                     |                     |                     |                     |                     |                     |                    |
| Grants & Subsidies               | (48,977,701)        | (52,613,961)        | (56,180,412)        | (52,826,852)        | (80,618,318)        | (27,791,466)        | (52.6%)            |
| Other Miscellaneous Revenue      | (5,536)             | 0                   | 0                   | 0                   | 0                   | 0                   | n/a                |
| Recovery of Expenditures         | (9,019,170)         | (11,872,183)        | (13,532,386)        | (17,881,375)        | (8,407,228)         | 9,474,147           | 53.0%              |
| Transfers From Other Funds       | (693,250)           | 0                   | 0                   | (70,000)            | (117,210)           | (47,210)            | (67.4%)            |
| User Fees, Permits & Charges     | (1,587,012)         | 0                   | 0                   | 0                   | 0                   | 0                   | n/a                |
| <b>Total Revenue</b>             | <b>(60,282,669)</b> | <b>(64,486,144)</b> | <b>(69,712,798)</b> | <b>(70,778,227)</b> | <b>(89,142,756)</b> | <b>(18,364,529)</b> | <b>(25.9%)</b>     |
| <b>Expenditures</b>              |                     |                     |                     |                     |                     |                     |                    |
| Financial Expenses               | 0                   | 0                   | 3                   | 250                 | 250                 | 0                   | 0.0%               |
| Minor Capital                    | 95,108              | 57,508              | 59,958              | 34,234              | 52,607              | 18,373              | 53.7%              |
| Operating & Maintenance Supplies | 199,157             | 183,748             | 223,657             | 158,560             | 233,604             | 75,044              | 47.3%              |
| Other Miscellaneous Expenditures | 1,144,374           | 144,618             | 453,244             | 29,822              | 26,376              | (3,446)             | (11.6%)            |
| Purchased Services               | 734,708             | 1,286,386           | 1,581,450           | 1,541,998           | 1,667,442           | 125,444             | 8.1%               |
| Salaries & Benefits              | 5,215,974           | 5,084,484           | 5,762,282           | 5,616,549           | 6,541,174           | 924,625             | 16.5%              |
| Transfers for Social Services    | 63,710,027          | 68,294,325          | 72,196,349          | 74,662,818          | 91,963,036          | 17,300,218          | 23.2%              |
| Utilities, Insurance & Taxes     | 39,263              | 17,587              | 19,132              | 21,292              | 19,179              | (2,113)             | n/a                |
| <b>Total Expenses</b>            | <b>71,138,611</b>   | <b>75,068,656</b>   | <b>80,296,075</b>   | <b>82,065,523</b>   | <b>100,503,668</b>  | <b>18,438,145</b>   | <b>22.5%</b>       |
| <b>Total Net</b>                 | <b>10,855,942</b>   | <b>10,582,512</b>   | <b>10,583,277</b>   | <b>11,287,296</b>   | <b>11,360,912</b>   | <b>73,616</b>       | <b>0.7%</b>        |

**D. Budget Summary by Major Revenue / Expense Accounts**

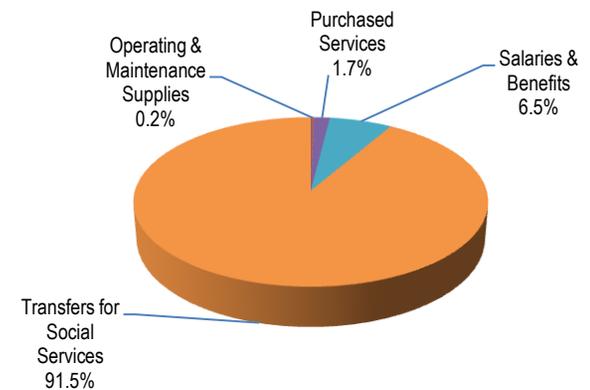
**Revenues**

|                            | <u>2018 Budget</u>  |               |
|----------------------------|---------------------|---------------|
| Grants & Subsidies         | (80,618,318)        | 90.4%         |
| Recovery of Expenditures   | (8,407,228)         | 9.4%          |
| Transfers From Other Funds | (117,210)           | 0.1%          |
| <b>Total Revenue</b>       | <b>(89,142,756)</b> | <b>100.0%</b> |



**Expenditures**

|                                  | <u>2018 Budget</u> |               |
|----------------------------------|--------------------|---------------|
| Financial Expenses               | 250                | 0.0%          |
| Minor Capital                    | 52,607             | 0.1%          |
| Operating & Maintenance Supplies | 233,604            | 0.2%          |
| Other Miscellaneous Expenditures | 26,376             | 0.0%          |
| Purchased Services               | 1,667,442          | 1.7%          |
| Salaries & Benefits              | 6,541,174          | 6.5%          |
| Transfers for Social Services    | 91,963,036         | 91.5%         |
| Utilities, Insurance & Taxes     | 19,179             | 0.0%          |
| <b>Total Expenses</b>            | <b>100,503,668</b> | <b>100.0%</b> |



**E. Budget Issue Summary**

| Ref. #                                       | Category                | Description  | Municipal Levy | Building Permit | Off-Street Parking | Sewer Surcharge | BSR/Other Reserve Funding | FTE Impact |
|--|-------------------------|--|----------------|-----------------|--------------------|-----------------|---------------------------|------------|
| n/a  | Salary & Wage           | ** Contractual / Council Pre-Approved Salary & Wage Adjustment                               | 69,497         |                 |                    |                 |                           |            |
| 2018-0051                                    | [B] Legislated          | Federal Block Funding Loss   | 0              |                 |                    |                 |                           |            |
| 2018-0059                                    | [H] Line Item Reduction | Realign Children Services Municipal Budget to Provincially Approved Budget                   | (175,287)      |                 |                    |                 |                           |            |
| 2018-0052                                    | [I] Revenue Increase    | Increase in County Revenue for Housing Services and WECHC                                    | (57,891)       |                 |                    |                 |                           |            |
| 2018-0008                                    | [M] Service Enhancement | Additional Staffing Required to Implement Expansion Plan Funded by the Ministry of Education | 0              |                 |                    |                 |                           | 4.0        |
| 2018-0050                                    | [M] Service Enhancement | Addition of Program Development Officer Position   | 0              |                 |                    |                 |                           | 1.0        |
| 2018-0161                                    | [M] Service Enhancement | Enhancement to the Pathway to Potential (P2P) Program  | 143,100        |                 |                    |                 |                           |            |
| 2018-0377                                    | [M] Service Enhancement | Funding to Expand Street Outreach Services   | 0              |                 |                    |                 | 67,210                    |            |
|  |                         | *** Interdepartmental Reallocations  | 94,197         |                 |                    |                 |                           |            |
| <b>Total 2018 Budget Increase/(Decrease)</b> |                         |  | <b>73,616</b>  | <b>0</b>        | <b>0</b>           | <b>0</b>        | <b>67,210</b>             | <b>5.0</b> |

\*\* The Contractual/Council Pre-Approved Salary & Wage Adjustments do not include a reference number or issue detail write-ups as these amounts are generated from an in-depth salary development process that is undertaken at the beginning of the annual budget process. All departments develop their salary budgets based on the prior year's approved full time equivalent (FTE) complement, using a zero-based budgeting approach. Any reductions / increases in this line are attributed to the net impact of the department's incumbent changes, annualized step increments and increases resulting from negotiated salary & wage contracts.

\*\*\* The Interdepartmental Reallocation lines do not include a reference number or issue detail write-ups as these amounts represent the cumulative net budget increase / decrease to this department resulting from budget issues that have been submitted by other departments. In some cases, budget issues submitted by one department may have a budgetary impact on another or various other departments. This is done in order to facilitate the presentation of an issue by the coordinating department as opposed to repeating the issue for all departments (i.e. Utilities, Insurance, Fuel). At the Approved Stage, this line may include interdepartmental reallocations that net to zero.

**A. Departmental Overview**

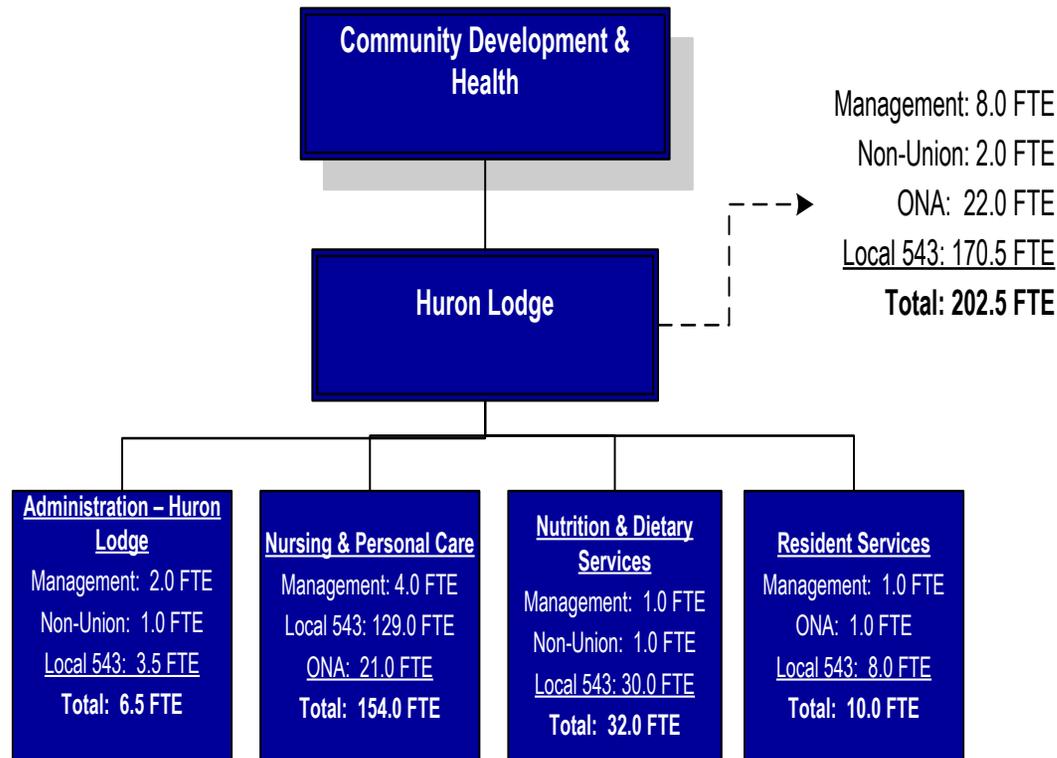
**Mission**

Huron Lodge is a long-term care home committed to providing compassionate quality care in a home-like setting for those who require 24 hour nursing and personal care.

**Description**

The mandate of Huron Lodge is to provide for the physical, psychological, spiritual, social and cultural needs of our residents and to develop and maintain a home-like atmosphere that promotes a feeling of friendship, vitality and enjoyment in living.

2018 Approved Budgeted Full Time Equivalents (FTE's)



**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division                            | Position Description                   | Position Profile   | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|-------------------------------------|--|--------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
| <b>Administration - Huron Lodge</b> | ExDir, Long Term Care/Admin            | Management         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                     | Mgr, Program Services                  | Management         | 1.0                    | 1.0                    | 1.0                    | 0.0                    | (1.0)             |
|                                     | Manager, Resident & Corporate Services | Management         | 0.0                    | 0.0                    | 0.0                    | 1.0                    | 1.0               |
|                                     | Administrative Assistant               | Non-Union          | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                     | Resident Financial Coordinator         | Local 543          | 2.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                     | Clerk Steno Senior                     | Local 543          | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                     | Administrative Clerk                   | Local 543          | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                     | Junior Clerk - Typist                  | Local 543          | 0.0                    | 1.0                    | 1.0                    | 0.5                    | (0.5)             |
|                                     | <b>Sub-Total</b>                       |                    |                        | <b>7.0</b>             | <b>7.0</b>             | <b>7.0</b>             | <b>6.5</b>        |
| <b>Nursing &amp; Personal Care</b>  | Director of Care                       | Management         | 2.0                    | 2.0                    | 2.0                    | 1.0                    | (1.0)             |
|                                     | Asst. Director of Care                 | Management         | 1.0                    | 1.0                    | 1.0                    | 2.0                    | 1.0               |
|                                     | Clinical Care Supervisor               | Management         | 0.0                    | 0.0                    | 0.0                    | 1.0                    | 1.0               |
|                                     | Registered Nurse                       | ONA                | 12.0                   | 12.0                   | 12.0                   | 12.0                   | 0.0               |
|                                     | Registered Nurse                       | ONA (HL-RPT)       | 9.0                    | 9.0                    | 9.0                    | 9.0                    | 0.0               |
|                                     | Registered Practical Nurse             | Local 543 (HL-RPT) | 9.5                    | 9.5                    | 9.5                    | 9.5                    | 0.0               |
|                                     | Registered Practical Nurse             | Local 543          | 15.0                   | 15.0                   | 15.0                   | 15.0                   | 0.0               |
|                                     | Personal Support Worker                | Local 543          | 60.0                   | 60.0                   | 60.0                   | 60.0                   | 0.0               |
|                                     | Personal Support Worker                | Local 543 (HL-RPT) | 42.5                   | 42.5                   | 42.5                   | 42.5                   | 0.0               |
|                                     | Med Transcript/Admin Asst              | Local 543          | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                     | Nursing Records Assistant              | Local 543          | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|                                     | <b>Sub-Total</b>                       |                    |                        | <b>153.0</b>           | <b>153.0</b>           | <b>153.0</b>           | <b>154.0</b>      |

**B. Budgeted Full Time Equivalent (FTE's)**

*Excludes Temporary / Seasonal Employees*

| Division                                | Position Description                    | Position Profile   | 2015 FTE<br>(Approved) | 2016 FTE<br>(Approved) | 2017 FTE<br>(Approved) | 2018 FTE<br>(Approved) | Change<br>Over PY |
|---|---|--------------------|------------------------|------------------------|------------------------|------------------------|-------------------|
| <b>Nutrition &amp; Dietary Services</b> | Manager of Nutrition & Dietary Services | Management         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Supervisor of Dietary Services          | Non-Union          | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Cook                                    | Local 543          | 4.0                    | 4.0                    | 4.0                    | 4.0                    | 0.0               |
|   | Junior Clerk-Typist (Diet/ResSrvs)      | Local 543          | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Kitchen Staff I                         | Local 543          | 1.0                    | 0.0                    | 0.0                    | 0.0                    | 0.0               |
|   | Kitchen Staff II                        | Local 543          | 12.0                   | 13.0                   | 13.0                   | 13.0                   | 0.0               |
|   | Nutritional Administrative Asst         | Local 543          | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Kitchen Staff II                        | Local 543 (HL-RPT) | 11.0                   | 11.0                   | 11.0                   | 11.0                   | 0.0               |
|   | <b>Sub-Total</b>                        |                    |                        | <b>32.0</b>            | <b>32.0</b>            | <b>32.0</b>            | <b>32.0</b>       |
| <b>Resident Services</b>                | Mgr, Resident Services                  | Management         | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Staff Development Coordinator           | ONA                | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Social Worker                           | Local 543          | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Entertain. & Activities Coord.          | Local 543          | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | Adjuvant                                | Local 543          | 3.0                    | 3.0                    | 3.0                    | 2.0                    | (1.0)             |
|   | Theraputic Recreation Aide              | Local 543          | 1.0                    | 1.0                    | 1.0                    | 3.0                    | 2.0               |
|   | Theraputic Recreation Assistant         | Local 543          | 1.0                    | 1.0                    | 1.0                    | 0.0                    | (1.0)             |
|   | Recreation Aide/Volunteer Coordinator   | Local 543          | 1.0                    | 1.0                    | 1.0                    | 1.0                    | 0.0               |
|   | <b>Sub-Total</b>                        |                    |                        | <b>10.0</b>            | <b>10.0</b>            | <b>10.0</b>            | <b>10.0</b>       |
| <b>Total</b>                            |   |                    | <b>202.0</b>           | <b>202.0</b>           | <b>202.0</b>           | <b>202.5</b>           | <b>0.5</b>        |

**C. Budget Summary by Division**

| Division                     | 2015<br>Actuals     | 2016<br>Actuals     | 2017<br>Actuals     | 2017<br>Budget      | 2018<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| <b>Revenues</b>              |                     |                     |                     |                     |                     |                     |                    |
| Administration - Huron Lodge | (7,050)             | (15,128,239)        | (15,081,085)        | (14,997,122)        | (15,541,338)        | (544,216)           | n/a                |
| Nursing & Personal Care      | (890,570)           | (512,287)           | (624,151)           | (382,008)           | (354,113)           | 27,895              | (7.3%)             |
| Nutrition & Dietary Services | 0                   | (111,469)           | (149,477)           | (34,817)            | (25,001)            | 9,816               | n/a                |
| Program Services             | (14,966,999)        | (720)               | 0                   | 0                   | 0                   | 0                   | n/a                |
| Resident Services            | (18,360)            | (201,292)           | (195,225)           | (186,309)           | (189,085)           | (2,776)             | 1.5%               |
| <b>Total Revenue</b>         | <b>(15,882,979)</b> | <b>(15,954,007)</b> | <b>(16,049,938)</b> | <b>(15,600,256)</b> | <b>(16,109,537)</b> | <b>(509,281)</b>    | <b>3.3%</b>        |
| <b>Expenditures</b>          |                     |                     |                     |                     |                     |                     |                    |
| Administration - Huron Lodge | 1,120,212           | 1,092,290           | 1,127,274           | 1,058,273           | 996,885             | (61,388)            | (5.8%)             |
| Nursing & Personal Care      | 14,049,966          | 13,960,771          | 14,091,752          | 14,166,083          | 14,595,511          | 429,428             | 3.0%               |
| Nutrition & Dietary Services | 0                   | 3,082,337           | 3,332,171           | 3,097,650           | 3,190,769           | 93,119              | n/a                |
| Program Services             | 6,558,551           | 3,580,557           | 3,109,247           | 3,196,648           | 3,289,062           | 92,414              | 2.9%               |
| Resident Services            | 1,271,763           | 1,401,038           | 1,200,792           | 1,364,825           | 1,354,813           | (10,012)            | (0.7%)             |
| <b>Total Expenses</b>        | <b>23,000,492</b>   | <b>23,116,993</b>   | <b>22,861,236</b>   | <b>22,883,479</b>   | <b>23,427,040</b>   | <b>543,561</b>      | <b>2.4%</b>        |
| <b>Net</b>                   |                     |                     |                     |                     |                     |                     |                    |
| Administration - Huron Lodge | 1,113,162           | (14,035,949)        | (13,953,811)        | (13,938,849)        | (14,544,453)        | (605,604)           | 4.3%               |
| Nursing & Personal Care      | 13,159,396          | 13,448,484          | 13,467,601          | 13,784,075          | 14,241,398          | 457,323             | 3.3%               |
| Nutrition & Dietary Services | 0                   | 2,970,868           | 3,182,694           | 3,062,833           | 3,165,768           | 102,935             | n/a                |
| Program Services             | (8,408,448)         | 3,579,837           | 3,109,247           | 3,196,648           | 3,289,062           | 92,414              | 2.9%               |
| Resident Services            | 1,253,403           | 1,199,746           | 1,005,567           | 1,178,516           | 1,165,728           | (12,788)            | (1.1%)             |
| <b>Total Net</b>             | <b>7,117,513</b>    | <b>7,162,986</b>    | <b>6,811,298</b>    | <b>7,283,223</b>    | <b>7,317,503</b>    | <b>34,280</b>       | <b>0.5%</b>        |

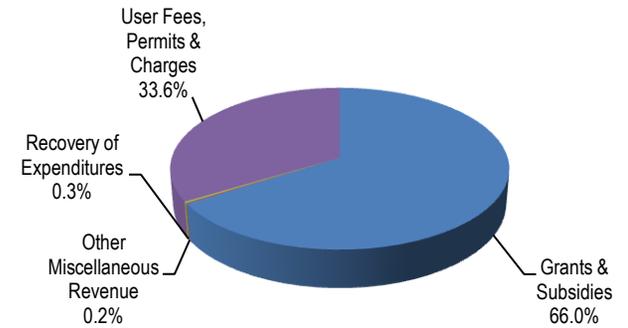
**D. Budget Summary by Major Revenue / Expense Accounts**

| GL Category                           | 2015<br>Actuals     | 2016<br>Actuals     | 2017<br>Actuals     | 2017<br>Budget      | 2018<br>Budget      | \$ Budget<br>Change | % Budget<br>Change |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| <b>Revenues</b>                       |                     |                     |                     |                     |                     |                     |                    |
| Grants & Subsidies                    | (10,641,049)        | (10,522,506)        | (10,506,598)        | (10,420,600)        | (10,626,881)        | (206,281)           | (2.0%)             |
| Other Miscellaneous Revenue           | (116,707)           | (200,753)           | (123,854)           | (27,002)            | (27,002)            | 0                   | 0.0%               |
| Recovery of Expenditures              | (50,823)            | (1,275)             | (248)               | 0                   | (45,000)            | (45,000)            | n/a                |
| Transfer From Reserve Accounts        | (10,400)            | (15,695)            | 0                   | 0                   | 0                   | 0                   | n/a                |
| Transfers From Other Funds            | 0                   | (12,405)            | (137,097)           | 0                   | 0                   | 0                   | n/a                |
| User Fees, Permits & Charges          | (5,064,000)         | (5,201,373)         | (5,282,141)         | (5,152,654)         | (5,410,654)         | (258,000)           | (5.0%)             |
| <b>Total Revenue</b>                  | <b>(15,882,979)</b> | <b>(15,954,007)</b> | <b>(16,049,938)</b> | <b>(15,600,256)</b> | <b>(16,109,537)</b> | <b>(509,281)</b>    | <b>(3.3%)</b>      |
| <b>Expenditures</b>                   |                     |                     |                     |                     |                     |                     |                    |
| Financial Expenses                    | 53                  | (2)                 | (1,046)             | 0                   | 0                   | 0                   | n/a                |
| Minor Capital                         | 243,701             | 144,022             | 197,425             | 96,097              | 96,597              | 500                 | 0.5%               |
| Operating & Maintenance Supplies      | 3,012,854           | 2,863,707           | 1,139,896           | 1,197,472           | 1,023,746           | (173,726)           | (14.5%)            |
| Other Miscellaneous Expenditures      | 59,333              | 204,302             | 135,919             | 137,033             | 138,538             | 1,505               | 1.1%               |
| Purchased Services                    | 1,443,436           | 1,663,270           | 3,130,255           | 2,614,731           | 2,900,421           | 285,690             | 10.9%              |
| Salaries & Benefits                   | 17,583,460          | 17,385,713          | 17,529,352          | 17,885,740          | 18,218,590          | 332,850             | 1.9%               |
| Transfers for Social Services         | 150,772             | 157,728             | 138,692             | 98,112              | 143,112             | 45,000              | n/a                |
| Transfers to Reserves & Capital Funds | 1,892               | 15,843              | 3,377               | 101,500             | 203,000             | 101,500             | n/a                |
| Utilities, Insurance & Taxes          | 504,991             | 682,410             | 587,366             | 752,794             | 703,036             | (49,758)            | (6.6%)             |
| <b>Total Expenses</b>                 | <b>23,000,492</b>   | <b>23,116,993</b>   | <b>22,861,236</b>   | <b>22,883,479</b>   | <b>23,427,040</b>   | <b>543,561</b>      | <b>2.4%</b>        |
| <b>Total Net</b>                      | <b>7,117,513</b>    | <b>7,162,986</b>    | <b>6,811,298</b>    | <b>7,283,223</b>    | <b>7,317,503</b>    | <b>34,280</b>       | <b>0.5%</b>        |

**D. Budget Summary by Major Revenue / Expense Accounts**

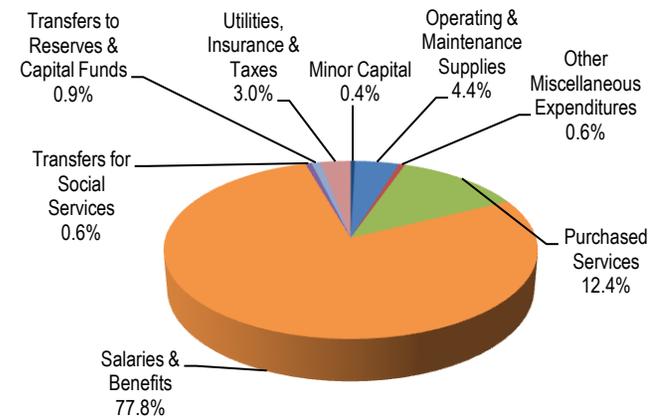
**Revenues**

|                              | <u>2018 Budget</u>  |               |
|------------------------------|---------------------|---------------|
| Grants & Subsidies           | (10,626,881)        | 66.0%         |
| Other Miscellaneous Revenue  | (27,002)            | 0.2%          |
| Recovery of Expenditures     | (45,000)            | 0.3%          |
| User Fees, Permits & Charges | (5,410,654)         | 33.6%         |
| <b>Total Revenue</b>         | <b>(16,109,537)</b> | <b>100.0%</b> |



**Expenditures**

|                                       | <u>2018 Budget</u> |               |
|---------------------------------------|--------------------|---------------|
| Minor Capital                         | 96,597             | 0.4%          |
| Operating & Maintenance Supplies      | 1,023,746          | 4.4%          |
| Other Miscellaneous Expenditures      | 138,538            | 0.6%          |
| Purchased Services                    | 2,900,421          | 12.4%         |
| Salaries & Benefits                   | 18,218,590         | 77.8%         |
| Transfers for Social Services         | 143,112            | 0.6%          |
| Transfers to Reserves & Capital Funds | 203,000            | 0.9%          |
| Utilities, Insurance & Taxes          | 703,036            | 3.0%          |
| <b>Total Expenses</b>                 | <b>23,427,040</b>  | <b>100.0%</b> |



**E. Budget Issue Summary**

| Ref. #                                       | Category                         | Description   | Municipal Levy | Building Permit | Off-Street Parking | Sewer Surcharge | BSR/Other Reserve Funding | FTE Impact |
|--|----------------------------------|---|----------------|-----------------|--------------------|-----------------|---------------------------|------------|
| n/a  | Salary & Wage                    | ** Contractual / Council Pre-Approved Salary & Wage Adjustment                    | 105,102        |                 |                    |                 |                           |            |
| 2018-0035                                    | [A] Annualization                | Conversion of one Full Time Adjuvant to one Full Time Therapeutic Recreation Aide | 5,671          |                 |                    |                 |                           | 0.0        |
| 2018-0044                                    | [C] Contractual                  | Increase Other Pay due to Contractual Obligations                                 | 110,000        |                 |                    |                 |                           |            |
| 2018-0034                                    | [I] Revenue Increase             | Increase in Huron Lodge Resident Rent Revenue                                     | (415,036)      |                 |                    |                 |                           |            |
| 2018-0028                                    | [J] Alternative Service Delivery | Nursing Management and Administration Staffing Realignment                        | (37,310)       |                 |                    |                 | 131,401                   | 0.5        |
|  |                                  | *** Interdepartmental Reallocations   | 265,853        |                 |                    |                 |                           |            |
| <b>Total 2018 Budget Increase/(Decrease)</b> |                                  |   | <b>34,280</b>  | <b>0</b>        | <b>0</b>           | <b>0</b>        | <b>131,401</b>            | <b>0.5</b> |

\*\* The Contractual/Council Pre-Approved Salary & Wage Adjustments do not include a reference number or issue detail write-ups as these amounts are generated from an in-depth salary development process that is undertaken at the beginning of the annual budget process. All departments develop their salary budgets based on the prior year's approved full time equivalent (FTE) complement, using a zero-based budgeting approach. Any reductions / increases in this line are attributed to the net impact of the department's incumbent changes, annualized step increments and increases resulting from negotiated salary & wage contracts.

\*\*\* The Interdepartmental Reallocation lines do not include a reference number or issue detail write-ups as these amounts represent the cumulative net budget increase / decrease to this department resulting from budget issues that have been submitted by other departments. In some cases, budget issues submitted by one department may have a budgetary impact on another or various other departments. This is done in order to facilitate the presentation of an issue by the coordinating department as opposed to repeating the issue for all departments (i.e. Utilities, Insurance, Fuel). At the Approved Stage, this line may include interdepartmental reallocations that net to zero.

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## A. Departmental Overview

### Description

The Corporate Finance section encompasses a number of financial revenue and expense accounts which are not directly attributable to specific departments of the Corporation. The budgets contained in this section relate to expenditures incurred or revenues generated that impact on the Corporation as a whole as opposed to a specific department.

The Corporate Human Resources section encompasses a number of personnel related revenues and expenditures accounts which are not directly attributable to specific departments of the Corporation. The budgets contained in this section relate to expenditures incurred or revenues generated that impact on the Corporation as a whole as opposed to a specific department.

**B. Budgeted Full Time Equivalent (FTE's)**

*Not Applicable*

**C. Budget Summary by Division**

| Division                      | 2015<br>Actuals      | 2016<br>Actuals      | 2017<br>Actuals      | 2017<br>Budget       | 2018<br>Budget       | \$ Budget<br>Change | % Budget<br>Change |
|-------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|--------------------|
| <b>Revenues</b>               |                      |                      |                      |                      |                      |                     |                    |
| Banking & Interest Charges    | (8,996,090)          | (8,965,599)          | (10,015,974)         | (9,412,302)          | (10,812,301)         | (1,399,999)         | 0.0%               |
| Leases                        | (1,012,731)          | (1,371,496)          | (1,993,339)          | (1,974,684)          | (2,468,062)          | (493,378)           | 0.0%               |
| Corporate Revenue Accounts    | (41,931,396)         | (46,410,155)         | (45,570,734)         | (44,732,184)         | (45,121,451)         | (389,267)           | 0.9%               |
| Debt Charges                  | (2,690,050)          | (2,690,050)          | (2,690,050)          | (2,690,051)          | (2,690,051)          | 0                   | 0.0%               |
| Taxes - Educational Entities  | (66,891,197)         | (65,329,732)         | (63,575,246)         | (64,057,816)         | (63,475,015)         | 582,801             | (0.9%)             |
| Fringe Benefits               | (59,149,517)         | (60,506,801)         | (66,280,845)         | (68,107,029)         | (70,557,382)         | (2,450,353)         | n/a                |
| Fund Transfers                | (6,291,173)          | (10,044,407)         | (6,266,961)          | (6,258,151)          | (6,258,151)          | 0                   | 0.0%               |
| Corporate Expense Accounts    | (8,065,471)          | (14,040,792)         | (8,590,877)          | 0                    | (300,000)            | (300,000)           | n/a                |
| Taxation - Local Improvements | (133,125)            | (133,018)            | (135,520)            | (130,000)            | (130,000)            | 0                   | 0.0%               |
| Taxation - Municipal          | (16,002,629)         | (400,968)            | (17,528,915)         | 0                    | (2,500,000)          | (2,500,000)         | n/a                |
| Taxation - Payments in Lieu   | (3,154,619)          | (3,068,082)          | (3,603,138)          | (3,570,000)          | (3,570,000)          | 0                   | 0.0%               |
| <b>Total Revenue</b>          | <b>(214,317,998)</b> | <b>(212,961,100)</b> | <b>(226,251,599)</b> | <b>(200,932,217)</b> | <b>(207,882,413)</b> | <b>(6,950,196)</b>  | <b>3.5%</b>        |
| <b>Expenditures</b>           |                      |                      |                      |                      |                      |                     |                    |
| Banking & Interest Charges    | 2,597,417            | 2,087,823            | 2,084,840            | 2,416,014            | 2,688,712            | 272,698             | 11.3%              |
| Leases                        | 4,452,546            | 4,812,090            | 5,400,452            | 5,415,278            | 5,908,656            | 493,378             | 9.1%               |
| Corporate Revenue Accounts    | 9,378,908            | 9,330,750            | 9,279,765            | 9,069,927            | 9,069,927            | 0                   | 0.0%               |
| Debt Charges                  | 5,070,423            | 5,070,423            | 5,070,423            | 5,070,423            | 5,070,423            | 0                   | 0.0%               |
| Taxes - Educational Entities  | 66,891,197           | 65,329,732           | 63,575,246           | 64,057,816           | 63,475,015           | (582,801)           | (0.9%)             |
| Fringe Benefits               | 64,000,441           | 65,613,291           | 67,808,169           | 67,114,988           | 67,761,990           | 647,002             | 1.0%               |
| Fund Transfers                | 51,691,351           | 55,559,214           | 57,979,249           | 57,998,819           | 58,998,819           | 1,000,000           | 1.7%               |
| Corporate Expense Accounts    | 15,963,620           | 25,623,087           | 20,422,197           | 9,041,357            | 15,667,817           | 6,626,460           | 73.3%              |
| Taxation - Local Improvements | 0                    | 0                    | 0                    | 0                    | 0                    | 0                   | n/a                |
| Taxation - Municipal          | 16,002,631           | 5,431,565            | 19,874,306           | 0                    | 0                    | 0                   | n/a                |
| Taxation - Payments in Lieu   | 269,753              | 17,824               | 4,980                | 0                    | 0                    | 0                   | n/a                |
| <b>Total Expenses</b>         | <b>236,318,287</b>   | <b>238,875,799</b>   | <b>251,499,627</b>   | <b>220,184,622</b>   | <b>228,641,359</b>   | <b>8,456,737</b>    | <b>3.8%</b>        |

**C. Budget Summary by Division**

| Division                      | 2015<br>Actuals   | 2016<br>Actuals   | 2017<br>Actuals   | 2017<br>Budget    | 2018<br>Budget    | \$ Budget<br>Change | % Budget<br>Change |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|--------------------|
| <b>Net</b>                    |                   |                   |                   |                   |                   |                     |                    |
| Banking & Interest Charges    | (6,398,673)       | (6,877,776)       | (7,931,134)       | (6,996,288)       | (8,123,589)       | (1,127,301)         | 16.1%              |
| Leases                        | 3,439,815         | 3,440,594         | 3,407,113         | 3,440,594         | 3,440,594         | 0                   | 0.0%               |
| Corporate Revenue Accounts    | (32,552,488)      | (37,079,405)      | (36,290,969)      | (35,662,257)      | (36,051,524)      | (389,267)           | 1.1%               |
| Debt Charges                  | 2,380,373         | 2,380,373         | 2,380,373         | 2,380,372         | 2,380,372         | 0                   | 0.0%               |
| Taxes - Educational Entities  | 0                 | 0                 | 0                 | 0                 | 0                 | 0                   | n/a                |
| Fringe Benefits               | 4,850,924         | 5,106,490         | 1,527,324         | (992,041)         | (2,795,392)       | (1,803,351)         | 181.8%             |
| Fund Transfers                | 45,400,178        | 45,514,807        | 51,712,288        | 51,740,668        | 52,740,668        | 1,000,000           | 1.9%               |
| Corporate Expense Accounts    | 7,898,149         | 11,582,295        | 11,831,320        | 9,041,357         | 15,367,817        | 6,326,460           | 70.0%              |
| Taxation - Local Improvements | (133,125)         | (133,018)         | (135,520)         | (130,000)         | (130,000)         | 0                   | 0.0%               |
| Taxation - Municipal          | 2                 | 5,030,597         | 2,345,391         | 0                 | (2,500,000)       | (2,500,000)         | n/a                |
| Taxation - Payments in Lieu   | (2,884,866)       | (3,050,258)       | (3,598,158)       | (3,570,000)       | (3,570,000)       | 0                   | 0.0%               |
| <b>Total Net</b>              | <b>22,000,289</b> | <b>25,914,699</b> | <b>25,248,028</b> | <b>19,252,405</b> | <b>20,758,946</b> | <b>1,506,541</b>    | <b>7.8%</b>        |

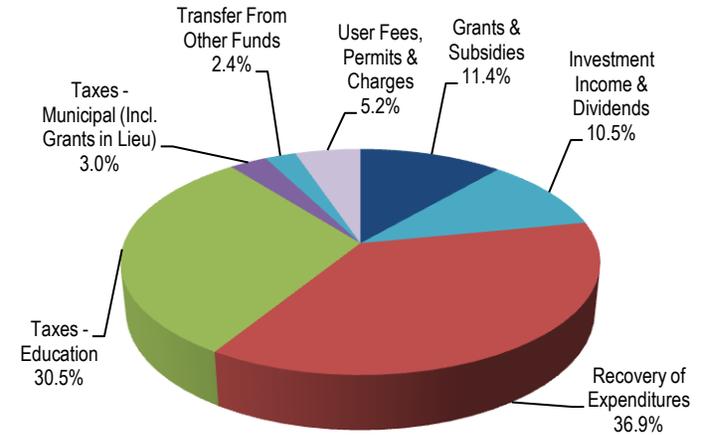
**D. Budget Summary by Major Revenue / Expense Accounts**

| GL Category                              | 2015<br>Actuals      | 2016<br>Actuals      | 2017<br>Actuals      | 2017<br>Budget       | 2018<br>Budget       | \$ Budget<br>Change | % Budget<br>Change |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|--------------------|
| <b>Revenues</b>                          |                      |                      |                      |                      |                      |                     |                    |
| Grants & Subsidies                       | (20,651,900)         | (22,848,400)         | (23,173,400)         | (24,019,592)         | (23,644,192)         | 375,400             | 1.6%               |
| Investment Income & Dividends            | (17,471,432)         | (19,601,320)         | (21,238,758)         | (19,669,927)         | (21,919,927)         | (2,250,000)         | (11.4%)            |
| Other Miscellaneous Revenue              | (3,597,338)          | (3,114,512)          | (1,927,525)          | 0                    | 0                    | 0                   | n/a                |
| Recovery of Expenditures                 | (81,693,886)         | (67,915,650)         | (71,590,579)         | (74,355,234)         | (76,805,584)         | (2,450,350)         | (3.3%)             |
| Taxes - Education                        | (66,890,052)         | (65,328,620)         | (63,574,151)         | (64,057,816)         | (63,475,015)         | 582,801             | 0.9%               |
| Taxes - Municipal (Incl. Grants in Lieu) | (11,398,155)         | (8,880,661)          | (8,836,071)          | (3,700,000)          | (6,199,999)          | (2,499,999)         | (67.6%)            |
| Transfer From Reserve Accounts           | (18,130)             | 0                    | 0                    | 0                    | 0                    | 0                   | n/a                |
| Transfers From Other Funds               | (7,076,801)          | (13,957,763)         | (10,320,584)         | (4,755,561)          | (5,089,209)          | (333,648)           | (7.0%)             |
| User Fees, Permits & Charges             | (5,520,304)          | (11,314,175)         | (25,590,531)         | (10,374,090)         | (10,748,487)         | (374,397)           | (3.6%)             |
| <b>Total Revenue</b>                     | <b>(214,317,998)</b> | <b>(212,961,101)</b> | <b>(226,251,599)</b> | <b>(200,932,220)</b> | <b>(207,882,413)</b> | <b>(6,950,193)</b>  | <b>(3.5%)</b>      |
| <b>Expenditures</b>                      |                      |                      |                      |                      |                      |                     |                    |
| Financial Expenses                       | 18,447,718           | 18,724,241           | 20,280,732           | 9,211,423            | 9,311,423            | 100,000             | 1.1%               |
| Minor Capital                            | 112                  | 20,028               | 5,245                | 15,000               | 350,000              | 335,000             | 2233.3%            |
| Operating & Maintenance Supplies         | 0                    | 182                  | 230                  | 0                    | 0                    | 0                   | n/a                |
| Other Miscellaneous Expenditures         | 2,399,481            | 7,000                | 7,700                | 0                    | 0                    | 0                   | n/a                |
| Purchased Services                       | 1,741,256            | 4,645,664            | 4,556,134            | 4,952,842            | 4,907,120            | (45,722)            | (0.9%)             |
| Salaries & Benefits                      | 63,558,335           | 66,451,612           | 74,391,343           | 69,848,905           | 72,600,275           | 2,751,370           | 3.9%               |
| Transfers to Education Entities          | 66,891,197           | 65,329,732           | 63,575,246           | 64,057,816           | 63,475,015           | (582,801)           | (0.9%)             |
| Transfers to External Agencies           | 4,697                | 196,275              | 32,574               | 35,000               | 695,000              | 660,000             | 1885.7%            |
| Transfers to Reserves & Capital Funds    | 68,035,326           | 74,110,203           | 73,615,800           | 72,039,097           | 74,600,470           | 2,561,373           | 3.6%               |
| Utilities, Insurance & Taxes             | 15,240,165           | 9,390,863            | 15,034,623           | 24,542               | 2,702,056            | 2,677,514           | 10909.9%           |
| <b>Total Expenses</b>                    | <b>236,318,287</b>   | <b>238,875,800</b>   | <b>251,499,627</b>   | <b>220,184,625</b>   | <b>228,641,359</b>   | <b>8,456,734</b>    | <b>3.8%</b>        |
| <b>Total Net</b>                         | <b>22,000,289</b>    | <b>25,914,699</b>    | <b>25,248,028</b>    | <b>19,252,405</b>    | <b>20,758,946</b>    | <b>1,506,541</b>    | <b>7.8%</b>        |

**D. Budget Summary by Major Revenue / Expense Accounts**

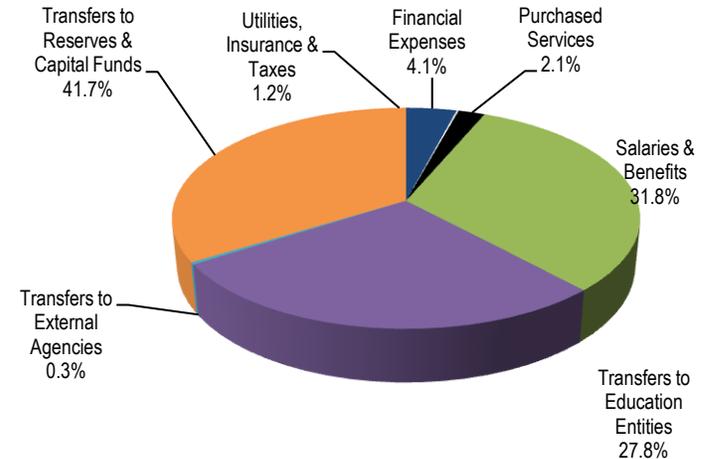
**Revenues**

|  | <u>2018 Budget</u>   |               |
|--|----------------------|---------------|
| Grants & Subsidies                       | (23,644,192)         | 11.4%         |
| Investment Income & Dividends            | (21,919,927)         | 10.5%         |
| Recovery of Expenditures                 | (76,805,584)         | 36.9%         |
| Taxes - Education                        | (63,475,015)         | 30.5%         |
| Taxes - Municipal (Incl. Grants in Lieu) | (6,199,999)          | 3.0%          |
| Transfer From Other Funds                | (5,089,209)          | 2.4%          |
| User Fees, Permits & Charges             | (10,748,487)         | 5.2%          |
| <b>Total Revenue</b>                     | <b>(207,882,413)</b> | <b>100.0%</b> |



**Expenditures**

|                                       | <u>2018 Budget</u> |               |
|---------------------------------------|--------------------|---------------|
| Financial Expenses                    | 9,311,423          | 4.1%          |
| Minor Capital                         | 350,000            | 0.2%          |
| Purchased Services                    | 4,907,120          | 2.1%          |
| Salaries & Benefits                   | 72,600,275         | 31.8%         |
| Transfers to Education Entities       | 63,475,015         | 27.8%         |
| Transfers to External Agencies        | 695,000            | 0.3%          |
| Transfers to Reserves & Capital Funds | 74,600,470         | 32.6%         |
| Utilities, Insurance & Taxes          | 2,702,056          | 1.2%          |
| <b>Total Expenses</b>                 | <b>228,641,359</b> | <b>100.0%</b> |



**E. Budget Issue Summary**

| Ref. #     | Category                | Description  | Municipal Levy | Building Permit | Off-Street Parking | Sewer Surcharge | BSR/Other Reserve Funding | FTE Impact |
|------------|-------------------------|--|----------------|-----------------|--------------------|-----------------|---------------------------|------------|
| n/a        | Salary & Wage           | ** Contractual / Council Pre-Approved Salary & Wage Adjustment               | (1,050,800)    |                 |                    |                 |                           |            |
| 2018-0157  | [B] Legislated          | Increase Required for Canada Pension Plan (CPP)                              | 200,000        |                 |                    |                 |                           |            |
| 2018-0158  | [B] Legislated          | Increase Required for Employment Insurance (EI)                              | 200,000        |                 |                    |                 |                           |            |
| 2018-0375  | [B] Legislated          | Bill 148, Fair Workplace, Better Jobs 2017                                   | 500,000        |                 |                    |                 |                           |            |
| 2018-0001  | [C] Contractual         | Estimated Corporate Salary & Wage Provision for Unsettled Contracts          | 2,590,000      |                 |                    |                 |                           |            |
| 2018-0175  | [C] Contractual         | Corporate Payroll Process Project  | 0              |                 |                    |                 | 565,622                   |            |
| 2018-0300  | [C] Contractual         | Group Life Insurance Program   | 153,957        |                 |                    |                 |                           |            |
| 2018-0301  | [C] Contractual         | Long Term Disability (LTD) Program   | 570,865        |                 |                    |                 |                           |            |
| 2018-0303  | [C] Contractual         | Ontario Municipal Employees Retirement System (OMERS) Pension Fund           | 501,600        |                 |                    |                 |                           |            |
| 2018-0305  | [E] Inflationary        | Increase in Utilities Related to District Energy                             | 8,524          |                 |                    |                 |                           |            |
| 2018-0306  | [E] Inflationary        | Increase in Utilities Related to Gas   | 138,709        |                 | 5,906              | 47,422          |                           |            |
| 2018-0382  | [F] Revenue Reduction   | Ontario Municipal Partnership Fund (OMPF) Reduction                          | 375,400        |                 |                    |                 |                           |            |
| 2018-0321  | [G] Line Item Increase  | Increase in Community Improvement Plan Tax Rebate                            | 660,000        |                 |                    |                 |                           |            |
| 2018-0331  | [G] Line Item Increase  | Phased-In Increase Related to the Corporate Radio System                     | 275,000        |                 |                    |                 |                           |            |
| 2018-0055  | [H] Line Item Reduction | Decrease in Utilities Related to Hydro                                       | (333,079)      |                 | 6,401              | (443,188)       |                           |            |
| 2018-0056  | [H] Line Item Reduction | Decrease in Utilities Related to Water                                       | (108,299)      |                 | (120)              | 3,311           |                           |            |
| 2018-0133  | [H] Line Item Reduction | Municipal Property Assessment Corporation (MPAC)                             | (20,000)       |                 |                    |                 |                           |            |
| 2018-0159  | [H] Line Item Reduction | Employer Health Tax (EHT)  | (481,000)      |                 |                    |                 |                           |            |
| 2018-0265  | [H] Line Item Reduction | Decrease in Allowance for Doubtful Accounts                                  | (170,000)      |                 |                    |                 |                           |            |
| 2018-0323  | [H] Line Item Reduction | Reduction in Bank Charges  | (30,000)       |                 |                    |                 |                           |            |
| 2018-0353  | [H] Line Item Reduction | Short Term Disability Program  | (28,420)       |                 |                    |                 |                           |            |
| 2018-0379  | [H] Line Item Reduction | Decrease in Utilities Related to Hydro (Street Lights)                       | (600,000)      |                 |                    |                 |                           |            |
| 20158-0385 | [H] Line Item Reduction | 2018 Provincial Education Rate Reduction                                     | (582,801)      |                 |                    |                 |                           |            |
| 2018-0077  | [I] Revenue Increase    | Increase in Capital Interest Income  | (100,000)      |                 |                    |                 |                           |            |
| 2018-0262  | [I] Revenue Increase    | Increase in Interest Income Resulting From Preliminary Cash Flow Projections | (1,000,000)    |                 |                    |                 |                           |            |

**E. Budget Issue Summary**

| Ref. #                                       | Category            | Description  | Municipal Levy   | Building Permit | Off-Street Parking | Sewer Surcharge | BSR/Other Reserve Funding | FTE Impact |
|--|---------------------|--|------------------|-----------------|--------------------|-----------------|---------------------------|------------|
| 2018-0352 [I]                                | Revenue Increase    | OLG Municipality Contribution Revenue Increase   | (850,000)        |                 |                    |                 |                           |            |
| 2018-0370 [I]                                | Revenue Increase    | Property Taxes Resulting From New Assessment Growth                                      | (2,500,000)      |                 |                    |                 |                           |            |
| 2018-0351 [M]                                | Service Enhancement | Increase in Contribution from Operating to Capital to Help Maintain Current Buying Power | 1,000,000        |                 |                    |                 |                           |            |
|  |                     | *** Interdepartmental Reallocations  | 2,186,885        |                 | (12,187)           | 392,455         |                           |            |
| <b>Total 2018 Budget Increase/(Decrease)</b> |                     |  | <b>1,506,541</b> | <b>0</b>        | <b>0</b>           | <b>0</b>        | <b>565,622</b>            | <b>0.0</b> |

\*\* The Contractual/Council Pre-Approved Salary & Wage Adjustments do not include a reference number or issue detail write-ups as these amounts are generated from an in-depth salary development process that is undertaken at the beginning of the annual budget process. All departments develop their salary budgets based on the prior year's approved full time equivalent (FTE) complement, using a zero-based budgeting approach. Any reductions / increases in this line are attributed to the net impact of the department's incumbent changes, annualized step increments and increases resulting from negotiated salary & wage contracts.

\*\*\* The Interdepartmental Reallocation lines do not include a reference number or issue detail write-ups as these amounts represent the cumulative net budget increase / decrease to this department resulting from budget issues that have been submitted by other departments. In some cases, budget issues submitted by one department may have a budgetary impact on another or various other departments. This is done in order to facilitate the presentation of an issue by the coordinating department as opposed to repeating the issue for all departments (i.e. Utilities, Insurance, Fuel). At the Approved Stage, this line may include interdepartmental reallocations that net to zero.

## Schedule A: 2018 Operating Budget Summary (Approved Issues)

| Issue Ref. #                                      | Category                | Issue Description   | Municipal Operations | Building Permit Operations | Off Street Parking Operations | Sewer Surcharge Operations | BSR/Other Reserve Funding | FTE *         |
|---|-------------------------|---|----------------------|----------------------------|-------------------------------|----------------------------|---------------------------|---------------|
| <b>City Council &amp; Mayor's Office</b>          |                         |   |                      |                            |                               |                            |                           |               |
| <b>City Council</b>                               |                         |   |                      |                            |                               |                            |                           |               |
| n/a   | Salary & Wage           | Contractual / Council Pre-Approved Salary & Wage Adjustment                             | (1,908)              |                            |                               |                            |                           |               |
| 2018-0079   | [K] Service Reduction   | Partial Reduction in City Council Travel Budget   | (6,730)              |                            |                               |                            |                           |               |
| n/a   | n/a                     | *** Interdepartmental Reallocations   | 1,357                |                            |                               |                            |                           |               |
|   |                         |   | <b>(7,281)</b>       | <b>0</b>                   | <b>0</b>                      | <b>0</b>                   | <b>0</b>                  | <b>0.00</b>   |
| <b>Mayor's Office</b>                             |                         |   |                      |                            |                               |                            |                           |               |
| n/a   | n/a                     | *** Interdepartmental Reallocations   | 596                  |                            |                               |                            |                           |               |
|   |                         |   | <b>596</b>           | <b>0</b>                   | <b>0</b>                      | <b>0</b>                   | <b>0</b>                  | <b>0.00</b>   |
| <b>Office of the Chief Administrative Officer</b> |                         |   |                      |                            |                               |                            |                           |               |
| <b>CAO's Office</b>                               |                         |   |                      |                            |                               |                            |                           |               |
| n/a   | Salary & Wage           | Contractual / Council Pre-Approved Salary & Wage Adjustment                             | 41,518               |                            |                               |                            |                           |               |
| 2018-0308   | [G] Line Item Increase  | Annualization of Senior Management Realignment & Addition of Executive Administrative A | 0                    |                            |                               |                            |                           | 2.00          |
| 2018-0243   | [H] Line Item Reduction | Conference Registrations Account Reduction  | (6,000)              |                            |                               |                            |                           |               |
| 2018-0296   | [I] Revenue Increase    | Adjust Economic Development Office Recovery from Economic Development Reserve           | (6,144)              |                            |                               |                            |                           |               |
| n/a   | n/a                     | *** Interdepartmental Reallocations   | (54,565)             |                            |                               |                            |                           | (3.00)        |
|   |                         |   | <b>(25,191)</b>      | <b>0</b>                   | <b>0</b>                      | <b>0</b>                   | <b>0</b>                  | <b>(1.00)</b> |
| <b>Office of the Chief Financial Officer</b>      |                         |   |                      |                            |                               |                            |                           |               |
| <b>Finance</b>                                    |                         |   |                      |                            |                               |                            |                           |               |
| n/a   | Salary & Wage           | Contractual / Council Pre-Approved Salary & Wage Adjustment                             | 181,988              |                            |                               |                            |                           |               |
| 2018-0054   | [C] Contractual         | Establishment of Budget Line for EnergyCap Energy Management Software                   | 17,000               |                            |                               |                            |                           |               |
| 2018-0154   | [C] Contractual         | Contractual Increase for KPMG External Audit Fees                                       | 7,460                |                            |                               |                            |                           |               |
| 2018-0156   | [F] Revenue Reduction   | Reduction in Recoveries from Windsor Detroit Tunnel Corp. (WDTC) for Financial Services | 21,100               |                            |                               |                            |                           |               |
| 2018-0263   | [H] Line Item Reduction | Municipal Tax Equity Consultant Fees Reduction  | (20,000)             |                            |                               |                            |                           |               |
| 2018-0126   | [I] Revenue Increase    | Adjust Budgeted Recovery of Finance Staff   | (3,258)              |                            |                               |                            |                           |               |
| 2018-0267   | [I] Revenue Increase    | Non-Sufficient Funds (NSF) Cheque Fee (Fee Increase and Volume Adjustment)              | (7,011)              |                            |                               |                            |                           |               |
| 2018-0268   | [I] Revenue Increase    | External Tax Inquiry/Dial-up Service Fees (Fee and Volume Increase)                     | (95,000)             |                            |                               |                            |                           |               |

## Schedule A: 2018 Operating Budget Summary (Approved Issues)

| Issue Ref. # | Category                | Issue Description   | Municipal Operations | Building Permit Operations | Off Street Parking Operations | Sewer Surcharge Operations | BSR/Other Reserve Funding | FTE *       |
|--------------|-------------------------|---|----------------------|----------------------------|-------------------------------|----------------------------|---------------------------|-------------|
| 2018-0312    | [I] Revenue Increase    | New Property Account Fee and Ownership Changes (Fee and Volume Increase)        | (240,000)            |                            |                               |                            |                           |             |
| 2018-0318    | [I] Revenue Increase    | Increased Recoveries for Provincial Subsidies Budget (Finance)                  | (28,367)             |                            |                               |                            |                           |             |
| 2018-0319    | [I] Revenue Increase    | Payroll Administration Recovery   | (22,500)             |                            |                               |                            |                           |             |
| 2018-0053    | [M] Service Enhancement | Addition of a Supervisor of Energy Contracts Funded from Related Energy Savings | 0                    |                            |                               |                            |                           | 1.00        |
| 2018-0130    | [M] Service Enhancement | Temporary Funding for Financial Analyst - Taxation                              | 0                    |                            |                               |                            | 77,869                    |             |
| 2018-0131    | [M] Service Enhancement | Conversion of Tax Certificate Clerk to Property Tax Clerk                       | 2,074                |                            |                               |                            |                           | 0.00        |
| 2018-0317    | [M] Service Enhancement | Addition of Financial Analyst - Financial Planning (Public Works)               | 77,137               |                            |                               |                            |                           | 1.00        |
| n/a          | n/a                     | *** Interdepartmental Reallocations   | 347,486              |                            |                               |                            |                           |             |
|              |                         |   | <b>238,109</b>       | <b>0</b>                   | <b>0</b>                      | <b>0</b>                   | <b>77,869</b>             | <b>2.00</b> |

### Information Technology

|           |                         |  |                |          |          |          |          |             |
|-----------|-------------------------|--|----------------|----------|----------|----------|----------|-------------|
| n/a       | Salary & Wage           | Contractual / Council Pre-Approved Salary & Wage Adjustment          | 59,313         |          |          |          |          |             |
| 2018-0329 | [C] Contractual         | Contractual Increase for Software Maintenance                        | 5,731          |          |          |          |          |             |
| 2018-0324 | [H] Line Item Reduction | Reduction of IT Enterprise Systems CSDC Maintenance Cost for Modules | (5,607)        |          |          |          |          |             |
| 2018-0325 | [H] Line Item Reduction | Miscellaneous Line-By-Line Reductions                                | (15,800)       |          |          |          |          |             |
| n/a       | n/a                     | *** Interdepartmental Reallocations                                  | 165,962        |          |          |          |          |             |
|           |                         |  | <b>209,599</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0.00</b> |

### Office of the City Clerk

#### Council Services

|           |                         |   |                |          |          |          |                |               |
|-----------|-------------------------|---|----------------|----------|----------|----------|----------------|---------------|
| n/a       | Salary & Wage           | Contractual / Council Pre-Approved Salary & Wage Adjustment                       | 4,413          |          |          |          |                |               |
| 2018-0027 | [A] Annualization       | Realignment of Executive Initiatives Coordinator (EIC) Positions                  | 0              |          |          |          |                | 0.00          |
| 2018-0071 | [A] Annualization       | Animal Control Contract - Windsor Essex County Humane Society                     | 79,565         |          |          |          |                |               |
| 2018-0332 | [C] Contractual         | Kevlar Vest and External Carrier Replacement                                      | 0              |          |          |          | 8,640          |               |
| 2018-0342 | [C] Contractual         | Increase to By-Law Enforcement Uniform Account                                    | 3,000          |          |          |          |                |               |
| 2018-0333 | [H] Line Item Reduction | Reduction of Cat Voucher Program  | (10,000)       |          |          |          |                |               |
| 2018-0359 | [I] Revenue Increase    | Addition of User Fee - Witness Fee  | (500)          |          |          |          |                |               |
| 2018-0100 | [M] Service Enhancement | Addition of One Temporary Corporate Marketing and Communications Officer Position | 0              |          |          |          | 96,694         |               |
| 2018-0257 | [M] Service Enhancement | Conversion of 311 Administrator Position from Part-Time to Full-Time Status       | 58,888         |          |          |          |                | 0.50          |
| n/a       | n/a                     | *** Interdepartmental Reallocations   | 26,997         |          |          |          |                | (1.00)        |
|           |                         |   | <b>162,363</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>105,334</b> | <b>(0.50)</b> |

## Schedule A: 2018 Operating Budget Summary (Approved Issues)

| Issue Ref. #                        | Category                         | Issue Description   | Municipal Operations | Building Permit Operations | Off Street Parking Operations | Sewer Surcharge Operations | BSR/Other Reserve Funding | FTE *       |
|-------------------------------------|----------------------------------|---|----------------------|----------------------------|-------------------------------|----------------------------|---------------------------|-------------|
| <b>Human Resources</b>              |                                  |   |                      |                            |                               |                            |                           |             |
| n/a                                 | Salary & Wage                    | Contractual / Council Pre-Approved Salary & Wage Adjustment                   | (16,457)             |                            |                               |                            |                           |             |
| 2018-0088                           | [G] Line Item Increase           | Line by Line Increase of Miscellaneous Expenses                               | 15,060               |                            |                               |                            |                           |             |
| 2018-0261                           | [I] Revenue Increase             | Recovery of Human Resources Support From Ontario Works Program                | (84,749)             |                            |                               |                            |                           |             |
| 2018-0083                           | [K] Service Reduction            | Reduction of the Employee Family Assistance Program (EFAP) Budget             | (5,000)              |                            |                               |                            |                           |             |
| 2018-0093                           | [K] Service Reduction            | Reduction of Fringe Benefits Consultant Budget                                | (15,000)             |                            |                               |                            |                           |             |
| 2018-0380                           | [M] Service Enhancement          | Workplace Initiatives for Persons with Disabilities                           | 150,000              |                            |                               |                            |                           |             |
| n/a                                 | n/a                              | *** Interdepartmental Reallocations   | 220,802              |                            |                               |                            |                           |             |
|                                     |                                  |   | <b>264,656</b>       | <b>0</b>                   | <b>0</b>                      | <b>0</b>                   | <b>0</b>                  | <b>0.00</b> |
| <b>Windsor Public Library</b>       |                                  |   |                      |                            |                               |                            |                           |             |
| n/a                                 | Salary & Wage                    | Contractual / Council Pre-Approved Salary & Wage Adjustment                   | 58,469               |                            |                               |                            |                           |             |
| 2018-0337                           | [C] Contractual                  | Contractual Increase for IT Systems and Material Database                     | 15,879               |                            |                               |                            |                           |             |
| 2018-0338                           | [C] Contractual                  | Addition of Adult Literacy Coordinator Position                               | 30,902               |                            |                               |                            |                           | 0.60        |
| 2018-0213                           | [G] Line Item Increase           | Digital Signage Media (ScreenScapes)  | 4,704                |                            |                               |                            |                           |             |
| 2018-0336                           | [J] Alternative Service Delivery | Conversion of Two FT Clerical Positions into One FT PSL & One Part-Time Clerk | (17,243)             |                            |                               |                            |                           | (0.30)      |
| 2018-0339                           | [M] Service Enhancement          | Addition of Book Buddy Coordinator  | 0                    |                            |                               |                            | 33,546                    |             |
| n/a                                 | n/a                              | *** Interdepartmental Reallocations   | 1,269                |                            |                               |                            |                           |             |
|                                     |                                  |   | <b>93,980</b>        | <b>0</b>                   | <b>0</b>                      | <b>0</b>                   | <b>0</b>                  | <b>0.30</b> |
| <b>Office of the City Solicitor</b> |                                  |   |                      |                            |                               |                            |                           |             |
| <b>Fire &amp; Rescue</b>            |                                  |   |                      |                            |                               |                            |                           |             |
| n/a                                 | Salary & Wage                    | Contractual / Council Pre-Approved Salary & Wage Adjustment                   | 209,035              |                            |                               |                            |                           |             |
| 2018-0020                           | [A] Annualization                | Establish Budget for Compensation Policy                                      | 31,500               |                            |                               |                            |                           |             |
| 2018-0021                           | [G] Line Item Increase           | Computer Support, Maintenance and Software Fees                               | 24,066               |                            |                               |                            |                           |             |
| 2018-0122                           | [G] Line Item Increase           | Windsor Fire & Rescue Aerial Apparatus Testing                                | 2,000                |                            |                               |                            | 10,000                    |             |
| 2018-0250                           | [G] Line Item Increase           | Structural Engineering Services   | 5,000                |                            |                               |                            |                           |             |
| 2018-0019                           | [I] Revenue Increase             | Fire & Rescue Central Dispatch User Fee Revenue                               | (14,000)             |                            |                               |                            |                           |             |
| 2018-0358                           | [I] Revenue Increase             | Fire & Rescue User Fee - Failure to Locate Utilities/Gas Line Strike          | (900)                |                            |                               |                            |                           |             |
| n/a                                 | n/a                              | *** Interdepartmental Reallocations   | 45,065               |                            |                               |                            |                           |             |
|                                     |                                  |   | <b>301,766</b>       | <b>0</b>                   | <b>0</b>                      | <b>0</b>                   | <b>10,000</b>             | <b>0.00</b> |

## Schedule A: 2018 Operating Budget Summary (Approved Issues)

| Issue Ref. #                   | Category                | Issue Description   | Municipal Operations | Building Permit Operations | Off Street Parking Operations | Sewer Surcharge Operations | BSR/Other Reserve Funding | FTE *       |
|--------------------------------|-------------------------|---|----------------------|----------------------------|-------------------------------|----------------------------|---------------------------|-------------|
| <b>Legal</b>                   |                         |   |                      |                            |                               |                            |                           |             |
| n/a                            | Salary & Wage           | Contractual / Council Pre-Approved Salary & Wage Adjustment                         | 85,983               |                            |                               |                            |                           |             |
| 2018-0106                      | [C] Contractual         | Increase to Computer Software   | 3,562                |                            |                               |                            |                           |             |
| 2018-0109                      | [C] Contractual         | Increase to Insurance Premiums  | 9,733                |                            | (5,502)                       | (29,508)                   |                           |             |
| 2018-0341                      | [C] Contractual         | Increase to Wizard Software Solutions Annual Hosting Fee                            | 0                    |                            |                               |                            |                           |             |
| 2018-0112                      | [F] Revenue Reduction   | Reduction in Recovery for Real Estate Services from Capital Projects                | 50,000               |                            |                               |                            |                           |             |
| 2018-0364                      | [G] Line Item Increase  | Increase to the External Legal Services Budget                                      | 150,000              |                            |                               |                            |                           |             |
| 2018-0102                      | [H] Line Item Reduction | New Ministry Collection Fee   | 0                    |                            |                               |                            |                           |             |
| 2018-0103                      | [H] Line Item Reduction | Adjustment to the Revenue Share to POA Municipal Partners                           | (22,687)             |                            |                               |                            |                           |             |
| 2018-0104                      | [H] Line Item Reduction | Increase in Cost Share to POA Municipal Partners                                    | (5,387)              |                            |                               |                            |                           |             |
| 2018-0110                      | [I] Revenue Increase    | Increase in Recovery for Claims Administrator                                       | (3,714)              |                            |                               |                            |                           |             |
| 2018-0111                      | [I] Revenue Increase    | Increase in Recoveries from Provincial Subsidies Budget (Legal)                     | (1,988)              |                            |                               |                            |                           |             |
| 2018-0113                      | [I] Revenue Increase    | Increase in Subdivisions - Easement Costs   | 0                    |                            |                               |                            |                           |             |
| 2018-0354                      | [M] Service Enhancement | Increase to Annual Claims Budget  | 658,000              |                            |                               |                            |                           |             |
| n/a                            | n/a                     | *** Interdepartmental Reallocations   | (169,231)            |                            | 5,502                         | 29,508                     |                           | 1.00        |
|                                |                         |   | <b>754,271</b>       | <b>0</b>                   | <b>0</b>                      | <b>0</b>                   | <b>0</b>                  | <b>1.00</b> |
| <b>Planning &amp; Building</b> |                         |   |                      |                            |                               |                            |                           |             |
| n/a                            | Salary & Wage           | Contractual / Council Pre-Approved Salary & Wage Adjustment                         | 139,215              |                            |                               |                            |                           |             |
| 2018-0365                      | [A] Annualization       | Vacant Building Enforcement   | 0                    |                            |                               |                            |                           |             |
| 2018-0214                      | [F] Revenue Reduction   | Reduce Fee for Sign By-law Amendment Fee  | 571                  |                            |                               |                            |                           |             |
| 2018-0304                      | [G] Line Item Increase  | Computer Costs Increase For New Hardware For Proposed New E-permits System          | 0                    | 14,000                     |                               |                            |                           |             |
| 2018-0007                      | [H] Line Item Reduction | Elimination of Permanent Gapping Related to Two Building Inspector Positions        | 0                    | 210,743                    |                               |                            |                           |             |
| 2018-0200                      | [H] Line Item Reduction | To Recover Current Vehicle Rental Expense Increase From Building Permit Fee Reserve | (4,144)              | 4,144                      |                               |                            |                           |             |
| 2018-0187                      | [I] Revenue Increase    | New Building Permit Deposit Fee   | 0                    | (5,000)                    |                               |                            |                           |             |
| 2018-0189                      | [I] Revenue Increase    | Increase to Building Permit Revenue Budget  | 0                    | (100,000)                  |                               |                            |                           |             |
| 2018-0190                      | [I] Revenue Increase    | Inflationary Increase to Planning Application Fees                                  | (28,474)             |                            |                               |                            |                           |             |
| 2018-0191                      | [I] Revenue Increase    | Increase to Planning Revenue Budget Due to Volume Increase                          | (151,000)            |                            |                               |                            |                           |             |
| 2018-0198                      | [I] Revenue Increase    | Inflationary Increase to Building Permit Fees                                       | 0                    | (128,800)                  |                               |                            |                           |             |
| 2018-0199                      | [I] Revenue Increase    | New Development Application Pre-submission Fee                                      | (1,200)              |                            |                               |                            |                           |             |
| 2018-0206                      | [M] Service Enhancement | Convert 3 Temporary Building By-Law Officers to Permanent Positions                 | 0                    | 132,496                    |                               |                            |                           | 3.00        |
| n/a                            | n/a                     | *** Interdepartmental Reallocations   | 313,263              | (127,583)                  |                               |                            |                           |             |
|                                |                         |   | <b>268,231</b>       | <b>0</b>                   | <b>0</b>                      | <b>0</b>                   | <b>0</b>                  | <b>3.00</b> |

## Schedule A: 2018 Operating Budget Summary (Approved Issues)

| Issue Ref. #                       | Category                | Issue Description  | Municipal Operations | Building Permit Operations | Off Street Parking Operations | Sewer Surcharge Operations | BSR/Other Reserve Funding | FTE *       |
|------------------------------------|-------------------------|--|----------------------|----------------------------|-------------------------------|----------------------------|---------------------------|-------------|
| <b>Office of the City Engineer</b> |                         |  |                      |                            |                               |                            |                           |             |
| <b>Engineering</b>                 |                         |  |                      |                            |                               |                            |                           |             |
| n/a                                | Salary & Wage           | Contractual / Council Pre-Approved Salary & Wage Adjustment                          | 177,760              |                            |                               |                            |                           |             |
| 2018-0033                          | [C] Contractual         | Increase to Temporary Wages for 2018   | 4,558                |                            |                               |                            |                           |             |
| 2018-0368                          | [F] Revenue Reduction   | Reduction of Other General Revenue Budget in Geomatics                               | 10,000               |                            |                               |                            |                           |             |
| 2018-0367                          | [H] Line Item Reduction | Reduction in Streetlight Fixed Maintenance Costs                                     | (101,760)            |                            |                               |                            |                           |             |
| 2018-0002                          | [I] Revenue Increase    | Adjust Recoveries from Capital Projects - Development, Projects & ROW                | (5,832)              |                            |                               |                            |                           |             |
| 2018-0003                          | [I] Revenue Increase    | Adjust Recoveries from Capital Projects - Infrastructure & Geomatics                 | (17,756)             |                            |                               |                            |                           |             |
| 2018-0004                          | [I] Revenue Increase    | Increase Recoveries from Sewer Surcharge For 2018 Wage Increases - Pollution Control | (130,660)            |                            |                               | 130,660                    |                           |             |
| 2018-0005                          | [I] Revenue Increase    | Adjust Recoveries from Sewer Surcharge - Office of the City Engineer                 | (17,738)             |                            |                               |                            | 17,738                    |             |
| 2018-0032                          | [I] Revenue Increase    | Increase in Sidewalk Cafe Encroachment Fee Revenues (as Approved by Council)         | (6,000)              |                            |                               |                            |                           |             |
| 2018-0091                          | [I] Revenue Increase    | Increase in Street Furniture Advertising Revenues                                    | (6,725)              |                            |                               |                            |                           |             |
| 2018-0178                          | [I] Revenue Increase    | Adjust Recoveries from Sewer Surcharge - Development                                 | (59,936)             |                            |                               | 59,936                     |                           |             |
| 2018-0215                          | [I] Revenue Increase    | Increase to Sewer Information Sheet Fees   | (686)                |                            |                               |                            |                           |             |
| 2018-0219                          | [I] Revenue Increase    | Introduction of User Fees for LiDAR Offerings  | (2,000)              |                            |                               |                            |                           |             |
| 2018-0099                          | [M] Service Enhancement | Addition of Engineer III Position  | 0                    |                            |                               |                            |                           | 1.00        |
| 2018-0197                          | [M] Service Enhancement | Increase in Contribution from Sewer Surcharge to Pollution Control Reserves          | 0                    |                            |                               | 919,865                    |                           |             |
| 2018-0320                          | [M] Service Enhancement | Addition of Temporary CEP Project Administrator Position                             | 0                    |                            |                               |                            | 152,004                   |             |
| n/a                                | n/a                     | *** Interdepartmental Reallocations  | (4,186,424)          |                            |                               | (1,128,199)                |                           |             |
|                                    |                         |  | <b>(4,343,199)</b>   | <b>0</b>                   | <b>0</b>                      | <b>0</b>                   | <b>152,004</b>            | <b>1.00</b> |
| <b>Public Works</b>                |                         |  |                      |                            |                               |                            |                           |             |
| n/a                                | Salary & Wage           | Contractual / Council Pre-Approved Salary & Wage Adjustment                          | 174,135              |                            |                               |                            |                           |             |
| 2018-0025                          | [A] Annualization       | Increase in Waste (Tender 143-15) and Recycling (Tender 142-15) Contract Costs       | 575,603              |                            |                               |                            |                           |             |
| 2018-0036                          | [B] Legislated          | Maintenance Cost Increase for New Audible Signals                                    | 10,000               |                            |                               |                            |                           |             |
| 2018-0134                          | [B] Legislated          | Increase for Vehicle Licencing Costs   | 16,833               |                            |                               |                            |                           |             |
| 2018-0135                          | [B] Legislated          | Costs Associated with Registration of Road Building Machines per Highway Traffic Act | 12,620               |                            |                               |                            |                           |             |
| 2018-0022                          | [C] Contractual         | Increased Contract Costs for Winter Maintenance of Municipal Roads                   | 16,644               |                            |                               |                            |                           |             |
| 2018-0023                          | [C] Contractual         | Increased Parking Enforcement Contract Costs (Tender 97-10)                          | 6,513                |                            |                               |                            |                           |             |
| 2018-0024                          | [C] Contractual         | Cost Increase in the Supply of Highway Salt and Brine                                | 51,890               |                            |                               |                            |                           |             |
| 2018-0046                          | [C] Contractual         | Negotiated Increase in Temporary Wages for 2018                                      | 10,379               |                            |                               | 2,004                      |                           |             |

## Schedule A: 2018 Operating Budget Summary (Approved Issues)

| Issue Ref. #           | Category                | Issue Description  | Municipal Operations | Building Permit Operations | Off Street Parking Operations | Sewer Surcharge Operations | BSR/Other Reserve Funding | FTE *       |
|------------------------|-------------------------|--|----------------------|----------------------------|-------------------------------|----------------------------|---------------------------|-------------|
| 2018-0138              | [C] Contractual         | Annual Software Maint & Support Fee (Hansen) for Addition of Asset Web Services Module | 1,423                |                            |                               | 1,470                      |                           |             |
| 2018-0037              | [E] Inflationary        | Inflationary Cost Increase Related to Roadway Paint                                    | 15,067               |                            |                               |                            |                           |             |
| 2018-0169              | [E] Inflationary        | Inflationary Budget Increase for Parts   | 100,000              |                            |                               |                            |                           |             |
| 2018-0101              | [F] Revenue Reduction   | Elimination of Revenue Budgets   | 153,150              |                            | 86,130                        |                            |                           |             |
| 2018-0146              | [F] Revenue Reduction   | Residential Bulk Collection Program Budget Adjustments - 2 Options                     | 0                    |                            |                               |                            |                           |             |
| 2018-0173              | [F] Revenue Reduction   | Revenue Adjustment for All Daily and Monthly Revenues, Lots, Garages, and Meters       | 0                    |                            | 648,423                       |                            |                           |             |
| 2018-0026              | [G] Line Item Increase  | Budget Requirement for Landfill Tipping Fees and EWSWA Fixed Costs                     | 118,213              |                            |                               |                            |                           |             |
| 2018-0171              | [G] Line Item Increase  | Addition of One MiniVan for Field Coordinator Position                                 | 0                    |                            |                               |                            |                           |             |
| 2018-0247              | [G] Line Item Increase  | Increase in Unleaded Fuel Costs Due to Pricing Trends                                  | 29,892               |                            |                               |                            |                           |             |
| 2018-0251              | [G] Line Item Increase  | Increase Annual Reserve Contributions for Off-Road Equipment Replacements              | 20,000               |                            |                               |                            |                           |             |
| 2018-0168              | [H] Line Item Reduction | Reduction in Fleet Overtime  | (18,000)             |                            |                               |                            |                           |             |
| 2018-0356              | [H] Line Item Reduction | Mobile Payment for Parking Program - Establish Budget                                  | 0                    |                            | (16,200)                      |                            |                           |             |
| 2018-0383              | [H] Line Item Reduction | Sale of Parking Garage 3, 1 Riverside Drive  | (479,841)            |                            | 10,667                        |                            |                           |             |
| 2018-0047              | [I] Revenue Increase    | Sewer Surcharge Revenue Adjustment   | (475,505)            |                            |                               | 475,505                    |                           |             |
| 2018-0078              | [I] Revenue Increase    | Recovery Adjustments Related to Salary and Wage Increases for 2018                     | (43,490)             |                            | 19,478                        | 17,473                     |                           |             |
| 2018-0082              | [I] Revenue Increase    | Increase Revenue Recovery Budget   | (82,246)             |                            |                               |                            |                           |             |
| 2018-0150              | [I] Revenue Increase    | Increase in Recoveries for Fleet Coordinator   | (8,333)              |                            |                               |                            |                           |             |
| 2018-0155              | [I] Revenue Increase    | Parking Reserve Revenue Adjustment   | (164,752)            |                            | 0                             |                            |                           |             |
| 2018-0165              | [I] Revenue Increase    | Revenue Increase for Fleet Servicing   | (20,000)             |                            |                               |                            |                           |             |
| 2018-0264              | [I] Revenue Increase    | Increased Fleet Recovery Revenue for New Vehicles                                      | (67,509)             |                            |                               |                            |                           |             |
| 2018-0372              | [I] Revenue Increase    | Revenue for Signs & Markings Plan Inspection   | (3,480)              |                            |                               |                            |                           |             |
| 2018-0038              | [M] Service Enhancement | Addition of a Temporary Signal Electrician II Position                                 | 0                    |                            |                               |                            | 84,135                    |             |
| 2018-0049              | [M] Service Enhancement | Addition of One Permanent Parking Technician Position                                  | 0                    |                            | 89,713                        |                            |                           | 1.00        |
| 2018-0081              | [M] Service Enhancement | Addition of One Administrative Inspector Position                                      | 33,303               |                            |                               | 33,302                     |                           | 1.00        |
| n/a                    | n/a                     | *** Interdepartmental Reallocations  | 459,197              |                            | (838,211)                     | (529,754)                  |                           |             |
|                        |                         |  | <b>441,706</b>       | <b>0</b>                   | <b>0</b>                      | <b>0</b>                   | <b>84,135</b>             | <b>2.00</b> |
| <b>Transit Windsor</b> |                         |  |                      |                            |                               |                            |                           |             |
| n/a                    | Salary & Wage           | Contractual / Council Pre-Approved Salary & Wage Adjustment                            | 493,449              |                            |                               |                            |                           |             |
| 2018-0334              | [B] Legislated          | Vehicle License Fees Cost Increases  | 9,000                |                            |                               |                            |                           |             |
| 2018-0188              | [C] Contractual         | Salary & Wage Adjustment for Overtime  | 20,500               |                            |                               |                            |                           |             |
| 2018-0258              | [C] Contractual         | Service Improvements - Transway 1C   | 0                    |                            |                               |                            |                           | 4.00        |
| 2018-0252              | [G] Line Item Increase  | Transit Windsor Fuel Market Rate Increase (Potential Risk)                             | 1                    |                            |                               |                            |                           |             |

## Schedule A: 2018 Operating Budget Summary (Approved Issues)

| Issue Ref. # | Category               | Issue Description  | Municipal Operations | Building Permit Operations | Off Street Parking Operations | Sewer Surcharge Operations | BSR/Other Reserve Funding | FTE *       |
|--------------|------------------------|--|----------------------|----------------------------|-------------------------------|----------------------------|---------------------------|-------------|
| 2018-0335    | [G] Line Item Increase | Increase in Tire Costs   | 10,000               |                            |                               |                            |                           |             |
| 2018-0256    | [I] Revenue Increase   | Implementation of UPass & LaSalle Serv. Enhancements with Ridership Revenue Estimate | (350,000)            |                            |                               |                            |                           |             |
| n/a          | n/a                    | *** Interdepartmental Reallocations  | (20,021)             |                            |                               |                            |                           | (1.00)      |
|              |                        |  | <b>162,929</b>       | <b>0</b>                   | <b>0</b>                      | <b>0</b>                   | <b>0</b>                  | <b>3.00</b> |

### Parks, Recreation, Culture & Facilities Office

#### Parks & Facilities

|           |                         |   |                  |          |          |          |                |             |
|-----------|-------------------------|---|------------------|----------|----------|----------|----------------|-------------|
| n/a       | Salary & Wage           | Contractual / Council Pre-Approved Salary & Wage Adjustment                                 | 300,921          |          |          |          |                |             |
| 2018-0115 | [A] Annualization       | Annual maintenance budget for Fire Hall 6/EOC Facility                                      | 38,000           |          |          |          |                |             |
| 2018-0119 | [C] Contractual         | Negotiated Wage Increases for Temp Staff  | 2,704            |          |          |          |                |             |
| 2018-0121 | [C] Contractual         | Reinstatement of Painter Brush Position   | 71,684           |          |          |          |                | 1.00        |
| 2018-0281 | [C] Contractual         | Negotiated Increase Related to Temporary Wages  | 18,689           |          |          |          |                |             |
| 2018-0276 | [G] Line Item Increase  | Increase In Police Auxiliary Services   | 0                |          |          |          |                |             |
| 2018-0279 | [G] Line Item Increase  | Increase In Horticulture Plant Materials  | 90,000           |          |          |          |                |             |
| 2018-0298 | [G] Line Item Increase  | Maintenance Costs for former Remington Library and Community Centre                         | 0                |          |          |          | 30,000         |             |
| 2018-0309 | [G] Line Item Increase  | Budget for Resident Care Supplies at Huron Lodge  | 30,000           |          |          |          |                |             |
| 2018-0310 | [H] Line Item Reduction | To Adjust the Budget and Recovery for District Energy Costs at the Windsor Justice Facility | 0                |          |          |          |                |             |
| 2018-0118 | [M] Service Enhancement | Adjust Maintenance and Staffing Requirements for the New City Hall                          | 189,000          |          |          |          |                | 2.60        |
| 2018-0272 | [M] Service Enhancement | Elimination of Forestry Clerk Position & Addition of one Parks Operations Asset Analyst Po: | 25,379           |          |          |          |                | 0.00        |
| 2018-0286 | [M] Service Enhancement | Temporary Project Administrator for Parks Development Division                              | 0                |          |          |          |                |             |
| 2018-0288 | [M] Service Enhancement | Holiday Display Enhancement   | 356,500          |          |          |          |                |             |
| 2018-0297 | [M] Service Enhancement | Security Enhancement at Windsor Indoor Aquatic Training Centre (WIATC)                      | 50,000           |          |          |          |                |             |
| 2018-0376 | [M] Service Enhancement | Security Assessments and Master Plan  | 0                |          |          |          | 200,000        |             |
| 2018-0384 | [M] Service Enhancement | Enhanced Service for Ditch Cutting  | 69,986           |          |          |          |                | 1.00        |
| n/a       | n/a                     | *** Interdepartmental Reallocations   | 271,762          |          |          |          |                | 2.40        |
|           |                         |   | <b>1,514,625</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>230,000</b> | <b>7.00</b> |

#### Recreation & Culture

|           |                 |  |         |  |  |  |  |  |
|-----------|-----------------|--|---------|--|--|--|--|--|
| n/a       | Salary & Wage   | Contractual / Council Pre-Approved Salary & Wage Adjustment    | 158,097 |  |  |  |  |  |
| 2018-0216 | [C] Contractual | Recreation System  | 100,000 |  |  |  |  |  |
| 2018-0217 | [C] Contractual | Departmental Negotiated Wage Adjustment (Part-Time Staff Only) | 134,548 |  |  |  |  |  |

## Schedule A: 2018 Operating Budget Summary (Approved Issues)

| Issue Ref. # | Category                | Issue Description   | Municipal Operations | Building Permit Operations | Off Street Parking Operations | Sewer Surcharge Operations | BSR/Other Reserve Funding | FTE *       |
|--------------|-------------------------|---|----------------------|----------------------------|-------------------------------|----------------------------|---------------------------|-------------|
| 2018-0222    | [F] Revenue Reduction   | Revenue Reduction for Concessions   | 85,824               |                            |                               |                            |                           |             |
| 2018-0218    | [G] Line Item Increase  | Increase for Chlorine Supplies at WFCU Centre Pool                                  | 10,000               |                            |                               |                            |                           |             |
| 2018-0220    | [G] Line Item Increase  | Windsor Water World Operations - Budget Stabilization Reserve Request               | 1                    |                            |                               |                            | 75,000                    |             |
| 2018-0223    | [I] Revenue Increase    | User Fee Increase - Recreation and Culture  | (1)                  |                            |                               |                            |                           |             |
| 2018-0236    | [M] Service Enhancement | Coordinator, Programs and Events  | 92,907               |                            |                               |                            |                           | 1.00        |
| 2018-0238    | [M] Service Enhancement | Conversion of PT Caretaker to Regular Full Time Caretaker/Pool Maintenance Operator | 0                    |                            |                               |                            |                           | 1.00        |
| n/a          | n/a                     | *** Interdepartmental Reallocations   | 281,376              |                            |                               |                            |                           | (0.40)      |
|              |                         |   | <b>862,752</b>       | <b>0</b>                   | <b>0</b>                      | <b>0</b>                   | <b>75,000</b>             | <b>1.60</b> |

### Community Development & Health Services Office

#### Employment & Social Services

|           |                         |   |                    |          |          |          |               |             |
|-----------|-------------------------|---|--------------------|----------|----------|----------|---------------|-------------|
| n/a       | Salary & Wage           | Contractual / Council Pre-Approved Salary & Wage Adjustment                       | 286,902            |          |          |          |               |             |
| 2018-0242 | [G] Line Item Increase  | Decrease in Recoveries from Ontario Works Program Delivery (OW)                   | 85,333             |          |          |          |               |             |
| 2018-0039 | [H] Line Item Reduction | Employment Services - Expenditure and Revenue Realignment                         | (53,380)           |          |          |          |               |             |
| 2018-0041 | [H] Line Item Reduction | Staff Impact of OW Legislative Changes Re. the Treatment of Child Support and CPP | (21,666)           |          |          |          |               | (1.00)      |
| 2018-0011 | [I] Revenue Increase    | Upload of Municipal Cost for Ontario Works Employment Assistance (EA)             | (158,078)          |          |          |          |               |             |
| 2018-0013 | [I] Revenue Increase    | Upload of the Municipal Cost for Ontario Works Financial Assistance               | (1,504,724)        |          |          |          |               |             |
| 2018-0040 | [I] Revenue Increase    | Increase in County Revenue for Ontario Works Program Delivery                     | (103,920)          |          |          |          |               |             |
| 2018-0042 | [I] Revenue Increase    | Increase in Provincial & County Revenue for Ontario Works Program Delivery        | (181,226)          |          |          |          |               |             |
| 2018-0176 | [M] Service Enhancement | Conversion of One (1) Local Business Expert Position from TFT to RFT              | 0                  |          |          |          |               | 1.00        |
| 2018-0177 | [M] Service Enhancement | Conversion of One (1) Staff Trainer Position from TFT to RFT                      | 0                  |          |          |          |               | 1.00        |
| 2018-0374 | [M] Service Enhancement | Addition of a Sharps and Syringe Disposal Bin Program – City Wide                 | 65,000             |          |          |          | 15,000        |             |
| n/a       | n/a                     | *** Interdepartmental Reallocations   | 74,962             |          |          |          |               |             |
|           |                         |   | <b>(1,510,797)</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>15,000</b> | <b>1.00</b> |

#### Housing & Children Services

|           |                         |  |           |  |  |  |  |      |
|-----------|-------------------------|--|-----------|--|--|--|--|------|
| n/a       | Salary & Wage           | Contractual / Council Pre-Approved Salary & Wage Adjustment                              | 69,497    |  |  |  |  |      |
| 2018-0051 | [B] Legislated          | Federal Block Funding Loss   | 0         |  |  |  |  |      |
| 2018-0059 | [H] Line Item Reduction | Realign Children Services Municipal Budget to Provincially Approved Budget               | (175,287) |  |  |  |  |      |
| 2018-0052 | [I] Revenue Increase    | Increase in County Revenue for Housing Services and WECHC                                | (57,891)  |  |  |  |  |      |
| 2018-0008 | [M] Service Enhancement | Additional Staffing Required to Implement Expansion Plan Funded by the Ministry of Educa | 0         |  |  |  |  | 4.00 |
| 2018-0050 | [M] Service Enhancement | Addition of Program Development Officer Position   | 0         |  |  |  |  | 1.00 |

## Schedule A: 2018 Operating Budget Summary (Approved Issues)

| Issue Ref. #              | Category                         | Issue Description   | Municipal Operations | Building Permit Operations | Off Street Parking Operations | Sewer Surcharge Operations | BSR/Other Reserve Funding | FTE *       |
|---------------------------|----------------------------------|---|----------------------|----------------------------|-------------------------------|----------------------------|---------------------------|-------------|
| 2018-0161                 | [M] Service Enhancement          | Enhancement to the Pathway to Potential (P2P) Program                             | 143,100              |                            |                               |                            |                           |             |
| 2018-0377                 | [M] Service Enhancement          | Funding to Expand Street Outreach Services  | 0                    |                            |                               |                            | 67,210                    |             |
| n/a                       | n/a                              | *** Interdepartmental Reallocations   | 94,197               |                            |                               |                            |                           |             |
| <b>Huron Lodge</b>        |                                  |   | <b>73,616</b>        | <b>0</b>                   | <b>0</b>                      | <b>0</b>                   | <b>67,210</b>             | <b>5.00</b> |
| n/a                       | Salary & Wage                    | Contractual / Council Pre-Approved Salary & Wage Adjustment                       | 105,102              |                            |                               |                            |                           |             |
| 2018-0035                 | [A] Annualization                | Conversion of one Full Time Adjuvant to one Full Time Therapeutic Recreation Aide | 5,671                |                            |                               |                            |                           | 0.00        |
| 2018-0044                 | [C] Contractual                  | Increase Other Pay due to Contractual Obligations                                 | 110,000              |                            |                               |                            |                           |             |
| 2018-0034                 | [I] Revenue Increase             | Increase in Huron Lodge Resident Rent Revenue                                     | (415,036)            |                            |                               |                            |                           |             |
| 2018-0028                 | [J] Alternative Service Delivery | Nursing Management and Administration Staffing Realignment                        | (37,310)             |                            |                               |                            | 131,401                   | 0.50        |
| n/a                       | n/a                              | *** Interdepartmental Reallocations   | 265,853              |                            |                               |                            |                           |             |
|                           |                                  |   | <b>34,280</b>        | <b>0</b>                   | <b>0</b>                      | <b>0</b>                   | <b>131,401</b>            | <b>0.50</b> |
| <b>Corporate</b>          |                                  |   |                      |                            |                               |                            |                           |             |
| <b>Corporate Accounts</b> |                                  |   |                      |                            |                               |                            |                           |             |
| n/a                       | Salary & Wage                    | Contractual / Council Pre-Approved Salary & Wage Adjustment                       | (1,050,800)          |                            |                               |                            |                           |             |
| 2018-0157                 | [B] Legislated                   | Increase Required for Canada Pension Plan (CPP)                                   | 200,000              |                            |                               |                            |                           |             |
| 2018-0158                 | [B] Legislated                   | Increase Required for Employment Insurance (EI)                                   | 200,000              |                            |                               |                            |                           |             |
| 2018-0375                 | [B] Legislated                   | Bill 148, Fair Workplace, Better Jobs 2017  | 500,000              |                            |                               |                            |                           |             |
| 2018-0001                 | [C] Contractual                  | Estimated Corporate Salary & Wage Provision for Unsettled Contracts               | 2,590,000            |                            |                               |                            |                           |             |
| 2018-0175                 | [C] Contractual                  | Corporate Payroll Process Project   | 0                    |                            |                               |                            | 565,622                   |             |
| 2018-0300                 | [C] Contractual                  | Group Life Insurance Program  | 153,957              |                            |                               |                            |                           |             |
| 2018-0301                 | [C] Contractual                  | Long Term Disability (LTD) Program  | 570,865              |                            |                               |                            |                           |             |
| 2018-0303                 | [C] Contractual                  | Ontario Municipal Employees Retirement System (OMERS) Pension Fund                | 501,600              |                            |                               |                            |                           |             |
| 2018-0305                 | [E] Inflationary                 | Increase in Utilities Related to District Energy                                  | 8,524                |                            |                               |                            |                           |             |
| 2018-0306                 | [E] Inflationary                 | Increase in Utilities Related to Gas  | 138,709              |                            | 5,906                         | 47,422                     |                           |             |
| 2018-0382                 | [F] Revenue Reduction            | Ontario Municipal Partnership Fund (OMPF) Reduction                               | 375,400              |                            |                               |                            |                           |             |
| 2018-0321                 | [G] Line Item Increase           | Increase in Community Improvement Plan Tax Rebate                                 | 660,000              |                            |                               |                            |                           |             |
| 2018-0331                 | [G] Line Item Increase           | Phased-In Increase Related to the Corporate Radio System                          | 275,000              |                            |                               |                            |                           |             |
| 2018-0055                 | [H] Line Item Reduction          | Decrease in Utilities Related to Hydro  | (333,079)            |                            | 6,401                         | (443,188)                  |                           |             |
| 2018-0056                 | [H] Line Item Reduction          | Decrease in Utilities Related to Water  | (108,299)            |                            | (120)                         | 3,311                      |                           |             |
| 2018-0133                 | [H] Line Item Reduction          | Municipal Property Assessment Corporation (MPAC)                                  | (20,000)             |                            |                               |                            |                           |             |

## Schedule A: 2018 Operating Budget Summary (Approved Issues)

| Issue Ref. # | Category                | Issue Description  | Municipal Operations | Building Permit Operations | Off Street Parking Operations | Sewer Surcharge Operations | BSR/Other Reserve Funding | FTE *       |
|--------------|-------------------------|--|----------------------|----------------------------|-------------------------------|----------------------------|---------------------------|-------------|
| 2018-0159    | [H] Line Item Reduction | Employer Health Tax (EHT)  | (481,000)            |                            |                               |                            |                           |             |
| 2018-0265    | [H] Line Item Reduction | Decrease in Allowance for Doubtful Accounts  | (170,000)            |                            |                               |                            |                           |             |
| 2018-0323    | [H] Line Item Reduction | Reduction in Bank Charges  | (30,000)             |                            |                               |                            |                           |             |
| 2018-0353    | [H] Line Item Reduction | Short Term Disability Program  | (28,420)             |                            |                               |                            |                           |             |
| 2018-0379    | [H] Line Item Reduction | Decrease in Utilities Related to Hydro (Street Lights)                                   | (600,000)            |                            |                               |                            |                           |             |
| 2018-0385    | [H] Line Item Reduction | 2018 Provincial Education Rate Reduction   | (582,801)            |                            |                               |                            |                           |             |
| 2018-0077    | [I] Revenue Increase    | Increase in Capital Interest Income  | (100,000)            |                            |                               |                            |                           |             |
| 2018-0262    | [I] Revenue Increase    | Increase in Interest Income Resulting From Preliminary Cash Flow Projections             | (1,000,000)          |                            |                               |                            |                           |             |
| 2018-0352    | [I] Revenue Increase    | OLG Municipality Contribution Revenue Increase   | (850,000)            |                            |                               |                            |                           |             |
| 2018-0370    | [I] Revenue Increase    | Property Taxes Resulting From New Assessment Growth                                      | (2,500,000)          |                            |                               |                            |                           |             |
| 2018-0351    | [M] Service Enhancement | Increase in Contribution from Operating to Capital to Help Maintain Current Buying Power | 1,000,000            |                            |                               |                            |                           |             |
| n/a          | n/a                     | *** Interdepartmental Reallocations  | 2,186,885            |                            | (12,187)                      |                            | 392,455                   |             |
|              |                         |  | <b>1,506,541</b>     | <b>0</b>                   | <b>0</b>                      | <b>0</b>                   | <b>565,622</b>            | <b>0.00</b> |

### Agencies, Boards & Committees

*Detail provided in the Agencies, Boards & Committees Document*

**Total Change Over Prior Year's Budget**

|                  |          |          |          |                  |              |
|------------------|----------|----------|----------|------------------|--------------|
| 3,333,973        | 0        | 0        | 0        | 0                | 2.00         |
| <b>4,337,525</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,513,575</b> | <b>27.90</b> |

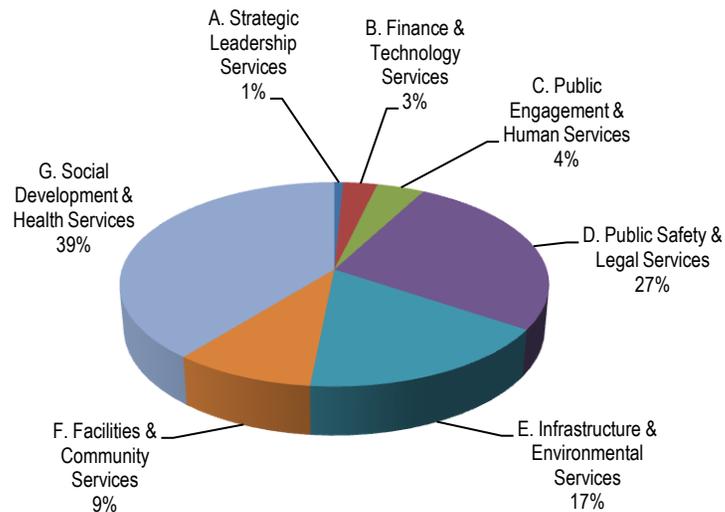
\*\* The Interdepartmental Reallocation lines do not include a reference number or issue detail write-ups as these amounts represent the cumulative net budget increase / decrease to this department resulting from budget issues that have been submitted by other departments. In some cases, budget issues submitted by one department may have a budgetary impact on another or various other departments. This is done in order to facilitate the presentation of an issue by the coordinating department as opposed to repeating the issue for all departments (i.e. Utilities, Insurance, Fuel). At the Approved Stage, this line may include interdepartmental reallocations that net to zero. For 2017 the Interdepartmental Reallocation lines include the budget increase for the union & non-union contract settlements as well as an increase in the fringe benefit percentage allocation.

**Schedule B: 2018 Program & Service Budget**

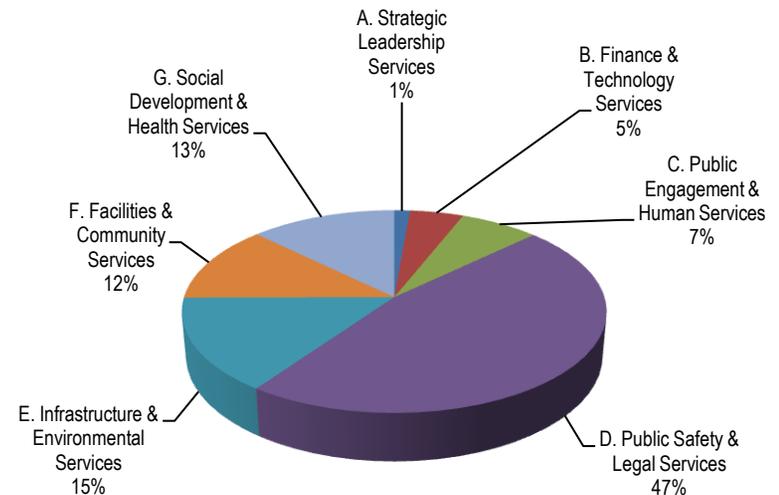
|  |     |
|--|-----|
| Program & Service Budget by Program.....     | 174 |
| Program & Service Budget by Sub-Program..... | 175 |
| Program & Service Budget by Service.....     | 176 |

| Program & Service Budget by Program        | Gross Expenditure  | Non Tax Revenue      | Expenditures Funded by the Tax Levy |
|--|--------------------|----------------------|-------------------------------------|
| A. Strategic Leadership Services           | 5,213,547          | (720,381)            | 4,493,166                           |
| B. Finance & Technology Services           | 20,250,691         | (4,992,549)          | 15,258,142                          |
| C. Public Engagement & Human Services      | 28,166,805         | (5,638,380)          | 22,528,425                          |
| D. Public Safety & Legal Services          | 180,918,624        | (27,805,421)         | 153,113,203                         |
| E. Infrastructure & Environmental Services | 117,281,175        | (68,083,588)         | 49,197,587                          |
| F. Facilities & Community Services         | 63,312,106         | (23,135,951)         | 40,176,155                          |
| G. Social Development & Health Services    | 267,280,766        | (225,586,041)        | 41,694,725                          |
| Unallocated Corporate Accounts             | 79,646,394         | (406,107,797)        | (326,461,403)                       |
| <b>Sub-Total: Municipal Purposes</b>       | <b>762,070,108</b> | <b>(762,070,108)</b> | <b>0</b>                            |
| Education                                  | 63,475,015         | (63,475,015)         | 0                                   |
| <b>Grand Total</b>                         | <b>825,545,123</b> | <b>(825,545,123)</b> | <b>0</b>                            |

**Gross Expenditure Budget by Program**  
(Excluding Unallocated Corporate Accounts)



**Net Budget by Program**  
(Excluding Unallocated Corporate Accounts)



## Schedule B: 2018 Program & Service Budget

| Program & Service Budget by Sub-Program               |  | Gross Expenditure  | Non Tax Revenue      | Expenditures Funded by the Tax Levy |
|---|--|--------------------|----------------------|-------------------------------------|
| <b>A. Strategic Leadership Services</b>               | A.1. Corporate Management              | 2,732,588          | (580,921)            | 2,151,667                           |
|   | A.2. Business Development Services     | 1,557,659          | (139,460)            | 1,418,199                           |
|   | A.3. Tourism Development Services      | 923,300            | 0                    | 923,300                             |
| <b>B. Finance &amp; Technology Services</b>           | B.1. Financial Management              | 11,729,279         | (3,332,585)          | 8,396,694                           |
|   | B.2. Asset Management                  | 267,078            | (84,525)             | 182,553                             |
|   | B.3. Information Technology            | 8,254,334          | (1,575,439)          | 6,678,895                           |
| <b>C. Public Engagement &amp; Human Resources</b>     | C.1. Legislative Services              | 3,655,240          | (662,107)            | 2,993,133                           |
|   | C.2. Inspections & Prevention Services | 5,575,471          | (2,543,372)          | 3,032,099                           |
|   | C.3. Communication Services            | 3,689,436          | (739,613)            | 2,949,823                           |
|   | C.4. Human Resource Management         | 5,725,842          | (376,408)            | 5,349,434                           |
|   | C.5. Library Services                  | 9,520,816          | (1,316,880)          | 8,203,936                           |
| <b>D. Public Safety &amp; Legal Services</b>          | D.1. Legal Services                    | 13,468,297         | (6,647,261)          | 6,821,036                           |
|   | D.2. Land Development Services         | 9,412,410          | (5,577,866)          | 3,834,544                           |
|   | D.3. Fire & Emergency Services         | 58,102,785         | (2,072,412)          | 56,030,373                          |
|   | D.4. Police Services                   | 99,935,132         | (13,507,882)         | 86,427,250                          |
| <b>E. Infrastructure &amp; Environmental Services</b> | E.1. Engineering Services              | 11,019,304         | (3,402,711)          | 7,616,593                           |
|   | E.2. Water & Sewage Services           | 29,756,977         | (29,400,772)         | 356,205                             |
|   | E.3. Garbage & Recycling Services      | 16,598,556         | (3,748,706)          | 12,849,850                          |
|   | E.4. Roads & Traffic Services          | 24,643,533         | (10,646,240)         | 13,997,293                          |
|   | E.5. Transit Services                  | 35,262,805         | (20,885,159)         | 14,377,646                          |
| <b>F. Facilities &amp; Community Services</b>         | F.1. Parks & Forestry Services         | 19,561,034         | (1,628,235)          | 17,932,799                          |
|   | F.2. Facility & Property Management    | 19,852,273         | (10,180,019)         | 9,672,254                           |
|   | F.3. Recreation Services               | 22,262,423         | (11,169,007)         | 11,093,416                          |
|   | F.4. Arts & Culture Services           | 1,636,376          | (158,690)            | 1,477,686                           |
| <b>G. Social Development &amp; Health Services</b>    | G.1. Social Development Services       | 239,942,484        | (208,896,984)        | 31,045,500                          |
|   | G.2. Health Services                   | 27,338,282         | (16,689,057)         | 10,649,225                          |
| <b>Unallocated Corporate Accounts</b>                 | Corporate                              | 79,646,394         | (406,107,797)        | (326,461,403)                       |
|   | Sub-Total: Municipal Purposes          | 762,070,108        | (762,070,108)        | 0                                   |
|   | Education                              | 63,475,015         | (63,475,015)         | 0                                   |
|   | <b>Grand Total</b>                     | <b>825,545,123</b> | <b>(825,545,123)</b> | <b>0</b>                            |

| Program / Sub-Program / Service           | Service Description  | Gross Expenditure | Non Tax Revenue | Expenditures Funded by the Tax Levy |
|---|--|-------------------|-----------------|-------------------------------------|
| <b>A. Strategic Leadership Services</b>   |  |                   |                 |                                     |
| <b>A.1. Corporate Management</b>          |  |                   |                 |                                     |
| A.1.1. Corporate Leadership               | <i>An internal service that develops, implements, monitors and reports on the strategic and operational direction for the Corporation, as approved by City Council.</i>  | 2,431,901         | (573,689)       | 1,858,212                           |
| A.1.2. Community Partnership Development  | <i>A public service that facilitates strategic planning, coordination and cooperation between the City and the various community agencies that provide related services to the Community Strategic Plan Objectives.</i>                        | 182,553           | (7,232)         | 175,321                             |
| A.1.3. Project Management                 |  | 118,134           | 0               | 118,134                             |
| <b>A.2. Business Development Services</b> |  |                   |                 |                                     |
| A.2.1. Business Retention & Expansion     | <i>A public service that provides decision makers of existing businesses in Windsor-Essex with the necessary information and assistance to remain and/or expand in Windsor-Essex.</i>  | 868,731           | (139,460)       | 729,271                             |
| A.2.2. New Business Attraction            | <i>A public service that provides a Windsor-Essex promotional campaign directed at business decision makers with the aim of attracting investment to Windsor-Essex.</i>  | 688,928           | 0               | 688,928                             |
| <b>A.3. Tourism Development Services</b>  |  |                   |                 |                                     |
| A.3.1. Tourism Promotion                  | <i>A public service to promote the image of Windsor-Essex as a destination with the cooperation of a united tourism and hospitality industry.</i>  | 461,650           | 0               | 461,650                             |
| A.3.2. Visitor Information                | <i>A public service that provides information and promotional materials about attractions, activities and events in Windsor-Essex through direct responses to inquiries made in person, by phone, email, fax, mail or website interaction.</i> | 461,650           | 0               | 461,650                             |

| Program / Sub-Program / Service             | Service Description   | Gross Expenditure | Non Tax Revenue | Expenditures Funded by the Tax Levy |
|---|---|-------------------|-----------------|-------------------------------------|
| <b>B. Finance &amp; Technology Services</b> |   |                   |                 |                                     |
| <b>B.1. Financial Management</b>            |   |                   |                 |                                     |
| B.1.1. Audit                                | <i>An internal service that reviews the workings of Council and the Corporation to ensure that they are performing their responsibilities in accordance with required legislation and acceptable accounting and business practices.</i> | 300,000           | 0               | 300,000                             |
| B.1.2. Billing & Collection                 | <i>An internal service that provides accurate billing and collection of municipal taxes.</i>  | 4,263,065         | (1,706,029)     | 2,557,036                           |
| B.1.3. Financial Accounting & Reporting     | <i>An internal service that ensures proper financial accounting, completion of consolidated financial statements and necessary legislated filings.</i>  | 2,998,403         | (573,164)       | 2,425,239                           |
| B.1.4. Financial Planning and Monitoring    | <i>An internal service that directs the planning, documentation and implementation of the budget process, from development to review and results reporting.</i>   | 3,801,201         | (992,816)       | 2,808,385                           |
| B.1.5. Investment and Debt Management       | <i>An internal service that maximizes return on investments and minimizes interest on debt.</i>   | 366,610           | (60,576)        | 306,034                             |
| <b>B.2. Asset Management</b>                |   |                   |                 |                                     |
| B.2.1. Downtown Energy Integration          | <i>A public service to produce and distribute energy for the central heating and cooling of commercial and institutional buildings in the downtown district.</i>  | 0                 | (84,525)        | (84,525)                            |
| B.2.2. Electricity Distribution             | <i>A public service that acquires and distributes electricity to all account holders in the City of Windsor.</i>  | 0                 | 0               | 0                                   |
| B.2.3. Energy Efficiency Promotion          | <i>A public service that offers advice, education and assistance to electricity users concerning methods to reduce electricity usage and increase electricity efficiency.</i>   | 267,078           | 0               | 267,078                             |

| Program / Sub-Program / Service                         | Service Description   | Gross Expenditure | Non Tax Revenue | Expenditures Funded by the Tax Levy |
|---|---|-------------------|-----------------|-------------------------------------|
| <b>B.3. Information Technology</b>                      |   |                   |                 |                                     |
| B.3.1. Business Solutions Development and Support       | <i>An internal service that designs develops, project manages, implements and maintains electronic business solutions to meet program and service providers and corporate business needs. (The Problem Solver Service)</i>                    | 3,763,013         | (439,610)       | 3,323,403                           |
| B.3.2. Information Technology Design and Planning       | <i>An internal service that plans and designs Information Technology solutions that contributes to the delivery of corporate strategic objectives.</i>  | 1,586,507         | (121,227)       | 1,465,280                           |
| B.3.3. Information Technology Infrastructure Operations | <i>An internal service that evaluates, selects, acquires, and maintains all technology assets ensuring the secure access to required corporate information.</i>   | 2,904,814         | (1,014,602)     | 1,890,212                           |
| <b>C. Public Engagement &amp; Human Services</b>        |   |                   |                 |                                     |
| <b>C.1. Legislative Services</b>                        |   |                   |                 |                                     |
| C1.1. Access to Information and Records                 | <i>A public service to respond to requests from members of the general public for access to municipal records and to assess the privacy and other potential implications of granting such a request.</i>                                      | 1,009,430         | (1,000)         | 1,008,430                           |
| C.1.2. Council Support                                  | <i>A public service that facilitates interaction between the community and City Council through Council meetings, Committees of Council, informal meetings, public events and correspondence.</i>   | 2,265,305         | (211,219)       | 2,054,086                           |
| C.1.3.. Municipal Election Management                   | <i>A public service that provides for the management of fair and equitable elections to fill elected municipal positions (Mayor &amp; 10 Councillors) as well as trustees and other elected positions for the various area school boards.</i> | 178,864           | 0               | 178,864                             |
| C.1.4. Provincial Registration                          | <i>A public service to administer the registration of deaths and marriages as required by the Province of Ontario and to perform marriage ceremonies if requested.</i>  | 201,641           | (449,888)       | (248,247)                           |

| Program / Sub-Program / Service                   | Service Description   | Gross Expenditure | Non Tax Revenue | Expenditures Funded by the Tax Levy |
|---|---|-------------------|-----------------|-------------------------------------|
| <b>C.2. Inspections &amp; Prevention Services</b> |   |                   |                 |                                     |
| C.2.1. Animal Control                             | <i>A public service to respond to reports and complaints regarding, unregistered pit bulls, dogs at large, or a dog attack as well as rodents and other feral animals.</i>                      | 1,633,453         | (194,361)       | 1,439,092                           |
| C.2.2. Licensing                                  | <i>A public service that establishes appropriate criteria for business, gaming or dog licenses to be issued.</i>  | 1,023,060         | (1,714,680)     | (691,620)                           |
| C.2.3. Property Inspection and Enforcement        | <i>A public service that provides inspections to ensure adherence to various by-laws concerning property standards and the Province of Ontario's building, fire and health codes.</i>           | 2,918,958         | (634,331)       | 2,284,627                           |
| <b>C.3. Communication Services</b>                |   |                   |                 |                                     |
| C.3.1. Communications                             | <i>An internal service that prepares and releases information to a defined audience (internal or external) in consultation/collaboration with a service department in the Corporation.</i>      | 1,028,135         | (96,694)        | 931,441                             |
| C.3.2. Customer Service                           | <i>A public service that provides timely and accurate information on and access to government (municipal, provincial, and federal) and community services.</i>                                  | 2,661,301         | (642,919)       | 2,018,382                           |
| <b>C.4. Human Resource Management</b>             |   |                   |                 |                                     |
| C.4.1. Compensation and Benefits Management       | <i>An internal service that prepares and maintains a complete set of policies and procedures for the Corporation to follow to ensure that staff receives correct compensation and benefits.</i> | 729,747           | (114,377)       | 615,370                             |
| C.4.2. Employee Performance Management            | <i>An internal service provided to the Corporation that promotes, develops, monitors and reports on the employee performance program.</i>   | 1,704,362         | (100,077)       | 1,604,285                           |
| C.4.3. Labour Relations                           | <i>An internal service that supports the development of and adherence to collective agreements with CUPE Locals 543 and 82, ONA, WPFPA, and CANUE/PETU.</i>                                     | 361,020           | 0               | 361,020                             |

| Program / Sub-Program / Service              | Service Description   | Gross Expenditure | Non Tax Revenue | Expenditures Funded by the Tax Levy |
|--|---|-------------------|-----------------|-------------------------------------|
| C.4.4. Staffing Support                      | <i>An internal service that provides for the recruitment, placement, development, allocation, support and separation of all staff of the Corporation.</i>   | 826,594           | (80,977)        | 745,617                             |
| C.4.5. Workplace Health and Safety           | <i>An internal service that develops and implements policies and procedures that ensure that the Corporation is compliant with Health and Safety and WSIB legislation.</i>  | 2,104,119         | (80,977)        | 2,023,142                           |
| <b>C.5. Library Services</b>                 |   |                   |                 |                                     |
| C.5.1. Public Library and Community Archives | <i>A public service offered to all residents of and visitors to the City of Windsor that provides access to information resources, reference services, preservation of local history and programming to enrich lives through learning and recreation in accordance with the Ontario Public Libraries Act.</i> | 9,520,816         | (1,316,880)     | 8,203,936                           |
| <b>D. Public Safety &amp; Legal Services</b> |   |                   |                 |                                     |
| <b>D.1. Legal Services</b>                   |   |                   |                 |                                     |
| D.1.1. Legal                                 | <i>An internal service that gives legal advice and secretarial/clerical support to the Corporate Management, Council, agencies, boards and commissions with regards to Municipal activities.</i>  | 6,745,875         | (333,793)       | 6,412,082                           |
| D.1.2. Provincial Offences                   | <i>A public service to determine the innocence or guilt of persons charged with a provincial offence using rules of evidence and procedure.</i>   | 5,425,916         | (6,197,093)     | (771,177)                           |
| D.1.3. Purchasing                            | <i>An internal service that provides administrative support and professional advice to ensure the Purchasing By-law is observed.</i>  | 779,813           | (35,000)        | 744,813                             |
| D.1.4. Real Estate                           | <i>An internal service that manages, through acquisition, sales and leasing the Corporation's real estate assets.</i>   | 516,693           | (81,375)        | 435,318                             |

| Program / Sub-Program / Service           | Service Description   | Gross Expenditure | Non Tax Revenue | Expenditures Funded by the Tax Levy |
|---|---|-------------------|-----------------|-------------------------------------|
| <b>D.2. Land Development Services</b>     |   |                   |                 |                                     |
| D.2.1. Building Approval                  | <i>A public service that provides building approvals in accordance with the Ontario Building Code.</i>  | 5,146,073         | (4,734,607)     | 411,466                             |
| D.2.2. Development Approval               | <i>A public service that provides professional research, guidance, advice and permissions for the development of privately held property.</i>   | 2,096,170         | (843,259)       | 1,252,911                           |
| D.2.3. Land Use Planning                  | <i>An internal service that provides professional planning direction and advice to the Corporation in the growth and development of the City in compliance with the City's Official Plan and applicable federal and provincial legislation.</i> | 1,127,529         | 0               | 1,127,529                           |
| D.2.4. Property Development Incentives    | <i>A public service that provides property owners and/or tenants with financial assistance for the improvement of property in accordance with applicable legislation.</i>   | 1,042,638         | 0               | 1,042,638                           |
| <b>D.3. Fire &amp; Emergency Services</b> |   |                   |                 |                                     |
| D.3.1. Emergency Management               | <i>A public service that puts the City of Windsor's Emergency Response Plan into operation in the event of a declared state of emergency.</i>   | 240,456           | (35,000)        | 205,456                             |
| D.3.2. Fire and Rescue                    | <i>A public service provided to victims and/or potential victims of emergency situations (i.e. fires and vehicular or other accidents) offering relief and assistance.</i>  | 42,576,857        | (1,275,264)     | 41,301,593                          |
| D.3.3. Fire Prevention Education          | <i>A public service to provide education to the general public concerning fire prevention.</i>  | 3,243,552         | (37,148)        | 3,206,404                           |
| D.3.4. Paramedics                         | <i>A public service to provide a response to medical emergencies of varying severity that may occur throughout the City of Windsor and provide transportation to a medical facility if necessary.</i>   | 12,041,920        | (725,000)       | 11,316,920                          |
| <b>D.4. Police Services</b>               |   |                   |                 |                                     |
| D.4.1. Crime Prevention Education         |   | 1,899,363         | 0               | 1,899,363                           |

| Program / Sub-Program / Service                       | Service Description   | Gross Expenditure | Non Tax Revenue | Expenditures Funded by the Tax Levy |
|---|---|-------------------|-----------------|-------------------------------------|
| D.4.2. Police Investigation                           | <i>A public service to gather evidence to be used by courts of law to determine the guilt or innocence of persons accused of offences against the Crown using established police procedures and rules of evidence.</i>          | 24,851,163        | (2,590,732)     | 22,260,431                          |
| D.4.3. Police Patrol and Intervention                 | <i>A public service that places police units throughout the City to respond to incidents and offences in progress.</i>  | 73,184,606        | (10,917,150)    | 62,267,456                          |
| <b>E. Infrastructure &amp; Environmental Services</b> |   |                   |                 |                                     |
| <b>E.1. Engineering Services</b>                      |   |                   |                 |                                     |
| E.1.1. Engineering Design & Construction              | <i>An internal service that provides support to the Corporation by providing engineering design and construction inspection support for large engineering projects.</i>   | 5,969,998         | (3,315,944)     | 2,654,054                           |
| E.1.2. Street Lighting                                | <i>A public service that provides reliable illumination at night along City streets and sidewalks.</i>  | 5,049,306         | (86,767)        | 4,962,539                           |
| <b>E.2. Water and Sewage Services</b>                 |   |                   |                 |                                     |
| E.2.1. Fresh Water Supply                             | <i>A public service to provide reliable potable water that meets all health, taste and odour standards.</i>   | 0                 | 0               | 0                                   |
| E.2.2. Storm Water Removal                            | <i>A public service that removes storm water from city streets, parks, and city owned facilities for appropriate treatment and release in accordance with provincial legislation and regulations.</i>                           | 3,989,190         | (3,704,242)     | 284,948                             |
| E.2.3. Waste Water Removal                            | <i>A public service that removes wastewater from all homes, business and other buildings for appropriate treatment in accordance with provincial legislation and regulations.</i>   | 25,767,787        | (25,696,530)    | 71,257                              |
| <b>E.3. Garbage &amp; Recycling Services</b>          |   |                   |                 |                                     |
| E.3.1. Garbage Disposal                               | <i>A public service to ensure that all garbage that cannot be diverted is disposed of in the regional landfill in a manner consistent with regulations and established procedures and the agreement between City and EWSWA.</i> | 8,264,332         | (554,551)       | 7,709,781                           |

| Program / Sub-Program / Service          | Service Description   | Gross Expenditure | Non Tax Revenue | Expenditures Funded by the Tax Levy |
|--|---|-------------------|-----------------|-------------------------------------|
| E.3.2. Waste Collection                  | <i>A public service provided to ensure all residential and municipal waste are collected in a manner consistent with current health standards, Council approved service levels, and environmental requirements.</i>                               | 5,597,558         | (1,228,521)     | 4,369,037                           |
| E.3.3. Waste Diversion                   | <i>A public service dedicated to the identification and diversion of certain household, commercial, industrial and institutional waste from landfill disposal.</i>  | 2,736,666         | (1,965,634)     | 771,032                             |
| <b>E.4. Roads &amp; Traffic Services</b> |   |                   |                 |                                     |
| E.4.1. Crossing Guards                   | <i>A public service provided to ensure that selected intersections throughout the City are staffed by qualified crossing guards so that school children walking to and from school may cross streets safely.</i>                                  | 519,753           | 0               | 519,753                             |
| E.4.2. Fleet Management                  | <i>An internal service that provides fleet and equipment management services in the maintenance, operation, repair and disposal of the fleet and equipment.</i>   | 1,666,907         | (316,373)       | 1,350,534                           |
| E.4.3. Parking Enforcement               | <i>A public service to enforce the parking by-law passed by City Council to ensure an adequate supply of lawful parking throughout the City and to facilitate the safe and efficient movement of people throughout the City.</i>                  | 1,523,497         | (3,166,981)     | (1,643,484)                         |
| E.4.4. Roads                             | <i>A public service that provides residents, businesses and visitors with an accessible transportation network for motor vehicles and bicycles to facilitate the safe and efficient transport of people and goods within the City of Windsor.</i> | 15,823,933        | (3,438,739)     | 12,385,194                          |
| E.4.5. Sidewalks                         | <i>A public service that provides safe and accessible sidewalks and trails to residents and visitors.</i>   | 1,411,493         | (45,501)        | 1,365,992                           |
| E.4.6. On/Off Street Parking             |   | 3,697,950         | (3,678,646)     | 19,304                              |
| <b>E.5. Transit Services</b>             |   |                   |                 |                                     |
| E.5.1. Transit Services                  | <i>A public service that provides residents of and visitors to the City of Windsor with a variety of transit options that allow for mobility throughout the city.</i>   | 35,262,805        | (20,885,159)    | 14,377,646                          |

| Program / Sub-Program / Service                | Service Description  | Gross Expenditure | Non Tax Revenue | Expenditures Funded by the Tax Levy |
|--|--|-------------------|-----------------|-------------------------------------|
| <b>F. Facilities &amp; Community Services</b>  |  |                   |                 |                                     |
| <b>F.1. Parks &amp; Forestry Services</b>      |  |                   |                 |                                     |
| F.1.1. Parks and Natural Areas                 | <i>A public service to protect, preserve and promote active and passive parks and natural areas, boulevard rights of way, maintain and enhance the urban forest and beautify the City of Windsor.</i>                  | 19,561,034        | (1,628,235)     | 17,932,799                          |
| <b>F.2. Facility &amp; Property Management</b> |  |                   |                 |                                     |
| F.2.1. Facility Management                     | <i>An internal service that acquires, maintains and disposes of all facilities owned by the Corporation.</i>   | 19,852,273        | (10,180,019)    | 9,672,254                           |
| <b>F.3. Recreation Services</b>                |  |                   |                 |                                     |
| F.3.1. Recreation and Cultural Services        | <i>A public service provided to individuals offering engagement in structured, accessible and affordable recreational and sports programming.</i>  | 7,815,195         | (3,361,052)     | 4,454,143                           |
| F.3.2. Recreation Facility Access              | <i>A public service providing members of the general public and community groups the opportunity to make use of recreational and sports facilities for independent use.</i>  | 14,375,962        | (7,807,955)     | 6,568,007                           |
| F.3.3. Recreation Leadership Education         | <i>A public service provided to Recreation Program Instructors offering education in the delivery of structured, accessible and affordable recreational and sports programming.</i>                                    | 71,266            | 0               | 71,266                              |
| <b>F.4. Arts and Cultural Services</b>         |  |                   |                 |                                     |
| F.4.1. Arts and Culture Development            | <i>A public service providing professional advice and information on cultural matters to culture-based community groups.</i>   | 857,465           | (17,857)        | 839,608                             |
| F.4.2. Community Museum & Public Art Access    | <i>A public service to gather evidence to be used by courts of law to determine the guilt or innocence of persons accused of offences against the Crown using established police procedures and rules of evidence.</i> | 778,911           | (140,833)       | 638,078                             |

| Program / Sub-Program / Service | Service Description | Gross Expenditure | Non Tax Revenue | Expenditures Funded by the Tax Levy |
|---------------------------------|---------------------|-------------------|-----------------|-------------------------------------|
|---------------------------------|---------------------|-------------------|-----------------|-------------------------------------|

## G. Social Development & Health Services

### G.1. Social Development Services

|                                       |   |             |               |            |
|---------------------------------------|---|-------------|---------------|------------|
| G.1.1. Child Care and Early Learning  | <i>A public service that delivers Service System management for Windsor and Essex County for child-care spaces delivered by child-care providers.</i>   | 61,159,954  | (57,095,602)  | 4,064,352  |
| G.1.2. Employment and Social Services | <i>A public service that provides financial, social and employment assistance for individuals who are in temporary financial need.</i>  | 117,576,782 | (109,884,626) | 7,692,156  |
| G.1.3.. Social Housing                | <i>A public service that provides the Service System management, funding and development of subsidized housing units in the City of Windsor and County of Essex that meet the needs of residents that require accommodation and support services.</i> | 61,205,748  | (41,916,756)  | 19,288,992 |

### G.2. Health Services

|  |   |            |              |           |
|--|---|------------|--------------|-----------|
| G.2.1. Long Term Care Facility               | <i>A public service to provide 24 hour nursing and personal care for residents deemed eligible by the Community Care Access Centre.</i>   | 23,625,907 | (16,254,175) | 7,371,732 |
| G.2.2. Public Health Promotion and Education | <i>A public service that provides the latest information on the state of public health in Windsor and Essex County and best practices for good health and illness and disease prevention.</i> | 1,872,734  | (374,064)    | 1,498,670 |
| G.2.3. Public Health Protection              | <i>A public service that provides a professional response to infectious disease outbreaks and enforces violations of public health regulations.</i>   | 1,839,641  | (60,818)     | 1,778,823 |

| Program / Sub-Program / Service       | Service Description                  | Gross Expenditure  | Non Tax Revenue      | Expenditures Funded by the Tax Levy |
|---------------------------------------|--------------------------------------|--------------------|----------------------|-------------------------------------|
| <b>Unallocated Corporate Accounts</b> |                                      |                    |                      |                                     |
| <b>Corporate</b>                      |                                      |                    |                      |                                     |
|                                       | Contribution to Capital              | 53,554,925         | 0                    | 53,554,925                          |
|                                       | Other Corporate Accounts             | 26,091,469         | (406,107,797)        | (380,016,328)                       |
|                                       | <b>Sub-Total: Municipal Purposes</b> | <b>762,070,108</b> | <b>(762,070,108)</b> | <b>0</b>                            |
|                                       | <b>Education</b>                     | <b>63,475,015</b>  | <b>(63,475,015)</b>  | <b>0</b>                            |
|                                       | <b>Grand Total</b>                   | <b>825,545,123</b> | <b>(825,545,123)</b> | <b>0</b>                            |



## Schedule C: City of Windsor User Fee Schedule

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## City of Windsor User Fee Schedule

| Office of the Chief Financial Officer - Finance |       |                       |                             |  |           |           |                                   |  |
|---|-------|-----------------------|-----------------------------|--|-----------|-----------|-----------------------------------|--|
| Ref#  | Notes | Category / Division   | Sub-Category / Sub-Division | Fee / Service  | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted) |  |
|   |       |                       |                             |  |           |           | Cost                              | Unit of Measure  |
| 1   |       | Financial Accounting  | Accounts Receivable         | Administrative Fee (NSF Cheques - A/R)                                 | Y         |           | \$50.00                           | per nsf cheque/returned item                           |
| 2   |       | Financial Accounting  | Payroll                     | Processing of Wage Assignments   | Y         |           | \$10.00                           | per remittance where allowed by court on certain files |
| 3   |       | Taxation & Compliance | Collections, Invest Banking | Additional Notifications/Mortgage Letters (as required)                | Y         |           | \$50.00                           | per letter   |
| 4   |       | Taxation & Compliance | Collections, Invest Banking | Administrative Fee (NSF Cheques - Taxes)                               | Y         |           | \$50.00                           | per nsf cheque/returned item                           |
| 5   |       | Taxation & Compliance | Collections, Invest Banking | Electronic lien cancellation fee                                       | Y         |           | \$15.00                           | per certificate  |
| 6   |       | Taxation & Compliance | Collections, Invest Banking | Electronic lien certificate fee  | Y         |           | \$30.00                           | per certificate  |
| 7   |       | Taxation & Compliance | Collections, Invest Banking | Interest on trade receivables more than 30 days past due               | Y         |           | 2.00%                             | per month, compounded                                  |
| 8   |       | Taxation & Compliance | Collections, Invest Banking | Letters of Default   | Y         |           | N/C                               | 1st Letter   |
| 9   |       | Taxation & Compliance | Collections, Invest Banking | Letters of Default   | Y         |           | \$50.00                           | 2nd Letter   |
| 10  |       | Taxation & Compliance | Collections, Invest Banking | Letters of Default   | Y         |           | \$250.00                          | Final Letter before registration                       |
| 11  |       | Taxation & Compliance | Collections, Invest Banking | Registered Interested Party (up to 2 parties)                          | Y         |           | \$225.00                          | per letter   |
| 12  |       | Taxation & Compliance | Collections, Invest Banking | Registration Cost Recovery   | Y         |           | various                           |  |
| 13  |       | Taxation & Compliance | Collections, Invest Banking | Tax Registrations  | Y         |           | \$1,450.00                        | per property   |
| 14  |       | Taxation & Compliance | Collections, Invest Banking | Title Search   | Y         |           | \$35.00                           | per property   |
| 15  |       | Taxation & Compliance | Collections, Invest Banking | Tax Sale Tender Pick-up/Drop-off                                       | Y         |           | \$25.00                           | per tender package                                     |
| 16  |       | Taxation & Compliance | Local Taxation              | Current & Prior Year's Tax Information (Printed or Written)            | Y         |           | \$10.00                           | per roll year  |
| 17  |       | Taxation & Compliance | Local Taxation              | External Tax Inquiry (ETI) On Line Transaction Fee                     | Y         |           | \$60.00                           | per roll number  |
| 18  |       | Taxation & Compliance | Local Taxation              | Local Improvements, Sewer Replacements                                 | Y         |           | \$100.00                          | per roll   |
| 19  |       | Taxation & Compliance | Local Taxation              | Other Charges Levied Against The Tax Roll                              | Y         |           | \$45.00                           | per account  |
| 20  |       | Taxation & Compliance | Local Taxation              | Research - Current & Prior Year's Tax Information (Printed or Written) | Y         |           | \$52.00                           | per hour   |
| 21  |       | Taxation & Compliance | Local Taxation              | Statement of Account Fee   | Y         |           | \$30.00                           | per statement  |
| 22  |       | Taxation & Compliance | Local Taxation              | Tax Certificates   | Y         |           | \$75.00                           | per certificate  |
| 23  |       | Taxation & Compliance | Local Taxation              | Tax Receipts   | Y         |           | \$15.00                           | per roll number  |
| 24  |       | Taxation & Compliance | Property Assessment         | New Property Account Fee   | Y         |           | \$75.00                           | per roll   |
| 25  |       | Taxation & Compliance | Property Assessment         | Ownership Changes  | Y         |           | \$75.00                           | per roll   |

City of Windsor  
User Fee Schedule

| Office of the Chief Financial Officer - Information Technology |       |  |                             |  |           |           |                                   |                     |  |
|--|-------|--|-----------------------------|--|-----------|-----------|-----------------------------------|---------------------|--|
| Ref#   | Notes | Category / Division  | Sub-Category / Sub-Division | Fee / Service  | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted) |                     |  |
|  |       |  |                             |  |           |           | Cost                              | Unit of Measure     |  |
| 1  |       | Project Management & Applications  |                             | Business Licenses (Animal) On-Line Transaction Fee   | N         |           | \$0.00                            | On-Line Transaction |  |
| 2  |       | Project Management & Applications  |                             | Construction Heating Permit On-Line Transaction Fee  | N         |           | \$0.00                            | On-Line Transaction |  |
| 3  |       | Project Management & Applications  |                             | Construction Plumbing Permit On-Line Transaction Fee | N         |           | \$0.00                            | On-Line Transaction |  |
| 4  |       | Project Management & Applications  |                             | Construction Sewer Permit On-Line Transaction Fee    | N         |           | \$0.00                            | On-Line Transaction |  |
| 5  |       | Project Management & Applications  |                             | External Tax Inquiry (ETI) On-Line Transaction Fee   | Y         |           | \$10.00                           | On-Line Transaction |  |
|  |       | There is a \$2.00 service fee for any of the above on-line transactions and a \$3.00 service fee for any over-the-counter transactions including fax and mail-in options exclusive of Business, Lottery and Dog Licenses. (2016 - Moved to Planning & Building Department) |                             |  |           |           |                                   |                     |  |
|  |       | There is a \$3.00 (per Public Works Permit) service fee for any over-the-counter transactions including fax and mail-in options. (2016 - Moved to Public Works Department)   |                             |  |           |           |                                   |                     |  |

## City of Windsor User Fee Schedule

| Office of the City Clerk - Council Services |       |   |                             |  |           |          |                                   |                     |
|---|-------|---|-----------------------------|--|-----------|----------|-----------------------------------|---------------------|
| Ref #                                       | Notes | Category / Division                         | Sub-Category / Sub-Division | Fee / Service  | HST Appl. | HST Note | 2018 Fee Excluding HST (Accepted) |                     |
|   |       |   |                             |  |           |          | Cost                              | Unit of Measure     |
| 1   |       | Communications and Customer Service Support | 211 Call Centre             | Broadcast Fax  | Y         |          | \$75.00                           | per document        |
| 2   |       | Employee Relations                          | Employee Relations          | Photocopy Fee  | N         |          | \$2.00                            | 1st page            |
| 3   |       | Employee Relations                          | Employee Relations          | Photocopy Fee  | N         |          | \$0.30                            | per additional page |
| 4   | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Adult Entertainment Parlours - Owner   | N         |          | \$419.00                          | initial             |
| 5   | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Adult Entertainment Parlours - Owner   | N         |          | \$379.00                          | per year            |
| 6   | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Adult Entertainment Parlours - Operator  | N         |          | \$191.00                          | per year            |
| 7   | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Auctioneer   | N         |          | \$232.00                          | per occurrence      |
| 8   | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Auctioneer   | N         |          | \$191.00                          | per year            |
| 9   | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Auto Service Stations - Car Wash   | N         |          | \$290.00                          | initial             |
| 10  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Auto Service Stations - Car Wash   | N         |          | \$249.00                          | per year            |
| 11  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Auto Service Stations - For each building or place where gasoline and oils are kept for sale | N         |          | \$232.00                          | initial             |
| 12  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Auto Service Stations - For each building or place where gasoline and oils are kept for sale | N         |          | \$191.00                          | per year            |
| 13  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Auto Service Stations - Motor Vehicles kept for hire or used for hire                        | N         |          | \$232.00                          | initial             |
| 14  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Auto Service Stations - Motor Vehicles kept for hire or used for hire                        | N         |          | \$191.00                          | per year            |
| 15  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Auto Service Stations - Motor Vehicles Storage/Sales   | N         |          | \$232.00                          | initial             |
| 16  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Auto Service Stations - Motor Vehicles Storage/Sales   | N         |          | \$191.00                          | per year            |
| 17  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Auto Service Stations - Repair, Paint or Upholstery  | N         |          | \$290.00                          | initial             |
| 18  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Auto Service Stations - Repair, Paint or Upholstery  | N         |          | \$249.00                          | per year            |
| 19  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Bed & Breakfast  | N         |          | \$566.00                          | initial             |
| 20  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Bed & Breakfast  | N         |          | \$191.00                          | per year            |
| 21  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Bill Distributor   | N         |          | \$191.00                          | per year            |
| 22  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Body Modification  | N         |          | \$357.00                          | initial             |
| 23  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Body Modification  | N         |          | \$191.00                          | per year            |
| 24  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Body Rub Parlour Owner/Operator  | N         |          | \$503.00                          | initial             |
| 25  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Body Rub Parlour Owner/Operator  | N         |          | \$191.00                          | per year            |
| 26  |       | Policy, Gaming, Licensing                   | Business Licence Fees       | Body Rub Parlour Attendant   | N         |          | \$191.00                          | per year            |
| 27  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Business Licence Plate Replacement   | N         |          | \$60.00                           | per plate           |
| 28  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Business Licence Replacement   | N         |          | \$25.00                           | per licence         |
| 29  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Carnival or Circus   | N         |          | \$191.00                          | per occurrence      |
| 30  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Entertainment Lounge   | N         |          | \$540.00                          | initial             |
| 31  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Entertainment Lounge   | N         |          | \$441.00                          | per year            |
| 32  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Escorts  | N         |          | \$191.00                          | per year            |
| 33  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Food Store   | N         |          | \$290.00                          | initial             |
| 34  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Food Store   | N         |          | \$191.00                          | per year            |
| 35  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Hawkers and Peddlers (Classes 1 and 2)   | N         |          | \$232.00                          | initial             |
| 36  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Hawkers and Peddlers (Classes 1 and 2)   | N         |          | \$191.00                          | per year            |
| 37  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Hawkers and Peddlers (Classes 3, 4 and 5)  | N         |          | \$191.00                          | per year            |
| 38  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Heating Work - Contractor  | N         |          | \$232.00                          | initial             |
| 39  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Heating Work - Contractor  | N         |          | \$191.00                          | per year            |
| 40  | 3     | Policy, Gaming, Licensing                   | Business Licence Fees       | Heating Work - Master  | N         |          | \$191.00                          | per year            |

## City of Windsor User Fee Schedule

| Office of the City Clerk - Council Services |       |                           |                             |   |           |          |                                   |                 |
|---|-------|---------------------------|-----------------------------|---|-----------|----------|-----------------------------------|-----------------|
| Ref#  | Notes | Category / Division       | Sub-Category / Sub-Division | Fee / Service   | HST Appl. | HST Note | 2018 Fee Excluding HST (Accepted) |                 |
|   |       |                           |                             |   |           |          | Cost                              | Unit of Measure |
| 41  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Holistic Centres  | N         |          | \$232.00                          | initial         |
| 42  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Holistic Centres  | N         |          | \$191.00                          | per year        |
| 43  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Holistic Practitioner   | N         |          | \$191.00                          | per year        |
| 44  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Hospitality - Food  | N         |          | \$415.00                          | initial         |
| 45  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Hospitality - Food  | N         |          | \$316.00                          | per year        |
| 46  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Hospitality - Food / Liquor   | N         |          | \$540.00                          | initial         |
| 47  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Hospitality - Food / Liquor   | N         |          | \$441.00                          | per year        |
| 48  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Hospitality - Liquor / Food   | N         |          | \$540.00                          | initial         |
| 49  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Hospitality - Liquor / Food   | N         |          | \$441.00                          | per year        |
| 50  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Hospitality - Lunch Counter   | N         |          | \$415.00                          | initial         |
| 51  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Hospitality - Lunch Counter   | N         |          | \$316.00                          | per year        |
| 52  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Licence Administrative Charge   | N         |          | \$25.00                           | per licence     |
| 53  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Lodging House   | N         |          | \$566.00                          | initial         |
| 54  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Lodging House   | N         |          | \$525.00                          | per year        |
| 55  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Mobile Food Vendor Class 1  | N         |          | \$191.00                          | per year        |
| 56  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Mobile Food Vendor Class 2  | N         |          | \$191.00                          | per year        |
| 57  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Mobile Food Vendor Class 3  | N         |          | \$191.00                          | per year        |
| 58  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Mobile Sign Lessor  | N         |          | \$232.00                          | initial         |
| 59  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Mobile Sign Lessor  | N         |          | \$191.00                          | per year        |
| 60  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Mobile Vendor Agreements (all other areas)                            | N         |          | \$675.00                          | per location    |
| 61  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Mobile Vendor Agreements (Downtown Windsor Business Improvement Area) | N         |          | \$1,000.00                        | per location    |
| 62  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Old Gold Dealer   | N         |          | \$232.00                          | initial         |
| 63  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Old Gold Dealer   | N         |          | \$191.00                          | per year        |
| 64  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Personal Service  | N         |          | \$191.00                          | per year        |
| 65  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Pet Shops   | N         |          | \$232.00                          | initial         |
| 66  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Pet Shops   | N         |          | \$191.00                          | per year        |
| 67  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Plumbing work - Contractor  | N         |          | \$232.00                          | initial         |
| 68  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Plumbing work - Contractor  | N         |          | \$191.00                          | per year        |
| 69  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Plumbing work - Master  | N         |          | \$191.00                          | per year        |
| 70  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Public Hall   | N         |          | \$566.00                          | initial         |
| 71  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Public Hall   | N         |          | \$525.00                          | per year        |
| 72  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Public Parking Lot  | N         |          | \$191.00                          | per year        |
| 73  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Public Parking Lot  | N         |          | \$232.00                          | initial         |
| 74  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Retail / Resale   | N         |          | \$232.00                          | initial         |
| 75  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Retail / Resale   | N         |          | \$191.00                          | per year        |
| 76  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Salvage Yards   | N         |          | \$290.00                          | initial         |
| 77  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Salvage Yards   | N         |          | \$249.00                          | per year        |
| 78  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Special Sales   | N         |          | \$191.00                          | per year        |
| 79  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Standard Letter   | N         |          | \$25.00                           | per letter      |
| 80  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Tobacconist   | N         |          | \$232.00                          | initial         |
| 81  | 3     | Policy, Gaming, Licensing | Business Licence Fees       | Tobacconist   | N         |          | \$191.00                          | per year        |
| 82  |       | Policy, Gaming, Licensing | Bylaw Enforcement           | Dirty Yard Administrative Fee   | N         |          | \$90.00                           | per hour        |

## City of Windsor User Fee Schedule

| Office of the City Clerk - Council Services |       |                           |                                |  |           |          |                                   |                 |
|---|-------|---------------------------|--------------------------------|--|-----------|----------|-----------------------------------|-----------------|
| Ref #                                       | Notes | Category / Division       | Sub-Category / Sub-Division    | Fee / Service  | HST Appl. | HST Note | 2018 Fee Excluding HST (Accepted) |                 |
|   |       |                           |                                |  |           |          | Cost                              | Unit of Measure |
| 83  |       | Policy, Gaming, Licensing | Bylaw Enforcement              | Reinspection Related to Regulatory Bylaws and City Issued Licenses | N         |          | \$60.00                           | per site visit  |
| 84  |       | Policy, Gaming, Licensing | Council Services               | Zoning By-Law 3072 Text  | N         |          | \$50.00                           | per copy        |
| 85  |       | Policy, Gaming, Licensing | Council Services               | Zoning By-Law 85-15  | N         |          | \$50.00                           | per copy        |
| 86  |       | Policy, Gaming, Licensing | Council Services               | Zoning By-Law 8600 Text  | N         |          | \$50.00                           | per copy        |
| 87  |       | Policy, Gaming, Licensing | Council Services               | Zoning By-Law Subscription Plan                                    | N         |          | \$100.00                          | per year        |
| 88  |       | Policy, Gaming, Licensing | Dog Licence                    | 1st ,2nd and 3rd Dog - Spayed/Neutered (Purchase prior to Feb 1)   | N         |          | \$17.00                           | per tag         |
| 89  |       | Policy, Gaming, Licensing | Dog Licence                    | 1st Restricted Dog (Purchase Feb - June)                           | N         |          | \$112.00                          | per tag         |
| 90  |       | Policy, Gaming, Licensing | Dog Licence                    | 1st Restricted Dog (Purchase July to Dec)                          | N         |          | \$139.00                          | per tag         |
| 91  |       | Policy, Gaming, Licensing | Dog Licence                    | 1st Restricted Dog (Purchase prior to Feb 1)                       | N         |          | \$102.00                          | per tag         |
| 92  |       | Policy, Gaming, Licensing | Dog Licence                    | 1st, 2nd and 3rd Dog - Spayed/Neutered (Purchase Feb - June)       | N         |          | \$32.00                           | per tag         |
| 93  |       | Policy, Gaming, Licensing | Dog Licence                    | 1st, 2nd and 3rd Dog - Spayed/Neutered (Purchase July to Dec)      | N         |          | \$47.00                           | per tag         |
| 94  |       | Policy, Gaming, Licensing | Dog Licence                    | 1st, 2nd and 3rd Dog - Unaltered (Purchase Feb - June)             | N         |          | \$66.00                           | per tag         |
| 95  |       | Policy, Gaming, Licensing | Dog Licence                    | 1st, 2nd and 3rd Dog - Unaltered (Purchase July to Dec)            | N         |          | \$98.00                           | per tag         |
| 96  |       | Policy, Gaming, Licensing | Dog Licence                    | 1st, 2nd and 3rd Dog - Unaltered (Purchase prior to Feb 1)         | N         |          | \$34.00                           | per tag         |
| 97  |       | Policy, Gaming, Licensing | Dog Licence                    | 2nd Restricted Dog (Purchase Feb - June)                           | N         |          | \$139.50                          | per tag         |
| 98  |       | Policy, Gaming, Licensing | Dog Licence                    | 2nd Restricted Dog (Purchase July to Dec)                          | N         |          | \$167.00                          | per tag         |
| 99  |       | Policy, Gaming, Licensing | Dog Licence                    | 2nd Restricted Dog (Purchase prior to Feb 1)                       | N         |          | \$127.00                          | per tag         |
| 100   |       | Policy, Gaming, Licensing | Lottery Licences               | Lottery Licensing- Break Open Tickets and Raffles                  | N         |          | 3% of prizeboard                  | per licence     |
| 101   | 4     | Policy, Gaming, Licensing | Lottery Licences               | Lottery Licensing- Traditional Bingo Hall                          | N         |          | \$165.00                          | per event       |
| 102   | 2     | Policy, Gaming, Licensing | Public Vehicle Licensing Fees: | Driver License   | N         |          | \$110.00                          | per year        |
| 103   | 2     | Policy, Gaming, Licensing | Public Vehicle Licensing Fees: | Photo ID card  | Y         | 1        | \$15.00                           | per year        |
| 104   | 2     | Policy, Gaming, Licensing | Public Vehicle Licensing Fees: | Plate Holder Licence - Motorized                                   | N         |          | \$180.00                          | per year        |
| 105   | 2     | Policy, Gaming, Licensing | Public Vehicle Licensing Fees: | Plate Holder Licence - Muscular                                    | N         |          | \$70.00                           | per year        |
| 106   | 2     | Policy, Gaming, Licensing | Public Vehicle Licensing Fees: | Replacement Photo ID card  | Y         | 1        | \$25.00                           | per occurrence  |
| 107   | 2     | Policy, Gaming, Licensing | Public Vehicle Licensing Fees: | Transfer from Vehicle to Vehicle                                   | N         |          | \$70.00                           | per occurrence  |
| 108   | 2     | Policy, Gaming, Licensing | Public Vehicle Licensing Fees: | Vehicle Re-inspection  | N         |          | \$60.00                           | per occurrence  |
| 109   |       | Policy, Gaming, Licensing | Public Vehicle Licensing Fees: | Broker   | N         |          | \$60.00                           | per vehicle     |
| 110   |       | Policy, Gaming, Licensing | Public Vehicle Licensing Fees: | Driver Licence   | N         |          | \$110.00                          | per year        |
| 111   |       | Policy, Gaming, Licensing | Public Vehicle Licensing Fees: | Driver's List  | N         |          | \$30.00                           | per year        |
| 112   |       | Policy, Gaming, Licensing | Public Vehicle Licensing Fees: | Filing of leases   | N         |          | \$30.00                           | per occurrence  |
| 113   |       | Policy, Gaming, Licensing | Public Vehicle Licensing Fees: | Photo ID card  | Y         | 1        | \$15.00                           | per issuance    |
| 114   |       | Policy, Gaming, Licensing | Public Vehicle Licensing Fees: | Plate Holder Licence   | N         |          | \$400.00                          | per year        |
| 115   |       | Policy, Gaming, Licensing | Public Vehicle Licensing Fees: | Replacement Photo ID card  | Y         | 1        | \$25.00                           | per occurrence  |
| 116   |       | Policy, Gaming, Licensing | Public Vehicle Licensing Fees: | Transfer from Plate Holder to Plate Holder                         | N         |          | \$400.00                          | per occurrence  |
| 117   |       | Policy, Gaming, Licensing | Public Vehicle Licensing Fees: | Transfer from Vehicle to Vehicle                                   | N         |          | \$70.00                           | per occurrence  |
| 118   |       | Policy, Gaming, Licensing | Public Vehicle Licensing Fees: | Vehicle Re-inspection  | N         |          | \$60.00                           | per occurrence  |
| 119   |       | Policy, Gaming, Licensing | Public Vehicle Licensing Fees: | Each Driver  | N         |          | \$20.00                           | per year        |
| 120   |       | Policy, Gaming, Licensing | Public Vehicle Licensing Fees: | Each Vehicle   | N         |          | \$52.00                           | per year        |
| 121   |       | Policy, Gaming, Licensing | Public Vehicle Licensing Fees: | Owner  | N         |          | \$105.00                          | per year        |
| 122   |       | Policy, Gaming, Licensing | Public Vehicle Licensing Fees: | Photo ID card<br>Towing  | Y         | 1        | \$15.00                           | per year        |

## City of Windsor User Fee Schedule

| Office of the City Clerk - Council Services   |  |                           |                                       |   |           |          |                                   |                                 |
|---|--|---------------------------|---------------------------------------|---|-----------|----------|-----------------------------------|---------------------------------|
| Ref#  | Notes  | Category / Division       | Sub-Category / Sub-Division           | Fee / Service   | HST Appl. | HST Note | 2018 Fee Excluding HST (Accepted) |                                 |
|   |  |                           |                                       |   |           |          | Cost                              | Unit of Measure                 |
| 123   |  | Policy, Gaming, Licensing | Public Vehicle Licensing Fees: Towing | Replacement Photo ID card   | Y         | 1        | \$25.00                           | per occurrence                  |
| 124   |  | Records and Elections     | Elections                             | Nomination Fee - Councillors/School Board Trustee                         | Y         |          | \$100.00                          | per nomination                  |
| 125   |  | Records and Elections     | Elections                             | Nomination Fee - Mayor  | Y         |          | \$200.00                          | per nomination                  |
| 126   |  | Records and Elections     | Freedom of Information                | Freedom of Information Request Application (mandatory and non-refundable) | N         |          | \$5.00                            | per request                     |
| 127   | 1  | Records and Elections     | Freedom of Information                | Information Disk  | N         |          | \$10.00                           | per disk                        |
| 128   | 1  | Records and Elections     | Freedom of Information                | Photocopying  | Y         |          | \$0.20                            | per page                        |
| 129   | 1  | Records and Elections     | Freedom of Information                | Preparing a Record  | N         |          | \$30.00                           | per hour                        |
| 130   | 1  | Records and Elections     | Freedom of Information                | Search a Record   | N         |          | \$30.00                           | per hour                        |
| 131   |  | Records and Elections     | Printing                              | Photocopying (Additional Pages After the First Page)                      | Y         |          | \$0.30                            | per page                        |
| 132   |  | Records and Elections     | Printing                              | Photocopying (First Page)   | Y         |          | \$2.00                            | per first page                  |
| 133   |  | Records and Elections     | Records                               | Certified Copy of Assessment Roll Pages                                   | N         |          | \$25.00                           | per assessment                  |
| 134   |  | Records and Elections     | Records                               | Certified Copy of By-law or Council Resolution                            | Y         |          | \$25.00                           | per by-law or                   |
| 135   |  | Records and Elections     | Records                               | Declaration of Residency Letter   | N         |          | \$25.00                           | per letter                      |
| 136   |  | Records and Elections     | Records                               | Ownership List from Assessment Roll                                       | N         |          | \$26.00                           | per hour + cost of              |
| 137   |  | Records and Elections     | Records                               | Permanent Resident Card verification                                      | N         |          | \$10.00                           | per card                        |
| 138   |  | Records and Elections     | Records                               | Records Search  | N         |          | \$26.00                           | per hour + cost of photocopying |
| 139   |  | Records and Elections     | Vital Statistics                      | Civil Ceremony (During the Day)   | N         |          | \$250.00                          | per ceremony                    |
| 140   |  | Records and Elections     | Vital Statistics                      | Death Registrations   | N         |          | \$50.00                           | per certificate                 |
| 141   |  | Records and Elections     | Vital Statistics                      | Marriage Licence  | N         |          | \$135.00                          | per licence                     |
| 142   |  | Records and Elections     | Vital Statistics                      | Signing Affidavits for name change and other applications                 | N         |          | \$10.00                           | per affidavit                   |
| 143   |  | Records and Elections     | Vital Statistics                      | Witness Fee (for civil ceremony)  | Y         |          | \$25.00                           | per request                     |
| <b>Notes:</b>   |  |                           |                                       |   |           |          |                                   |                                 |
| 1   | Fees are established through regulation 832 of the Municipal Freedom of Information Protection and Privacy Act. Note other fees may apply as per MFIPPA.               |                           |                                       |   |           |          |                                   |                                 |
| 2   | By-Law 137-2007 Schedule 2 approved by Council in 2007.  |                           |                                       |   |           |          |                                   |                                 |
| 3   | The entire Business Licence Fee Schedule was last approved by Council in 2005. The Fire Inspection Fee increase was approved during the 2015 Operating Budget Process. |                           |                                       |   |           |          |                                   |                                 |
| 4   | E-bingo will yield 3.0% of Net Gaming Win each quarter as per the Standard Agreement between the City of Windsor and the Ontario Lottery and Gaming Corporation.       |                           |                                       |   |           |          |                                   |                                 |
| There is a \$2.00 service fee for any of the above on-line transactions and a \$3.00 service fee for any over-the-counter transactions including fax and mail-in options exclusive of Business, Lottery and Dog Licenses. |  |                           |                                       |   |           |          |                                   |                                 |
| <b>HST Notes:</b>   |  |                           |                                       |   |           |          |                                   |                                 |
| 1   | Unless incidental to exempt supply.  |                           |                                       |   |           |          |                                   |                                 |
| 2   | Unless City is regulatory body.  |                           |                                       |   |           |          |                                   |                                 |

## City of Windsor User Fee Schedule

| Office of the City Clerk - Human Resources |   |                     |                                |   |           |           |                                   |                     |
|--|---|---------------------|--------------------------------|---|-----------|-----------|-----------------------------------|---------------------|
| Ref#                                       | Notes   | Category / Division | Sub-Category / Sub-Division    | Fee / Service   | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted) |                     |
|  |   |                     |                                |   |           |           | Cost                              | Unit of Measure     |
| 1  |   | Human Resources     | Human Resources Administration | Corporate ID Badges   | Y         |           | \$10.00                           | per badge           |
| 2  |   | Human Resources     | Human Resources Administration | Photocopy Fee   | Y         |           | \$2.00                            | 1st page            |
| 3  |   | Human Resources     | Human Resources Administration | Photocopy Fee   | Y         |           | \$0.30                            | per additional page |
| 4  |   | Human Resources     | Recruitment                    | Firefighter Recruitment - Administrative Fee  | Y         |           | \$40.00                           | per applicant       |
| 5  | 1   | Human Resources     | Recruitment                    | Firefighter Recruitment - Miscellaneous Fees may be applicable (police clearance, educational documents and fitness certificate). | Y         |           | \$0.00                            | per applicant       |
| 6  |   | Human Resources     | Recruitment                    | Firefighter Recruitment - Physical Test   | Y         |           | \$176.99                          | per applicant       |
| 7  | 2   | Human Resources     | Recruitment                    | Firefighter Recruitment - Written Test  | Y         |           | \$125.66                          | per applicant       |
| <b>Notes:</b>                              |   |                     |                                |   |           |           |                                   |                     |
| 1  | The Miscellaneous fees are not collected by the Corporation of the City of Windsor.   |                     |                                |   |           |           |                                   |                     |
| 2  | Per Council Resolution CR107/2011 Human Resources can alter the Firefighter recruitment process and change the Fee Structure. |                     |                                |   |           |           |                                   |                     |

## City of Windsor User Fee Schedule

| Office of the City Solicitor - Legal |       |   |                             |  |           |           |                                   |                                  |
|--------------------------------------|-------|---|-----------------------------|--|-----------|-----------|-----------------------------------|----------------------------------|
| Ref#                                 | Notes | Category / Division                           | Sub-Category / Sub-Division | Fee / Service  | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted) |                                  |
|                                      |       |   |                             |  |           |           | Cost                              | Unit of Measure                  |
| 1                                    |       | Legal, Real Estate Services & Risk Management | Legal Services              | Amending Subdivision/Condominium   | N         |           | \$750.00                          | per agreement                    |
| 2                                    |       | Legal, Real Estate Services & Risk Management | Legal Services              | By-law deleting Part Lot Control from lands with registered plans of subdivision | N         |           | \$1,000.00                        | per plan plus \$50.00 per unit   |
| 3                                    |       | Legal, Real Estate Services & Risk Management | Legal Services              | Committee of Adjustment - Agreements, Deeds, Easements                           | N         |           | \$300.00                          | per document                     |
| 4                                    |       | Legal, Real Estate Services & Risk Management | Legal Services              | Connect to Sewer Agreements  | N         |           | \$400.00                          | per agreement                    |
| 5                                    |       | Legal, Real Estate Services & Risk Management | Legal Services              | Copies of Documents (each additional page after first page)                      | N         |           | \$0.50                            | per page                         |
| 6                                    |       | Legal, Real Estate Services & Risk Management | Legal Services              | Copies of Documents (first page of each document)                                | N         |           | \$2.00                            | per page                         |
| 7                                    |       | Legal, Real Estate Services & Risk Management | Legal Services              | Deeds, Quit Claim Deeds, Easements   | N         |           | \$200.00                          | per document plus \$50.00 a unit |
| 8                                    |       | Legal, Real Estate Services & Risk Management | Legal Services              | Demolition Agreements  | N         |           | \$300.00                          | per agreement                    |
| 9                                    |       | Legal, Real Estate Services & Risk Management | Legal Services              | Discharge of Mortgage  | N         |           | \$225.00                          | per discharge                    |
| 10                                   |       | Legal, Real Estate Services & Risk Management | Legal Services              | Drain Enclosure Agreements   | N         |           | \$400.00                          | per agreement                    |
| 11                                   |       | Legal, Real Estate Services & Risk Management | Legal Services              | Encroachment Agreements  | N         |           | \$300.00                          | per agreement                    |
| 12                                   |       | Legal, Real Estate Services & Risk Management | Legal Services              | Mortgages (preparation)  | N         |           | \$300.00                          | per mortgage                     |
| 13                                   |       | Legal, Real Estate Services & Risk Management | Legal Services              | Pave & Drain Alley Agreements  | N         |           | \$400.00                          | per agreement                    |
| 14                                   |       | Legal, Real Estate Services & Risk Management | Legal Services              | Release of Agreements, Easements, Deeds  | N         |           | \$200.00                          | per agreement plus \$50.00 per   |
| 15                                   |       | Legal, Real Estate Services & Risk Management | Legal Services              | Release of Encroachment Agreement  | N         |           | \$200.00                          | per agreement                    |
| 16                                   |       | Legal, Real Estate Services & Risk Management | Legal Services              | Servicing Agreements   | N         |           | \$525.00                          | per agreement plus \$50.00 per   |
| 17                                   |       | Legal, Real Estate Services & Risk Management | Legal Services              | Site Plan Control Agreement  | N         |           | \$750.00                          | per agreement                    |
| 18                                   |       | Legal, Real Estate Services & Risk Management | Legal Services              | Condominium Agreements   | N         |           | \$1,500.00                        | per plan plus \$50.00 per unit   |
| 19                                   |       | Legal, Real Estate Services & Risk Management | Legal Services              | Subdivision Agreements   | N         |           | \$2,102.00                        | per plan plus \$50.00 per unit   |
| 20                                   |       | Provincial Offences                           | Provincial Offences         | Copies of documents - not requiring certification                                | N         |           | \$5.00                            | per document                     |
| 21                                   |       | Provincial Offences                           | Provincial Offences         | Copies of documents - requiring certification                                    | N         |           | \$10.00                           | per certification                |
| 22                                   | 2     | Provincial Offences                           | Provincial Offences         | minimum charge per transcript ordered  | N         |           | \$50.00                           | per transcript                   |
| 23                                   | 2     | Provincial Offences                           | Provincial Offences         | non-appeal transcripts - first copy, per page                                    | N         |           | \$5.00                            | per page                         |
| 24                                   | 2     | Provincial Offences                           | Provincial Offences         | non-appeal transcripts -additional copies, per page                              | N         |           | \$1.00                            | per page                         |
| 25                                   | 2     | Provincial Offences                           | Provincial Offences         | other appeal transcripts - additional copies, per page                           | N         |           | \$0.55                            | per page                         |
| 26                                   | 2     | Provincial Offences                           | Provincial Offences         | other appeal transcripts - first copy, per page                                  | N         |           | \$3.20                            | per page                         |
| 27                                   |       | Provincial Offences                           | Provincial Offences         | Record of Conviction   | N         |           | \$25.00                           | per record                       |
| 28                                   |       | Provincial Offences                           | Provincial Offences         | Retrieval from storage of Court file   | N         |           | \$50.00                           | per file                         |
| 29                                   |       | Provincial Offences                           | Provincial Offences         | Search Request   | N         |           | \$50.00                           | per search                       |
| 30                                   |       | Provincial Offences                           | Provincial Offences         | Sign Default Certificate   | N         |           | \$25.00                           | per certificate                  |

City of Windsor  
User Fee Schedule

| Office of the City Solicitor - Legal |       |   |                             |  |           |           |                                   |                 |                     |
|--------------------------------------|-------|---|-----------------------------|--|-----------|-----------|-----------------------------------|-----------------|---------------------|
| Ref#                                 | Notes | Category / Division   | Sub-Category / Sub-Division | Fee / Service  | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted) |                 |                     |
|                                      |       |   |                             |  |           |           | Cost                              | Unit of Measure |                     |
|                                      |       |   |                             |  |           |           | 31                                | 2               | Provincial Offences |
| 32                                   |       | Provincial Offences   | Provincial Offences         | Collection Fee for fines/cases that have gone into default             | N         |           | \$35.00                           | per case        |                     |
| 33                                   | 2     | Provincial Offences   | Provincial Offences         | <b>Transcripts:</b>  | N         |           |                                   |                 |                     |
| 34                                   |       | Purchasing  | Purchasing                  | Deposit Fee for Tender/Proposal - Electronic Documents                 | N         |           | \$25.00                           | per deposit     |                     |
| 35                                   | 1     | Purchasing  | Purchasing                  | Deposit Fee for Tender/Proposal over \$5,000,000                       | N         |           | \$100.00                          | per deposit     |                     |
| 36                                   | 1     | Purchasing  | Purchasing                  | Deposit Fee for Tender/Proposal valued b/t \$1,000,000 and \$5,000,000 | N         |           | \$75.00                           | per deposit     |                     |
| 37                                   | 1     | Purchasing  | Purchasing                  | Deposit Fee for Tender/Proposal valued b/t \$100,000 and \$1,000,000   | N         |           | \$50.00                           | per deposit     |                     |
| 38                                   | 1     | Purchasing  | Purchasing                  | Deposit Fee for Tender/Proposal valued b/t \$50,000 and \$100,000      | N         |           | \$25.00                           | per deposit     |                     |
| <b>Notes:</b>                        |       |   |                             |  |           |           |                                   |                 |                     |
|                                      | 1     | The deposit fee amounts are not policy, but rather guidelines used to charge vendors. As each tender has different requirements and depending on the amount of work that goes into the preparation of these specifications, the charges can differ accordingly. |                             |  |           |           |                                   |                 |                     |
|                                      | 2     | All transcript orders are subject to prepayment in full based on Court Monitor's estimate   |                             |  |           |           |                                   |                 |                     |

## City of Windsor User Fee Schedule

| Office of the City Solicitor- Fire & Rescue |       |                     |                             |  |           |           |                                   |                             |
|---|-------|---------------------|-----------------------------|--|-----------|-----------|-----------------------------------|-----------------------------|
| Ref#  | Notes | Category / Division | Sub-Category / Sub-Division | Fee / Service  | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted) |                             |
|   |       |                     |                             |  |           |           | Cost                              | Unit of Measure             |
|   |       | Fire Apparatus      | Fire Apparatus              | <b>MTO inspection as per WFR sheet:</b>              |           |           |                                   |                             |
| 1   |       | Fire Apparatus      | Fire Apparatus              | Light Truck  | Y         |           | \$120.00                          | per hour                    |
| 2   |       | Fire Apparatus      | Fire Apparatus              | 2-axle Pumper or Heavy Rescue                        | Y         |           | \$120.00                          | per hour                    |
| 3   |       | Fire Apparatus      | Fire Apparatus              | 3-axle Pumper, Aerial or Heavy Rescue                | Y         |           | \$120.00                          | per hour                    |
|   |       | Fire Apparatus      | Fire Apparatus              | <b>Ladder Testing:</b>                               |           |           |                                   |                             |
| 4   |       | Fire Apparatus      | Fire Apparatus              | Attic  | Y         |           | \$120.00                          | per hour                    |
| 5   |       | Fire Apparatus      | Fire Apparatus              | Roof or Ground                                       | Y         |           | \$120.00                          | per hour                    |
| 6   |       | Fire Apparatus      | Fire Apparatus              | Extension (10 ft. extension -\$10 Pull; \$10 Load)   | Y         |           | \$120.00                          | per hour                    |
| 7   |       | Fire Apparatus      | Fire Apparatus              | Bangor   | Y         |           | \$120.00                          | per hour                    |
| 8   |       | Fire Apparatus      | Fire Apparatus              | NFPA Pump Service as per WFR Sheet                   | Y         |           | \$120.00                          | per hour                    |
| 9   |       | Fire Apparatus      | Fire Apparatus              | adjust pump packing                                  | Y         |           | \$120.00                          | per hour                    |
| 10  |       | Fire Apparatus      | Fire Apparatus              | NFPA Pump Test with tank to pump flow                | Y         |           | \$120.00                          | per hour                    |
| 11  |       | Fire Apparatus      | Fire Apparatus              | with 2 side hard suction add:                        | Y         |           | \$120.00                          | per hour                    |
| 12  |       | Fire Apparatus      | Fire Apparatus              | Standard Foam System Calibration                     | Y         |           | \$120.00                          | per hour                    |
| 13  |       | Fire Apparatus      | Fire Apparatus              | Flow meter adjust during pump test                   | Y         |           | \$120.00                          | per hour                    |
| 14  |       | Fire Apparatus      | Fire Apparatus              | Complete set-up and adjust flowmeter at hydrant      | Y         |           | \$120.00                          | per hour                    |
|   |       | Fire Apparatus      | Fire Apparatus              | <b>Fit Test:</b>                                     |           |           |                                   |                             |
| 15  |       | Fire Apparatus      | Fire Apparatus              | First person 1/2 hr(each additional 1/3 hr)          | Y         |           | \$120.00                          | per hour                    |
| 16  |       | Fire Apparatus      | Fire Apparatus              | 1 day use  | Y         |           | \$88.75                           | per day                     |
| 17  |       | Fire Apparatus      | Fire Apparatus              | 1 week use   | Y         |           | \$188.75                          | per use                     |
| 18  |       | Fire Apparatus      | Fire Apparatus              | 2 weeks  | Y         |           | \$310.75                          | per use                     |
| 19  |       | Fire Apparatus      | Fire Apparatus              | 1 month  | Y         |           | \$577.00                          | per use                     |
| 20  |       | Fire Apparatus      | Fire Apparatus              | SCBA Testing   | Y         |           | \$120.00                          | per hour                    |
| 21  |       | Fire Apparatus      | Fire Apparatus              | SCBA Repair  | Y         |           | \$120.00                          | per hour                    |
| 22  |       | Fire Apparatus      | Fire Apparatus              | General repair and services                          | Y         |           | \$120.00                          | per hour                    |
| 23  |       | Fire Communications | Dispatch                    | Central Dispatch                                     | Y         |           | \$1.85                            | per capita                  |
| 24  |       | Fire Communications | Dispatch                    | Central Dispatch Records                             | Y         |           | \$35.00                           | per hour                    |
| 25  |       | Fire Prevention     | Fire Prevention             | Building Manager Fire Safety Training                | Y         |           | \$40.00                           | per participant             |
| 26  |       | Fire Prevention     | Fire Prevention             | Business Licence Reinspections                       | Y         |           | \$125.00                          | per hour                    |
| 27  |       | Fire Prevention     | Fire Prevention             | Dispatch & Captain's Report                          | Y         |           | \$125.00                          | per hour                    |
| 28  |       | Fire Prevention     | Fire Prevention             | Failure to Locate Utilities/Gas Lines Strike         | Y         |           | \$465.42                          | per hour/piece of apparatus |
| 29  |       | Fire Prevention     | Fire Prevention             | Fire Extinguisher Training                           | Y         |           | \$375.00                          | per session                 |
| 30  |       | Fire Prevention     | Fire Prevention             | Fire Safety Plan Review                              | Y         |           | \$125.00                          | per hour                    |
| 31  |       | Fire Prevention     | Fire Prevention             | Firework Pyro Application & Review                   | Y         |           | \$250.00                          | per application             |
| 32  |       | Fire Prevention     | Fire Prevention             | General Fire Protection Services - No Truck Required | Y         |           | \$125.00                          | per hour per fire           |
| 33  |       | Fire Prevention     | Fire Prevention             | General Inspections & Applications                   | Y         |           | \$125.00                          | per hour                    |
| 34  | 1     | Fire Prevention     | Fire Prevention             | Lawyers' Letters                                     | Y         |           | \$90.00                           | per letter                  |
| 35  |       | Fire Prevention     | Fire Prevention             | Lockbox Program                                      | Y         |           | \$50.00                           | each                        |
| 36  |       | Fire Prevention     | Fire Prevention             | Malicious Fire Alarm Activation                      | Y         |           | \$1,350.00                        | per event                   |
| 37  |       | Fire Prevention     | Fire Prevention             | Multiple Responses due to unmaintained equipment     | Y         |           | \$1,350.00                        | per event                   |
| 38  |       | Fire Prevention     | Fire Prevention             | Re-inspections with Fire Code deficiencies           | Y         |           | \$125.00                          | per hour                    |
| 39  |       | Fire Prevention     | Fire Prevention             | Reports - Attendance                                 | Y         |           | \$125.00                          | per hour                    |

City of Windsor  
User Fee Schedule

| Office of the City Solicitor- Fire & Rescue |                           |                     |                             |  |           |           |                                   |   |
|---|---------------------------|---------------------|-----------------------------|--|-----------|-----------|-----------------------------------|---|
| Ref#  | Notes                     | Category / Division | Sub-Category / Sub-Division | Fee / Service  | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted) |   |
|   |                           |                     |                             |  |           |           | Cost                              | Unit of Measure   |
| 40  |                           | Fire Prevention     | Fire Prevention             | Retrofits  | Y         |           | \$125.00                          | per hour  |
| 41  |                           | Fire Prevention     | Fire Prevention             | Site Plan Control Review   | Y         |           | \$250.00                          | each  |
| 42  |                           | Fire Prevention     | Fire Prevention             | Special Events Application & Review  | Y         |           | \$250.00                          | per application   |
| 43  |                           | Fire Rescue         | Fire Rescue                 | Emergency Assistance for Emergencies beyond normal fire protection   | Y         |           | \$459.45                          | /hour per piece of apparatus + hourly rate of crew + 10% admin charge |
| 44  |                           | Fire Rescue         | Fire Rescue                 | MTO Rate for Fire Services on Provincially owned portions of roads and highways.                             | Y         |           | \$459.45                          | /hour per piece of apparatus + hourly rate of crew + 10% admin charge |
| 45  |                           | Fire Rescue         | Fire Rescue                 | MVA Responses to Non-Resident Vehicles and vehicles over 5 ton. (Out of Country vehicles HST not applicable) | Y         |           | \$459.45                          | /hour per piece of apparatus + hourly rate of crew + 10% admin charge |
| 46  |                           | Fire Training       | Training                    | Burn Tower Rental  | Y         |           | \$200.00                          | per day   |
| <b>Notes:</b>                               |                           |                     |                             |  |           |           |                                   |   |
| 1   | Includes 5% GIS surcharge |                     |                             |  |           |           |                                   |   |

## City of Windsor User Fee Schedule

| Office of the City Solicitor- Planning & Building |       |                              |                             |  |           |           |                                   |                      |
|---|-------|------------------------------|-----------------------------|--|-----------|-----------|-----------------------------------|----------------------|
| Ref#  | Notes | Category / Division          | Sub-Category / Sub-Division | Fee / Service  | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted) |                      |
|   |       |                              |                             |  |           |           | Cost                              | Unit of Measure      |
| 1   |       | Admin. - Planning & Building | Copies                      | 11" x 17"  | Y         |           | \$1.05                            | each additional      |
| 2   |       | Admin. - Planning & Building | Copies                      | high toner coverage  | Y         |           | \$0.50                            | each additional page |
| 3   |       | Admin. - Planning & Building | Copies                      | Light toner coverage   | Y         |           | \$0.30                            | each additional page |
| 4   |       | Admin. - Planning & Building | Copies                      | medium toner coverage  | Y         |           | \$0.40                            | each additional page |
| 5   |       | Admin. - Planning & Building | Copies                      | Xeroxing - per page black & white copies                                   | Y         |           | \$2.35                            | 1st page             |
| 6   |       | Admin. - Planning & Building | Copies                      | Xeroxing - per page colour copies  | Y         |           | \$2.35                            | 1st page             |
| 7   |       | Admin. - Planning & Building | Maps                        | Official Plan Schedules  | Y         |           | \$0.00                            | per schedule         |
| 8   |       | Admin. - Planning & Building | Maps                        | Residential Activity Map - full set (16)                                   | Y         |           | \$245.00                          | per set              |
| 9   |       | Admin. - Planning & Building | Maps                        | Residential Activity Map - single  | Y         |           | \$11.50                           | per map              |
| 10  |       | Admin. - Planning & Building | Publications                | City Centre West CIP (colour)  | Y         |           | \$50.00                           | per plan             |
| 11  |       | Admin. - Planning & Building | Publications                | CNHS Report  | Y         |           | \$0.00                            | per report           |
| 12  |       | Admin. - Planning & Building | Publications                | CRIP   | Y         |           | \$0.00                            | per plan             |
| 13  |       | Admin. - Planning & Building | Publications                | Glengarry - Marentette CIP (black & white)                                 | Y         |           | \$0.00                            | per plan             |
| 14  |       | Admin. - Planning & Building | Publications                | Glengarry - Marentette CIP (colour)  | Y         |           | \$0.00                            | per plan             |
| 15  |       | Admin. - Planning & Building | Publications                | Huron Church Road - Urban Design (Master Plan & Development Guidelines)    | Y         |           | \$0.00                            | per plan             |
| 16  |       | Admin. - Planning & Building | Publications                | Malden Planning Area Development Plan                                      | Y         |           | \$0.00                            | per plan             |
| 17  |       | Admin. - Planning & Building | Publications                | Official Plan CD-ROM   | Y         |           | \$0.00                            | per CD-ROM           |
| 18  |       | Admin. - Planning & Building | Publications                | Official Plan Spiral Bound Copy  | Y         |           | \$0.00                            | per plan             |
| 19  |       | Admin. - Planning & Building | Publications                | Sandwich Community Planning Study  | Y         |           | \$0.00                            | per study            |
| 20  |       | Admin. - Planning & Building | Publications                | Sidewalk Café Handbook   | Y         |           | \$0.00                            | per handbook         |
| 21  |       | Admin. - Planning & Building | Publications                | Spring Garden Complex Environmental Evaluation Report                      | Y         |           | \$0.00                            | per report           |
| 22  |       | Admin. - Planning & Building | Publications                | Windsor SEEN   | Y         |           | NO CHARGE                         | per publication      |
| 23  |       | Admin. - Planning & Building | Publications                | Zoning Maps - single (available from Building & Development)               | N         |           | \$0.00                            | per map              |
| 24  |       | Admin. - Planning & Building | Search                      | Official Plan Residual Market Demand & Impact Analysis                     | Y         |           | 0                                 | per search           |
| 25  |       | Admin. - Planning & Building | Zoning Maps                 | By-Law 3072 Maps (Old)   | N         |           | \$0.00                            | per map              |
| 26  |       | Admin. - Planning & Building | Zoning Maps                 | By-Law 85-15   | Y         |           | \$0.00                            | per map              |
| 27  |       | Admin. - Planning & Building | Zoning Maps                 | Individual Maps  | Y         |           | \$0.00                            | per map              |
| 28  |       | Building                     | Building Enforcement        | Building Inspection Fee for license  | N         |           | \$87.50                           | per license          |
| 29  |       | Building                     | Building Enforcement        | Inspection Associated with Private Subsidized Housing (if > 32 < 62 units) | N         |           | \$143.50                          | per premise          |
| 30  |       | Building                     | Building Enforcement        | Inspection Associated with Private Subsidized Housing (if 62 + units)      | N         |           | \$201.00                          | per premise          |

City of Windsor  
User Fee Schedule

| Office of the City Solicitor- Planning & Building |       |                     |                             |  |           |           |                                   |  |
|---|-------|---------------------|-----------------------------|--|-----------|-----------|-----------------------------------|--|
| Ref#  | Notes | Category / Division | Sub-Category / Sub-Division | Fee / Service  | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted) |  |
|   |       |                     |                             |  |           |           | Cost                              | Unit of Measure  |
| 31  |       | Building            | Building Enforcement        | Inspection Associated with Private Subsidized Housing (if < 32 units)  | N         |           | \$85.75                           | per premise  |
| 32  |       | Building            | Building Enforcement        | Inspection for Zoning Order Closure  | Y         |           | \$256.00                          |  |
| 33  |       | Building            | Building Enforcement        | Maintenance & Occupancy Standards By-law 147-2011 Cost Recovery - vacant buildings   | Y         |           | \$0.00                            | per complaint plus the cost of any order issued.   |
| 34  |       | Building            | Building Enforcement        | Maintenance & Occupancy Standards Order (147-2011) Cost Recovery   | Y         |           | \$470.00                          | per Property Standards Order issued to property owner plus cost of an Inspector for every hour above 2 hours to complete write up of the order for commercial buildings. Multiple dwellings to be assessed additional \$50 for stories over two and \$25 per unit. |
| 35  |       | Building            | Building Enforcement        | Open and follow up a Dormant Permit File   | N         |           | \$70.00                           | per permit   |
| 36  |       | Building            | Building Enforcement        | Performance Bond Inspections   | N         |           | \$240.00                          | per initial or maintenance inspection or \$75.00/hr if more than 3 hours   |
| 37  |       | Building            | Building Enforcement        | Re-inspection fee  | N         |           | \$70.00                           | per hr. (1 hr. minimum)  |
| 38  |       | Building            | Building Enforcement        | Vacant Buildings Council Resolution C31/2017   |           |           | \$470.00                          | New  |
| 39  |       | Building            | Site Development Zoning     | Alternative Solutions Fee  | N         |           | \$300.00                          | for up to 4 hours and \$100 per hour beyond the 4 hours  |
| 40  |       | Building            | Site Development Zoning     | Building Permit Indemnity Fee (Refundable)   | N         |           | \$50.00                           | per metre of property frontage   |
| 41  |       | Building            | Site Development Zoning     | Building Property Letter   | N         |           | \$0.00                            | per letter   |
| 42  |       | Building            | Site Development Zoning     | Change of Use - No construction  | N         |           | \$150.00                          | per permit change  |
| 43  |       | Building            | Site Development Zoning     | Commercial institutional & industrial Projects Not Specifically Listed Above Including: window and/or door replacements, fire protection systems, retaining walls, parking lots (including parking areas on building sites), mezzanines, in plant offices, machines bases, pits, cranes, building repairs authorized under a property standards order, greenhouses, plumbing work and any other unusual structures or projects not classified elsewhere on this schedule | N         |           | \$19.00                           | per \$1,000 (or part thereof) of the estimated cost of the work. (Minimum \$200)   |

## City of Windsor User Fee Schedule

| Office of the City Solicitor- Planning & Building |       |                     |                             |   |           |           |  |  |
|---|-------|---------------------|-----------------------------|---|-----------|-----------|--|--|
| Ref#  | Notes | Category / Division | Sub-Category / Sub-Division | Fee / Service   | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted)                          |  |
|   |       |                     |                             |   |           |           | Cost   | Unit of Measure  |
| 44  |       | Building            | Site Development Zoning     | Commercial Permit Fee (Group A, Division 1, 2, 3, 4 occupancies as set out as gaming establishments in the Ontario Building Code)                             | N         |           | \$3.35   | per sq. ft. (minimum \$200.00)                                   |
| 45  |       | Building            | Site Development Zoning     | Commercial Permit Fee (Group A, Division 1, 2, 3, 4 occupancies excluding gaming establishments as set out in the Ontario Building Code)                      | N         |           | \$2.25   | per sq. ft. (minimum \$200.00)                                   |
| 46  |       | Building            | Site Development Zoning     | Commercial Permit Fee (Group D occupancies as set out in the Ontario Building Code)   | N         |           | \$2.35   | per sq. ft. Minimum \$200.00                                     |
| 47  |       | Building            | Site Development Zoning     | Commercial Permit Fee (Group E occupancies as set out in the Ontario Building Code)   | N         |           | \$2.15   | per sq. ft. (minimum \$200.00)                                   |
| 48  |       | Building            | Site Development Zoning     | Commercial, Industrial & Institutional Permit Fee (Interior finishing for non-residential units where a permit for only the shell of the building was issued) | N         |           | \$0.45   | per sq. ft. (minimum \$200.00)                                   |
| 49  |       | Building            | Site Development Zoning     | Conditional Permit Fee  | N         |           | regular fee plus the greater of \$160.00 or 20% of the fee | (maximum \$400.00)   |
| 50  |       | Building            | Site Development Zoning     | Copying/Scanning/Printing Fees  | Y         |           | \$8.50   | per 1/4 hr. of labour  |
| 51  |       | Building            | Site Development Zoning     | Copying/Scanning/Printing Fees  | Y         |           | \$3.00   | per 1st page copy  |
| 52  |       | Building            | Site Development Zoning     | Copying/Scanning/Printing Fees  | Y         |           | \$0.50   | per additional page copied                                       |
| 53  |       | Building            | Site Development Zoning     | Deck Fee  | N         |           | \$13.50  | per \$1,000 of the estimated cost of the work (Minimum \$200.00) |
| 54  |       | Building            | Site Development Zoning     | Demolition Fee  | N         |           | \$0.15   | per sq. ft. (minimum \$300.00)                                   |
| 55  |       | Building            | Site Development Zoning     | Fill Permit Fee   | N         |           | \$55.00  | minimum fee  |
| 56  |       | Building            | Site Development Zoning     | Fill Permit Fee   | N         |           | \$55.00  | plus \$0.05/sq. meter from 500 sq. metres to 1000 sq. metres     |
| 57  |       | Building            | Site Development Zoning     | Fill Permit Fee   | N         |           | \$55.00  | plus \$0.03/sq. meter greater than 1000 sq. metres               |
| 58  |       | Building            | Site Development Zoning     | Fire Retrofitting Fee   | N         |           | \$15.00  | per \$1,000 of the estimated cost of the work (Minimum \$200.00) |

City of Windsor  
User Fee Schedule

| Office of the City Solicitor- Planning & Building |       |                     |                             |   |           |           |  |   |
|---|-------|---------------------|-----------------------------|---|-----------|-----------|--|---|
| Ref#  | Notes | Category / Division | Sub-Category / Sub-Division | Fee / Service   | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted)                          |   |
|   |       |                     |                             |   |           |           | Cost   | Unit of Measure   |
| 59  |       | Building            | Site Development Zoning     | Garage Fee  | N         |           | \$13.50  | per \$1,000 of the estimated cost of the work (Minimum \$200.00)              |
| 60  |       | Building            | Site Development Zoning     | Heating Permit Fee (residential)  | N         |           | \$200.00   | per dwelling  |
| 61  |       | Building            | Site Development Zoning     | Heating Permit Fee Other Existing (schools, institutional, high hazard industrial, building over 3 storeys & 600 m2 in gross floor area)                      | N         |           | \$0.10   | per sq. ft. of area affected  |
| 62  |       | Building            | Site Development Zoning     | Heating Permit Fee small commercial/industrial building existing (building not more than 3 storeys in height & gross floor area of the building under 600 m2) | N         |           | \$240.00   | per tenant space  |
| 63  |       | Building            | Site Development Zoning     | Hot Water Tank Replacement Permit   | N         |           | \$160.00   | per application   |
| 64  |       | Building            | Site Development Zoning     | ICI Projects Water Service Inspections  | N         |           | \$10.00  | per \$10 Meter Cost for ICI Project water service inspections (Minimum \$200) |
| 65  |       | Building            | Site Development Zoning     | Industrial Permit Fee Group "F" Division 1, 2, 3, occupancies as set out in the Ontario Building Code.  | N         |           | \$1.00   | per sq. ft. for buildings up to 6 metres in building height.                  |
| 66  |       | Building            | Site Development Zoning     | Industrial Permit Fee Group "F" Division 1, 2, 3, occupancies as set out in the Ontario Building Code.  | N         |           | \$0.05   | per sq. ft. for each meter over 6 metres in building height.                  |
| 67  |       | Building            | Site Development Zoning     | Institutional Permit Fee (Group "B" Division 1,2,3 occupancies as set out in the Ontario Building Code  | N         |           | \$2.35   | per sq. ft.   |
| 68  |       | Building            | Site Development Zoning     | New Residential Construction Dwelling Deposit   | N         |           | \$500.00   | per dwelling  |
| 69  |       | Building            | Site Development Zoning     | Partial Occupancy   | N         |           | \$0.05   | per sq. ft. for area to be occupied (minimum \$300.00)                        |
| 70  |       | Building            | Site Development Zoning     | Partial Permit Fee  | N         |           | regular fee plus the greater of \$160.00 or 20% of the fee | (maximum \$400.00)  |
| 71  |       | Building            | Site Development Zoning     | Paved Parking Area Fee  | N         |           | \$15.00  | per \$1,000 of the estimated cost of the work (Minimum \$200.00)              |
| 72  |       | Building            | Site Development Zoning     | Permit Finalization Letter  | N         |           | \$25.00  | per letter  |
| 73  |       | Building            | Site Development Zoning     | Portable Sign Fee (A-Frame Sign)  | N         |           | \$40.00  | per sign  |
| 74  |       | Building            | Site Development Zoning     | Portable Sign Fee (Banner Flag Sign)  | N         |           | \$20.00  | per sign  |

City of Windsor  
User Fee Schedule

| Office of the City Solicitor- Planning & Building |       |                     |                             |  |           |           |  |   |
|---|-------|---------------------|-----------------------------|--|-----------|-----------|--|---|
| Ref#  | Notes | Category / Division | Sub-Category / Sub-Division | Fee / Service  | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted)                  |   |
|   |       |                     |                             |  |           |           | Cost   | Unit of Measure   |
| 75  |       | Building            | Site Development Zoning     | Portable Sign Fee (Banner Sign)                                    | N         |           | \$20.00  | per sign  |
| 76  |       | Building            | Site Development Zoning     | Portable Sign Fee (Community Event Sign - A-Frame, Banner, Ground) | N         |           | \$10.00  | per sign  |
| 77  |       | Building            | Site Development Zoning     | Portable Sign Fee (Community Event Sign - Inflatable, Mobile)      | N         |           | \$20.00  | per sign  |
| 78  |       | Building            | Site Development Zoning     | Portable Sign Fee (Congratulatory Sign)                            | N         |           | not required when displayed for less than 72 hours | per sign  |
| 79  |       | Building            | Site Development Zoning     | Portable Sign Fee (Construction Site Sign)                         | N         |           | \$4.00   | per sq. metre of the total sign area (minimum \$75.00)  |
| 80  |       | Building            | Site Development Zoning     | Portable Sign Fee (Development Project Sign - renewal)             | N         |           | \$50.00  | per sign for an additional 2 years  |
| 81  |       | Building            | Site Development Zoning     | Portable Sign Fee (Development Project Sign)                       | N         |           | \$4.00   | per sq. metre of the total sign area (minimum \$75.00)  |
| 82  |       | Building            | Site Development Zoning     | Portable Sign Fee (Election Sign)                                  | N         |           | not required                                       | per sign  |
| 83  |       | Building            | Site Development Zoning     | Portable Sign Fee (Inflatable sign - Group 1 & 2 Residential Uses) | N         |           | not required when displayed for less than 72 hours | per sign  |
| 84  |       | Building            | Site Development Zoning     | Portable Sign Fee (Inflatable sign - Group 3 & 4 Residential Uses) | N         |           | \$50.00  | per sign  |
| 85  |       | Building            | Site Development Zoning     | Portable Sign Fee (Mobile Sign)                                    | N         |           | \$55.00  | \$2 per calendar day for the first 10 days minimum \$20. \$1 per calendar day for subsequent day up to a maximum of 45 days |
| 86  |       | Building            | Site Development Zoning     | Portable Sign Fee (Mobile Sign)                                    | N         |           | \$0.00   | Discontinued in lieu of above maximum flat fee  |
| 87  |       | Building            | Site Development Zoning     | Portable Sign Fee (Real Estate Sign)                               | N         |           | \$20.00  | for each sign with face area of 1 sq. metre or greater  |
| 88  |       | Building            | Site Development Zoning     | Project Plans/Drawings Resubmissions Fee                           | N         |           | \$200.00   | per resubmission that deviates from initial approved plan   |
| 89  |       | Building            | Site Development Zoning     | Property Information Letter  | N         |           | \$70.00  | per letter  |
| 90  |       | Building            | Site Development Zoning     | Refurbish Heating Fee (other)                                      | N         |           | \$0.00   | per sq. ft. of area affected  |

City of Windsor  
User Fee Schedule

| Office of the City Solicitor- Planning & Building |       |                     |                             |  |           |           |                                   |  |
|---|-------|---------------------|-----------------------------|--|-----------|-----------|-----------------------------------|--|
| Ref#  | Notes | Category / Division | Sub-Category / Sub-Division | Fee / Service  | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted) |  |
|   |       |                     |                             |  |           |           | Cost                              | Unit of Measure  |
| 91  |       | Building            | Site Development Zoning     | Refurbish Heating Fee (residential)  | N         |           | \$0.00                            | per dwelling   |
| 92  |       | Building            | Site Development Zoning     | Refurbish Heating Fee (small commercial bldg.)   | N         |           | \$0.00                            | per tenant space   |
| 93  |       | Building            | Site Development Zoning     | Residential Garage/Carport Fee (minumum permit fee)  | N         |           | \$0.00                            | per garage/carport   |
| 94  |       | Building            | Site Development Zoning     | Residential Permit Fee (All other residential or Group "C" occupancies as set out in the Ontario Building Code)  | N         |           | \$1.45                            | per sq. ft. (minimum \$200.00)                             |
| 95  |       | Building            | Site Development Zoning     | Residential Permit Fee (Interior finishing for Single Family Dwelling, Semi-detached Dwellings, Duplexes, Triplexes, Double Duplexes, Townhouses & Basement Floor Areas) | N         |           | \$0.45                            | per sq. ft. (minimum \$200.00)                             |
| 96  |       | Building            | Site Development Zoning     | Residential Permit Fee (Multiple Dwelling)   | N         |           | \$1.25                            | per sq. ft.  |
| 97  |       | Building            | Site Development Zoning     | Residential Permit Fee (Semi Detached Dwellings, Duplexes, Triplexes, Double Duplexes, Townhouses - floors above basement)   | N         |           | \$1.10                            | per sq. ft. Plus \$220.00 mechanical fee per dwelling unit |
| 98  |       | Building            | Site Development Zoning     | Residential Permit Fee (Single Family Dwelling, Duplexes, Triplexes, Double Duplexes, townhouses, floors above basement)   | N         |           | \$0.00                            | per sq. ft.  |
| 99  |       | Building            | Site Development Zoning     | Residential Permit Fee (Single Family Dwelling, floors above basement)   | N         |           | \$1.10                            | per sq. ft. Plus \$450.00                                  |
| 100   |       | Building            | Site Development Zoning     | Residential Permit Fee Mechanical (Multiple Dwelling)  | N         |           | \$220.00                          | add'l Mechanical fee per dwelling unit                     |

City of Windsor  
User Fee Schedule

| Office of the City Solicitor- Planning & Building |       |                     |                             |   |           |           |                                   |  |
|---|-------|---------------------|-----------------------------|---|-----------|-----------|-----------------------------------|--|
| Ref #   | Notes | Category / Division | Sub-Category / Sub-Division | Fee / Service   | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted) |  |
|   |       |                     |                             |   |           |           | Cost                              | Unit of Measure  |
| 101   |       | Building            | Site Development Zoning     | Residential Projects Not Specifically Listed Above including: garages, carports, shed, porches, decks, renovations, fireplaces, recladding, window &/or door replacement, fire protection systems, retaining walls, parking lots (including parking areas on building sites), mezzanines, in plant offices, machine bases, pits, cranes, residential swimming pools, building repairs authorized under a property standards order, greenhouses, plumbing work & any other unusual structures or projects not classified elsewhere in this Schedule. | N         |           | \$13.50                           | \$13.50 per \$1,000. (or part thereof) of the estimated cost of the work for residential permits. Minimum - \$200.00<br>"Estimated cost of the work shall mean the estimated value of the project as determined by the Chief Building Official which will include all costs associated with the erection of the building or structure, design, fees and site work" |
| 102   |       | Building            | Site Development Zoning     | Residential Projects Water Service Inspection fee   | N         |           | \$70.00                           | per building   |
| 103   |       | Building            | Site Development Zoning     | Search fees   | N         |           | \$30.00                           | per search   |
| 104   |       | Building            | Site Development Zoning     | Septic Tank System - Class 4 - new or replacement system  | N         |           | \$800.00                          | each   |
| 105   |       | Building            | Site Development Zoning     | Septic Tank System - Class 4 - Tank Replacement Only  | N         |           | \$325.00                          | each   |
| 106   |       | Building            | Site Development Zoning     | Septic Tank System - Class 4 - Tertiary System  | N         |           | \$940.00                          | each   |
| 107   |       | Building            | Site Development Zoning     | Septic Tank System - Class 5 - Holding Tank   | N         |           | \$800.00                          | each   |
| 108   |       | Building            | Site Development Zoning     | Sewer Permit Fee (sanitary drainage piping servicing a one or two family dwelling)  | N         |           | \$190.00                          | per one or two family dwelling   |
| 109   |       | Building            | Site Development Zoning     | Sewer Permit Fee (sanitary drainage piping servicing all other building types)  | N         |           | \$300.00                          | per building   |
| 110   |       | Building            | Site Development Zoning     | Sewer Permit Fee (sanitary drainage piping servicing multiple dwellings and combined use buildings)   | N         |           | \$240.00                          | per building   |
| 111   |       | Building            | Site Development Zoning     | Sewer Permit Fee (sanitary drainage piping servicing townhouses)  | N         |           | \$145.00                          | per dwelling unit  |
| 112   |       | Building            | Site Development Zoning     | Sewer Permit Fee (storm drainage piping servicing a one or two family dwelling)   | N         |           | \$190.00                          | per one or two family dwelling   |
| 113   |       | Building            | Site Development Zoning     | Sewer Permit Fee (storm drainage piping servicing all other building types)   | N         |           | \$300.00                          | per building   |
| 114   |       | Building            | Site Development Zoning     | Sewer Permit Fee (storm drainage piping servicing multiple dwellings and combine use buildings)   | N         |           | \$240.00                          | per building   |

## City of Windsor User Fee Schedule

| Office of the City Solicitor- Planning & Building |       |                     |                             |   |           |           |                                   |   |
|---|-------|---------------------|-----------------------------|---|-----------|-----------|-----------------------------------|---|
| Ref #   | Notes | Category / Division | Sub-Category / Sub-Division | Fee / Service   | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted) |   |
|   |       |                     |                             |   |           |           | Cost                              | Unit of Measure   |
| 115   |       | Building            | Site Development Zoning     | Sewer Permit Fee (storm drainage piping servicing townhouses)                           | N         |           | \$240.00                          | per building  |
| 116   |       | Building            | Site Development Zoning     | Sewer Permit Fee (storm drainage servicing land, but not connected to a building)       | N         |           | \$240.00                          | per servicing plus \$50.00 for each add'l catch basin after the first catch basin |
| 117   |       | Building            | Site Development Zoning     | Sign Permit - (permits for signs encroaching on public property)                        | N         |           | Double the standard fee           | per sign  |
| 118   |       | Building            | Site Development Zoning     | Sign Permit - (permits for signs erected or displayed prior to obtaining a sign permit) | N         |           | Triple the standard fee           | per permit  |
| 119   |       | Building            | Site Development Zoning     | Sign Permit - Maintenance Fee   | N         |           | \$75.00                           | per reconstruction of an existing permanent sign                                  |
| 120   |       | Building            | Site Development Zoning     | Sign Permit Fee (awning, billboard, canopy, fascia wall, ground, projecting wall)       | N         |           | \$4.00                            | per sq. metre of the total sign area (minimum \$75.00)                            |
| 121   |       | Building            | Site Development Zoning     | Sign Permit Fee (light standard sign)   | N         |           | \$20.00                           | per light standard sign   |
| 122   |       | Building            | Site Development Zoning     | Sign Permit Fee (renewal for additional 6 months)                                       | N         |           | \$50.00                           | per renewal   |
| 123   |       | Building            | Site Development Zoning     | Sign Permit Fee (window sign - illuminated)   | N         |           | \$20.00                           | per illuminated sign  |
| 124   |       | Building            | Site Development Zoning     | Signs - Disposal Charge for Unlawful Permanent Sign                                     | N         |           | Actual disposal cost              | per disposal  |
| 125   |       | Building            | Site Development Zoning     | Signs - Disposal Charge for Unlawful Temporary Sign                                     | N         |           | Actual disposal cost              | per disposal  |
| 126   |       | Building            | Site Development Zoning     | Signs - Removal of Unlawful Permanent Sign  | N         |           | \$200.00                          | per sign or actual cost of removal (whichever is greater)                         |
| 127   |       | Building            | Site Development Zoning     | Signs - Removal of Unlawful Temporary Sign  | N         |           | \$50.00                           | per sign or actual cost of removal (whichever is greater)                         |
| 128   |       | Building            | Site Development Zoning     | Signs - Storage Charge for Unlawful Permanent Sign                                      | N         |           | \$20.00                           | per day or \$2.00/sq. metre of face area per day, whichever is greater            |
| 129   |       | Building            | Site Development Zoning     | Signs - Storage Charge for Unlawful Temporary Sign                                      | N         |           | \$5.00                            | per day or \$0.50/sq. metre of face area per day, whichever is greater            |

## City of Windsor User Fee Schedule

| Office of the City Solicitor- Planning & Building |       |                     |                             |   |           |           |   |   |
|---|-------|---------------------|-----------------------------|---|-----------|-----------|---|---|
| Ref#  | Notes | Category / Division | Sub-Category / Sub-Division | Fee / Service   | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted)                 |   |
|   |       |                     |                             |   |           |           | Cost  | Unit of Measure                                     |
| 130   |       | Building            | Site Development Zoning     | Tank Fee (inspection)   | N         |           | \$0.00  | per inspection over 3 inspections                   |
| 131   |       | Building            | Site Development Zoning     | Tank Fee (installation)   | N         |           | \$0.00  | per installation                                    |
| 132   |       | Building            | Site Development Zoning     | Tank Fee (removal)  | N         |           | \$0.00  | per site  |
| 133   |       | Building            | Site Development Zoning     | Tent Fee  | N         |           | \$75.00   | per tent for engineered tents                       |
| 134   |       | Building            | Site Development Zoning     | Tent Fee  | N         |           | \$75.00   | per site excluding engineered tents                 |
| 135   |       | Building            | Site Development Zoning     | Transfer of permit  | N         |           | \$100.00  | per transfer  |
| 136   |       | Building            | Site Development Zoning     | Work without Application  | N         |           | 1.5 times the applicable max. building permit fee | (max. \$5,000 add'l. fee, minimum \$200 add'l. fee) |
| 137   |       | Building            | Site Development Zoning     | WUC Temporary Institutional/Commercial/Industrial Construction Water Fee - set by WUC & collected for WUC by Windsor Building Services Staff. A cooperative operating efficiency measure. | N         |           | \$300.00  | per construction permit                             |
| 138   |       | Building            | Site Development Zoning     | WUC Temporary Residential Construction Water Fee - set by WUC & collected for WUC by Windsor Building Services Staff. A cooperative operating efficiency measure.                         | N         |           | \$180.00  | per construction permit                             |
| 139   | 1     | Development         | Committee of Adjustment     | All Other consent Applications (Sections 53)  | N         |           | \$2,355.00  | each  |
| 140   |       | Development         | Committee of Adjustment     | Committee of Adjustment Decision Letter   | N         |           | \$8.50  | each  |
| 141   | 1     | Development         | Committee of Adjustment     | Consent application: Each New Building Lot  | N         |           | \$2,355.00  | each  |
| 142   | 1     | Development         | Committee of Adjustment     | Consent application: Validation of title or foreclosure or exercise of power of sale  | N         |           | \$2,035.00  | each  |
| 143   | 1     | Development         | Committee of Adjustment     | Consent with minor variance: non-residential  | N         |           | \$3,445.00  | each  |
| 144   | 1     | Development         | Committee of Adjustment     | Consent with minor variance: residential  | N         |           | \$3,445.00  | each  |
| 145   |       | Development         | Committee of Adjustment     | ERCA Consents & Minor Variance Processed Together   | N         |           | \$250.00  | each  |
| 146   |       | Development         | Committee of Adjustment     | ERCA Development Review Fees for Consents   | N         |           | \$200.00  | each  |
| 147   |       | Development         | Committee of Adjustment     | ERCA Development Review Fees for Minor Variances  | N         |           | \$115.00  | each  |
| 148   |       | Development         | Committee of Adjustment     | ERCA Subdivisions/Condos/Major Official Plan Amendments   | N         |           | \$300.00  | each  |
| 149   |       | Development         | Committee of Adjustment     | Issuance of additional Certificates of the Official   | N         |           | \$220.00  | each  |
| 150   | 1     | Development         | Committee of Adjustment     | Legal Non-Conforming Uses - All Application Changes   | N         |           | \$2,245.00  | each  |
| 151   | 1     | Development         | Committee of Adjustment     | Legal Non-Conforming Uses - Enlargement or Extension of a Building  | N         |           | \$2,245.00  | each  |
| 152   | 1     | Development         | Committee of Adjustment     | Minor Variance - Fences   | N         |           | \$2,150.00  | each  |
| 153   | 1     | Development         | Committee of Adjustment     | Minor Variance - Non-Residential  | N         |           | \$2,245.00  | each  |
| 154   | 1     | Development         | Committee of Adjustment     | Minor Variance - Residential  | N         |           | \$2,245.00  | each  |
| 155   | 1     | Development         | Committee of Adjustment     | Minor Variance - Signs  | N         |           | \$2,150.00  | each  |
| 156   |       | Development         | Committee of Adjustment     | Notification fee when deferred at request of the applicant at time of request by applicant  | N         |           | \$450.00  | per request   |
| 157   |       | Development         | Committee of Adjustment     | Requests for change to conditions (Major)   | N         |           | \$670.00  | each  |
| 158   |       | Development         | Committee of Adjustment     | Requests for change to conditions (Minor)   | N         |           | \$340.00  | each  |
| 159   |       | Development         | Committee of Adjustment     | Special hearings by request of applicant: Cost recovery at time of request by applicant   | N         |           | \$425.00  | per request   |

## City of Windsor User Fee Schedule

| Office of the City Solicitor- Planning & Building |       |                     |                             |  |           |           |                                   |                             |
|---|-------|---------------------|-----------------------------|--|-----------|-----------|-----------------------------------|-----------------------------|
| Ref#  | Notes | Category / Division | Sub-Category / Sub-Division | Fee / Service  | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted) |                             |
|   |       |                     |                             |  |           |           | Cost                              | Unit of Measure             |
| 160   |       | Development         | Development Review Services | Additional Fee (Condos Conversion)   | N         |           | \$64.00                           | per unit                    |
| 161   |       | Development         | Development Review Services | Additional Fee: For Condominium  | N         |           | \$160.00                          | per lot/per unit            |
| 162   |       | Development         | Development Review Services | Additional Fee: For Subdivision  | N         |           | \$540.00                          | per lot                     |
| 163   |       | Development         | Development Review Services | Amendment to Agreement of Plan of Subdivision/Condominium  | Y         |           | \$2,700.00                        | each                        |
| 164   | 1     | Development         | Development Review Services | Amendment to Draft Approval of Plan of Subdivision/Condominium   | Y         |           | \$3,230.00                        | each                        |
| 165   |       | Development         | Development Review Services | Any New Street Address to Existing Street  | Y         |           | \$320.00                          | per address                 |
| 166   |       | Development         | Development Review Services | Any New Street Name & Address (Subdivision)  | Y         |           | \$690.00                          | per name & address          |
| 167   |       | Development         | Development Review Services | Application for Amalgamation of Condominium Corporations   | N         |           | \$1,650.00                        | each                        |
| 168   |       | Development         | Development Review Services | By-Law 3072 - Maps (per map)   | Y         |           | \$0.00                            | per map                     |
| 169   |       | Development         | Development Review Services | By-Law 3072 - Maps (per set)   | Y         |           | \$0.00                            | per set                     |
| 170   |       | Development         | Development Review Services | By-Law 85-15 (per map)   | Y         |           | \$0.00                            | per map                     |
| 171   |       | Development         | Development Review Services | By-Law 8600 - Maps (per map)   | Y         |           | \$0.00                            | per map                     |
| 172   |       | Development         | Development Review Services | By-Law 8600 - Maps (per set)   | Y         |           | \$0.00                            | per set                     |
| 173   |       | Development         | Development Review Services | Condo Conversion Building Department Inspection Fee  | N         |           | \$300.00                          | Base Fee                    |
| 174   | 1     | Development         | Development Review Services | Condominium Conversion Application   | N         |           | \$6,710.00                        | Base Fee                    |
| 175   |       | Development         | Development Review Services | Deed preparation (Deeds - Registry or Land Titles)   | N         |           | \$192.50                          | per deed                    |
| 176   |       | Development         | Development Review Services | Development Application Pre-submission Fee   |           |           | \$300.00                          | per request                 |
| 177   |       | Development         | Development Review Services | Legal Department Approval on Preparation of Deeds  | N         |           | \$52.30                           | per deed                    |
| 178   |       | Development         | Development Review Services | Mailing PAC Agendas and Minutes  | Y         |           | \$0.00                            | per mailing                 |
| 179   | 1     | Development         | Development Review Services | Official Plan Amendments (Major)   | Y         |           | \$7,185.00                        | Base Fee                    |
| 180   | 1     | Development         | Development Review Services | Official Plan Amendments (Minor)   | Y         |           | \$2,000.00                        | Base Fee                    |
| 181   | 1     | Development         | Development Review Services | Part Lot Control Applications - Development Review Fee   | N         |           | \$1,060.00                        | per application             |
| 182   |       | Development         | Development Review Services | Plan of Subdivision/Condominium Extension Draft & Approval   | N         |           | \$2,950.00                        | each                        |
| 183   | 1     | Development         | Development Review Services | Plan of Subdivision/Condominium<br>Base Fee: For Condominium   | N         |           | \$160.00                          | per lot/per unit            |
| 184   | 1     | Development         | Development Review Services | Plan of Subdivision/Condominium<br>Base Fee: For Subdivision   | N         |           | \$600.00                          | per lot                     |
| 185   |       | Development         | Development Review Services | Pre Holding/Service Removal  | N         |           | \$2,100.00                        | each                        |
| 186   |       | Development         | Development Review Services | Removal of Holding H Symbol  | N         |           | \$1,360.00                        | each                        |
| 187   |       | Development         | Development Review Services | Renotification Fee of Public Notice of Application for an Amendment/Applicant Request for Deferral at time of request by applicant By-Law 8600 | Y         |           | \$2,000.00                        | each                        |
| 188   | 1     | Development         | Development Review Services | Rezoning Applications (Major)  | N         |           | \$5,170.00                        | Base Fee                    |
| 189   | 1     | Development         | Development Review Services | Rezoning Applications (Minor)  | N         |           | \$3,850.00                        | Base Fee                    |
| 190   |       | Development         | Development Review Services | Sign By-law Amendment  | N         |           | \$874.00                          | per amendment               |
| 191   |       | Development         | Development Review Services | Street Name Change   | Y         |           | \$10,600.00                       | per name change             |
| 192   |       | Development         | Development Review Services | Subdivision & Condominium Final Approval Registration Fee  | N         |           | \$460.00                          | per approved package        |
| 193   |       | Development         | Development Review Services | Supplementary Building Department Inspection Fee: After 4 hours at time of request by applicant or when invoiced by Building Department        | Y         |           | \$100.00                          | per hour                    |
| 194   |       | Development         | Development Review Services | Zoning Compliance Letter (legal non-conforming)  | N         |           | \$135.00                          | per letter plus \$47.00/hr. |

## City of Windsor User Fee Schedule

| Office of the City Solicitor- Planning & Building   |  |                     |  |  |           |           |                                   |                 |
|---|--|---------------------|--|--|-----------|-----------|-----------------------------------|-----------------|
| Ref#  | Notes                                    | Category / Division | Sub-Category / Sub-Division                                | Fee / Service  | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted) |                 |
|   |  |                     |  |  |           |           | Cost                              | Unit of Measure |
| 195   |  | Development         | Development Review Services                                | Zoning Compliance Letter (standard)                        | N         |           | \$95.00                           | per letter      |
| 196   |  | Development         | Development Review Services                                | Zoning Compliance Letter (with drawings)                   | N         |           | \$135.00                          | per letter      |
| 197   |  | Development         | Development Review Services                                | Zoning verification fee for business license               | N         |           | \$50.00                           | per license     |
| 198   | 1  | Development         | Site Plan Control  | Amendment/Modification                                     | N         |           | \$3,450.00                        | Base Fee        |
| 199   |  | Development         | Site Plan Control  | Inspections (Landscaping)                                  | N         |           | \$430.00                          | each            |
| 200   |  | Development         | Site Plan Control  | Inspections (Lighting)                                     | N         |           | \$120.00                          | each            |
| 201   | 1  | Development         | Site Plan Control  | Major Development Application                              | N         |           | \$8,300.00                        | Base Fee        |
| 202   |  | Development         | Site Plan Control  | Minor Change   | N         |           | \$185.00                          | each            |
| 203   |  | Development         | Site Plan Control  | Minor Change Requiring Review of Three or More Departments | N         |           | \$655.00                          | each            |
| 204   | 1  | Development         | Site Plan Control  | Minor Development Application                              | N         |           | \$3,450.00                        | Base Fee        |
| 205   |  | Development         | Site Plan Control  | Re-review of Site Plan Application (Major)                 | N         |           | \$2,870.00                        | each            |
| 206   |  | Development         | Site Plan Control  | Re-review of Site Plan Application (Minor)                 | N         |           | \$1,375.00                        | each            |
| 207   |  | Development         | Site Plan Control  | Small Scale Low Profile Residential Development            | N         |           | \$190.00                          | each            |
| 208   | 1  | Development         | Site Plan Control  | Standard Development Application                           | N         |           | \$5,900.00                        | Base Fee        |
| 209   |  | Development         | Street & Alley Closings, Deeds, Encroachments & Misc. Fees | Alley Search   | Y         |           | \$54.40                           | per hour        |
| 210   |  | Development         | Street & Alley Closings, Deeds, Encroachments & Misc. Fees | Owners share of 12R plan                                   | N         |           | % share of actual cost            |                 |
| 211   |  | Development         | Street & Alley Closings, Deeds, Encroachments & Misc. Fees | Property Standards Appeal                                  | Y         |           | \$390.00                          | per appeal      |
| 212   |  | Development         | Street & Alley Closings, Deeds, Encroachments & Misc. Fees | Records Search   | N         |           | \$50.00                           | per hour        |
| 213   |  | Development         | Street & Alley Closings, Deeds, Encroachments & Misc. Fees | Registration of Deed                                       | N         |           | \$76.00                           | per deed        |
| 214   |  | Development         | Street & Alley Closings, Deeds, Encroachments & Misc. Fees | Street & Alley Closing Application                         | N         |           | \$1,380.00                        | per application |
| 215   |  | Development         | Street & Alley Closings, Deeds, Encroachments & Misc. Fees | Teranet Fees   | N         |           | \$42.90                           | per deed        |
| <b>Notes:</b>   |  |                     |  |  |           |           |                                   |                 |
| 1   | GIS surcharge Applicable per application |                     |  |  |           |           |                                   |                 |
| There is a \$2.00 service fee for any of the above on-line transactions and a \$3.00 service fee for any over-the-counter transactions including fax and mail-in options. |  |                     |  |  |           |           |                                   |                 |

## City of Windsor User Fee Schedule

| Office of the City Engineer - Engineering  |       |                     |                             |   |           |           |                                   |   |
|--|-------|---------------------|-----------------------------|---|-----------|-----------|-----------------------------------|---|
| Ref #  | Notes | Category / Division | Sub-Category / Sub-Division | Fee / Service   | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted) |   |
|  |       |                     |                             |   |           |           | Cost                              | Unit of Measure   |
| <b>Note: All Development and Geomatics products include a 7% GIS Surcharge Fee</b> |       |                     |                             |   |           |           |                                   |   |
| 1  |       | Development         | Development                 | Annual Encroachment Inspection Fee  | N         |           | \$53.00                           | per inspection  |
| 2  |       | Development         | Development                 | Annual Encroachment Permit Fee - Commercial   | N         |           | \$12.00                           | per sq. ft.   |
| 3  |       | Development         | Development                 | Annual Encroachment Permit Fee - Downtown   | N         |           | \$25.00                           | per sq. ft.   |
| 4  |       | Development         | Development                 | Annual Encroachment Permit Fee - Industrial   | N         |           | \$2.30                            | per sq. ft.   |
| 5  |       | Development         | Development                 | Annual Encroachment Permit Fee - Institutional  | N         |           | \$5.00                            | per sq. ft.   |
| 6  |       | Development         | Development                 | Annual Encroachment Permit Fee - Parking  | N         |           | \$350.00                          | per space   |
| 7  |       | Development         | Development                 | Annual Encroachment Permit Fee - Residential  | N         |           | \$10.00                           | per sq. ft.   |
| 8  | 1     | Development         | Development                 | Annual Moving/Oversized Load Permit   | N         |           | \$2,445.75                        | Vehicle/Year  |
| 9  | 2     | Development         | Development                 | City Share of Private Drain Connection Replacement Cost Rebate (Max) (CR189-2014)   | N         |           | \$2,000.00                        | Per replacement   |
| 10   | 2     | Development         | Development                 | City Share of Private Drain Connection Replacement Cost rebate at 50% of the cost of replacement subject to meeting eligibility criteria (CR189/2014) | N         |           | 50.00%                            | Per replacement   |
| 11   |       | Development         | Development                 | Development Review Fee **   | N         |           | \$0.00                            | First Submission  |
| 12   |       | Development         | Development                 | Development Review Fee **   | N         |           | \$0.00                            | Second Submission   |
| 13   |       | Development         | Development                 | Development Review Fee **   | N         |           | \$509.50                          | per third & subsequent submission                                   |
| 14   |       | Development         | Development                 | Encroachment Application Fee (includes G.I.S. fee)  | N         |           | \$229.25                          | per application   |
| 15   |       | Development         | Development                 | Encroachment Surcharge (Refundable Indemnity deposit)   | N         |           | \$102.00                          | per application   |
| 16   |       | Development         | Development                 | Engineering/Development Review Fee  | N         |           | 3%                                | Total Construction Cost   |
| 17   |       | Development         | Development                 | Environmental Compliance Approval Review Process Non-refundable Administration Fees   | N         |           | \$1,019.00                        | per application & Re-application ** for 1-50 lots/Units             |
| 18   |       | Development         | Development                 | Environmental Compliance Approval Review Process Non-refundable Administration Fees   | N         |           | \$1,630.50                        | per application & Re-application ** for 51-100 lots/Units           |
| 19   |       | Development         | Development                 | Environmental Compliance Approval Review Process Non-refundable Administration Fees   | N         |           | \$2,853.25                        | per application & Re-application ** for 101-200 lots/Units          |
| 20   |       | Development         | Development                 | Environmental Compliance Approval Review Process Non-refundable Administration Fees   | N         |           | \$3,668.50                        | per application & Re-application ** for greater than 200 Lots/Units |
| 21   |       | Development         | Development                 | Environmental Site Audit Letter   | Y         |           | \$68.25                           | Per Letter  |
| 22   |       | Development         | Development                 | Hard Surface Restoration - Administration Fee   | N         |           | \$152.75                          | Per Project   |

## City of Windsor User Fee Schedule

| Office of the City Engineer - Engineering |       |                     |                             |  |           |           |                                   |  |  |
|---|-------|---------------------|-----------------------------|--|-----------|-----------|-----------------------------------|--|--|
| Ref #                                     | Notes | Category / Division | Sub-Category / Sub-Division | Fee / Service  | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted) |  |  |
|   |       |                     |                             |  |           |           | Cost                              | Unit of Measure  |  |
| 23  |       | Development         | Development                 | Hard Surface Restoration<br>- Asphalt (over 4 inches)  | N         |           | \$968.00                          | Per 10x12 Ft pit   |  |
| 24  |       | Development         | Development                 | Hard Surface Restoration<br>- Asphalt (up to 4 inches)   | N         |           | \$866.25                          | Per 10x12 Ft pit   |  |
| 25  |       | Development         | Development                 | Hard Surface Restoration<br>- Asphalt on Concrete  | N         |           | \$1,121.00                        | Per 10x12 Ft pit   |  |
| 26  |       | Development         | Development                 | Hard Surface Restoration<br>- Concrete (up to 6 inches)  | N         |           | \$1,324.75                        | Per 10x12 Ft pit   |  |
| 27  |       | Development         | Development                 | Hoarding on Right-of-way (minimum \$65)<br>- Untravelled area<br>- Travelled area  | Y         |           | \$0.75                            | Per Linear Ft.<br>Per Square Ft.                           |  |
| 28  |       | Development         | Development                 | Lawyer's Letter-Any written request to a lawyer's request such as site plan, subdivision, consent to amend, encroachments, release of rights, etc.   | Y         |           | \$121.25                          | Per Letter   |  |
| 29  |       | Development         | Development                 | Minimum One-Time Fee Residential Type Encroachments  | N         |           | \$102.00                          | per encroachment   |  |
| 30  | 1     | Development         | Development                 | Moving/Oversized Load Permit (minimum) up to first 10 moves  | N         |           | \$244.50                          | Per Move for First ten (10) moves                          |  |
| 31  | 1     | Development         | Development                 | Moving/Oversized Load Project Permit:<br>First ten (10) moves<br><br>11th and subsequent move  | N         |           | \$244.50<br><br>\$122.25          | For First Ten (10) moves<br><br>Per 11th & subsequent move |  |
| 32  |       | Development         | Development                 | Outdoor Café located on Public Right of Way  | N         |           | \$1.50                            | per sq. ft.  |  |
| 33  |       | Development         | Development                 | Right-of-way Permit for:<br>-Sewer work, driveways, utility work, water service, other (day closure, signs, structure or object on ROW, temporary construction access, etc.)   | N         |           | \$209.00                          | Per Permit   |  |
| 34  |       | Development         | Development                 | Schedule 6 MOE Schedule of Fees for Environmental Compliance Approval Review of <i>storm and sanitary pump stations, force mains, and sanitary sewage detention chambers or oversized sewers, including the expansion of an existing facility that involves an increase in the related capacity of the facility.</i> | N         |           | \$1,834.25                        | per review item  |  |
| 35  |       | Development         | Development                 | Schedule 6 MOE Schedule of Fees for Environmental Compliance Approval Review of <i>storm and sanitary sewers and appurtenances, including expansion of existing sewers</i>   | N         |           | \$917.25                          | per sewer  |  |
| 36  |       | Development         | Development                 | Secondary Inspection Fee   | N         |           | \$51.00                           | Per Secondary Inspection                                   |  |
| 37  |       | Development         | Development                 | Sewer Information Sheet  | Y         |           | \$26.55                           | Per Sheet  |  |
| 38  |       | Development         | Development                 | Sewer Permit Letter/Public Right-of-Way  | Y         |           | \$98.75                           | Per Letter   |  |
| 39  |       | Development         | Development                 | Sewer Work - Tap Inspection Fee  | Y         |           | \$209.00                          | Per Inspection   |  |
| 40  |       | Development         | Development                 | Sidewalk Café Application Fee  | N         |           | \$0.00                            | per application  |  |
| 41  |       | Development         | Development                 | Sidewalk Café Permit   | N         |           | \$209.00                          | Per Permit   |  |

## City of Windsor User Fee Schedule

| Office of the City Engineer - Engineering |       |                     |                             |  |           |           |                                   |                            |  |
|---|-------|---------------------|-----------------------------|--|-----------|-----------|-----------------------------------|----------------------------|--|
| Ref #                                     | Notes | Category / Division | Sub-Category / Sub-Division | Fee / Service  | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted) |                            |  |
|   |       |                     |                             |  |           |           | Cost                              | Unit of Measure            |  |
| 42  |       | Geomatics           | Geomatics                   | 1:15,000 Street Map - Double Line Map - 36" x 56" Plot   | Y         |           | \$14.50                           | Per plot                   |  |
| 43  |       | Geomatics           | Geomatics                   | 1:15,000 Street Map - Double Line Map - 36" x 56" Plot FULL COLOUR   | Y         |           | \$24.25                           | Per plot                   |  |
| 44  |       | Geomatics           | Geomatics                   | 1:15,000 Street Map (Colour) - Double Line Map - 36" x 56" Plot  | Y         |           | \$0.00                            | Per plot                   |  |
| 45  |       | Geomatics           | Geomatics                   | 1:20,000 Street Map - Double Line Map - 28" x 42" Plot   | Y         |           | \$11.25                           | Per plot                   |  |
| 46  |       | Geomatics           | Geomatics                   | 1:30,000 Street Map - Single Line Map - 20" x 28" Plot   | Y         |           | \$8.25                            | Per plot                   |  |
| 47  |       | Geomatics           | Geomatics                   | 11" x 17" Street Map - Single Line Map - Print   | Y         |           | \$5.75                            | Per print                  |  |
| 48  |       | Geomatics           | Geomatics                   | Aerial Contact Photo - 9" x 9" laser print - multiples of same photo   | Y         |           | \$3.75                            | Per copy                   |  |
| 49  |       | Geomatics           | Geomatics                   | Aerial Contact Print - 9" x 9" laser photo scanned to PDF (600-1200 DPI), copied to CD - includes research, validation and printing or file transfer | Y         |           | \$28.25                           | Per Photo                  |  |
| 50  |       | Geomatics           | Geomatics                   | Aerial Contact Print - 9" x 9" laser print from scanned product - includes research, validation and printing   | Y         |           | \$9.25                            | Per Photo                  |  |
| 51  |       | Geomatics           | Geomatics                   | Autocad Street Map - Digital Autocad File on CD  | Y         |           | \$267.50                          | per CD                     |  |
| 52  |       | Geomatics           | Geomatics                   | Benchmark Book - Bound Book Format & Map   | Y         |           | \$16.00                           | Per file                   |  |
| 53  |       | Geomatics           | Geomatics                   | Contract Specifications Book 2 binder/hard copy  | Y         |           | \$128.50                          | Per file                   |  |
| 54  |       | Geomatics           | Geomatics                   | Contract Specifications Book 2 Drawings only   | Y         |           | \$42.75                           | Per file                   |  |
| 55  |       | Geomatics           | Geomatics                   | Custom Map - 24"x36" and larger - Photo as base with parcels, street names, addresses, pavement  | Y         |           | \$102.00                          | minimum plus per hour rate |  |
| 56  |       | Geomatics           | Geomatics                   | Custom Service - Per hour rate   | Y         |           | \$51.00                           | Per hour                   |  |
| 57  | 3     | Geomatics           | Geomatics                   | Digital Address Map Book on CD   | Y         |           | \$27.00                           | Per CD                     |  |
| 58  |       | Geomatics           | Geomatics                   | Digital Aerial, geo-referenced, exported to low resolution, custom request - Cut from MrSid - lower resolution - size negotiable, as requested       | Y         |           | \$51.00                           | minimum plus per hour rate |  |
| 59  |       | Geomatics           | Geomatics                   | Digital Building Outlines, 1000m x 1000m Tile - DWG Format, Rooftops   | Y         |           | \$53.50                           | Per file                   |  |
| 60  |       | Geomatics           | Geomatics                   | Digital Building Outlines, Entire City - DWG Format - copied to CD - Rooftops  | Y         |           | \$1,070.00                        | Per file                   |  |
| 61  |       | Geomatics           | Geomatics                   | Digital Ortho Low Level 10cm - MrSid format on DVD (includes free Viewer) - Entire City  | Y         |           | \$5,350.00                        | Per file                   |  |
| 62  |       | Geomatics           | Geomatics                   | Digital Ortho Low Level 10cm resolution - Geotif Format, 1000m x 1000m tile  | Y         |           | \$114.75                          | Per tile                   |  |
| 63  |       | Geomatics           | Geomatics                   | Digital Pavement Edge - 1000m x 1000m Tile - DWG or Shp Format, latest flying year   | Y         |           | \$64.25                           | Per file                   |  |
| 64  |       | Geomatics           | Geomatics                   | Digital Pavement Edge (Street Names) - Autocad Format, layer from recent photo year & updated street names   | Y         |           | \$1,605.00                        | Per file                   |  |
| 65  |       | Geomatics           | Geomatics                   | Digital Pavement Edge, Entire City - DWG or Shp Format, latest flying year, copied to CD or emailed  | Y         |           | \$1,070.00                        | Per file                   |  |
| 66  |       | Geomatics           | Geomatics                   | EIS Image - CD or email, image in Word format, as many features and layers as requested  | Y         |           | \$27.00                           |                            |  |



## City of Windsor User Fee Schedule

| Office of the City Engineer - Engineering  |   |                     |                             |               |           |           |                                   |                 |  |
|--|---|---------------------|-----------------------------|---------------|-----------|-----------|-----------------------------------|-----------------|--|
| Ref #  | Notes   | Category / Division | Sub-Category / Sub-Division | Fee / Service | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted) |                 |  |
|  |   |                     |                             |               |           |           | Cost                              | Unit of Measure |  |
|  | timeframe to provide all information. If the information is not submitted within two weeks the application will be null and void and a new application with appropriate re-application fee will be required.  |                     |                             |               |           |           |                                   |                 |  |
| <b>NOTE: All Development and Geomatics products include a 7% GIS Surcharge Fee</b> |   |                     |                             |               |           |           |                                   |                 |  |
| <b>Notes:</b>  |   |                     |                             |               |           |           |                                   |                 |  |
| 1  | The Annual Moving / Oversized Load Permit Fee is issuable to applicants who anticipate several moves during the year. It is based on the standard charge of \$240 per move for first ten (10) moves listed at # 30. Additional moves after 10 moves require fees as listed at #31.  |                     |                             |               |           |           |                                   |                 |  |
|  | Applicants with fewer moves may apply on a per move basis at fees listed at #30 and 31.   |                     |                             |               |           |           |                                   |                 |  |
| 2  | CR189/2014:<br>The replacement of private drain connections will be subsidized at 50% (in lieu of the normal subsidy of up to \$2,000) of the cost of replacement under the following conditions:<br>The road is a collector or arterial road, or The municipal sewer is equal to or greater than 18 feet deep measured at the nearest manhole, and<br>The drain connection cannot be opened by eeling or has been serviced 3 times within a 2-year period or deemed not eligible for service by the City of Windsor, and<br>The subsidy is only for residential properties having a maximum of two (2) units (single family home, duplex or semi-detached dwellings only), and<br>The applicant must confirm that the property is their principal residence, and<br>That this new policy be retro-active to June 1, 2013 for any properties that applied for subsidy and replaced their sanitary drain connection. |                     |                             |               |           |           |                                   |                 |  |
|  | Those applicants that do not meet the noted criteria for 50% subsidy, are still eligible to apply for the normal subsidy of up to \$2,000 subject to meeting the existing criteria.   |                     |                             |               |           |           |                                   |                 |  |
| 3  | Can be viewed free on Internet - but can be copied to CD for an administration and materials fee  |                     |                             |               |           |           |                                   |                 |  |
| 4  | A 7% GIS Surcharge fee (excluding taxes where applicable) is included in all of the Development and Geomatics fees mentioned above.   |                     |                             |               |           |           |                                   |                 |  |
| 5  | Payment for Over Strength Sewage *New rates are calculated based on previous year's actual cost to treat sewage.  |                     |                             |               |           |           |                                   |                 |  |
|  | There is a \$3.00 (per Public Works Permit) service fee for any over-the-counter transactions including fax and mail-in options.  |                     |                             |               |           |           |                                   |                 |  |

## City of Windsor User Fee Schedule

| Office of the City Engineer - Public Works |       |   |                                 |   |           |           |                                   |                                     |
|--|-------|---|---------------------------------|---|-----------|-----------|-----------------------------------|-------------------------------------|
| Ref#                                       | Notes | Category / Division                                   | Sub-Category / Sub-Division     | Fee / Service   | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted) |                                     |
|  |       |   |                                 |   |           |           | Cost                              | Unit of Measure                     |
| 1  |       | Administration - Public Works                         |                                 | Card Key Replacement                                  | Y         |           | \$30.00                           | additional replacements             |
| 2  |       | Administration - Public Works                         |                                 | Xeroxing  | Y         |           | \$2.00                            | first page                          |
| 3  |       | Administration - Public Works                         |                                 | Xeroxing  | Y         |           | \$0.30                            | each additional page (plus GST&PST) |
| 4  |       | Environmental Services                                | Barricades                      | Delivery and Pick up of Barricades                    |           |           | \$60.00                           | per hour                            |
| 5  |       | Environmental Services                                | Barricades                      | Rental Charge for Barricades                          | Y         |           | \$4.00                            | per barricade                       |
| 6  |       | Environmental Services                                | Containerized Refuse Collection | Waste Collection and Disposal Charges                 |           |           | \$28.00                           | per lift                            |
| 7  |       | Environmental Services                                | Containerized Refuse Collection | Waste Collection and Disposal Charges at Condominiums |           |           | \$28.00                           | per lift, beyond one lift per week  |
| 8  |       | Environmental Services                                | Lights                          | Rental Charge for Lights                              | Y         |           | \$10.00                           | per light                           |
| 9  |       | Environmental Services                                | Rodent Control                  | User Fee for Baiting Services                         |           |           | \$0.00                            | per sign up                         |
| 10   |       | On-Off Street Parking                                 |                                 | Card Key Replacement                                  | Y         |           | \$15.00                           | first replacement                   |
| 11   |       | On-Off Street Parking                                 |                                 | Meter Bags  | Y         |           | \$5.00                            | per bag per day, non-refundable     |
| 12   |       | Traffic Operations, Parking & Transportation Planning | Parking Enforcement             | Sale of 1st Residential Permit                        |           |           | \$30.00                           | per permit                          |
| 13   |       | Traffic Operations, Parking & Transportation Planning | Parking Enforcement             | Sale of 2nd Residential Permit                        |           |           | \$15.00                           | per permit                          |
| 14   | 1     | Traffic Operations, Parking & Transportation Planning | Parking Enforcement             | Sale of tokens for meters (to businesses)             | Y         |           | \$50.00                           | per roll                            |
| 15   |       | Traffic Operations, Parking & Transportation Planning | Traffic Studies                 | Average Annual Daily Traffic Counts                   | Y         |           | \$30.00                           | each                                |
| 16   |       | Traffic Operations, Parking & Transportation Planning | Traffic Studies                 | Average Daily Traffic Volume Report                   | Y         |           | \$30.00                           | per book                            |
| 17   |       | Traffic Operations, Parking & Transportation Planning | Traffic Studies                 | Lawyer's Letters                                      | Y         |           | \$50.00                           | each                                |
| 18   |       | Traffic Operations, Parking & Transportation Planning | Traffic Studies                 | Motor Vehicle Collision Summary Report                | Y         |           | \$30.00                           | each                                |
| 19   |       | Traffic Operations, Parking & Transportation Planning | Traffic Studies                 | Road Classification Maps                              | Y         |           | \$50.00                           | each                                |
| 20   |       | Traffic Operations, Parking & Transportation Planning | Traffic Studies                 | Signal Timing Plan                                    | Y         |           | \$50.00                           | each                                |
| 21   |       | Traffic Operations, Parking & Transportation Planning | Traffic Studies                 | Traffic Control Signal Drawings                       | Y         |           | \$50.00                           | each                                |
| 22   |       | Traffic Operations, Parking & Transportation Planning | Traffic Studies                 | Truck Route Maps                                      | Y         |           | \$50.00                           | each                                |
| 23   |       | Traffic Operations, Parking & Transportation Planning | Traffic Studies                 | Turning Movement Counts                               | Y         |           | \$50.00                           | per count                           |

## City of Windsor User Fee Schedule

| Office of the City Engineer - Public Works |   |   |                             |                                  |           |           |                                   |                 |   |
|--|---|---|-----------------------------|----------------------------------|-----------|-----------|-----------------------------------|-----------------|---|
| Ref #                                      | Notes   | Category / Division   | Sub-Category / Sub-Division | Fee / Service                    | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted) |                 |   |
|  |   |   |                             |                                  |           |           | Cost                              | Unit of Measure |   |
|  |   |   |                             |                                  |           |           | 24                                |                 | Traffic Operations, Parking & Transportation Planning |
|  |   | Traffic Operations, Parking & Transportation Planning   | Transportation Planning     | Signs & Markings Plan Inspection | Y         |           | \$145.00                          | per application |   |
|  |   | <b>General Note: Public Works Operations has very few fee charges and annual revenue from them is usually immaterial.</b> |                             |                                  |           |           |                                   |                 |   |
|  | <b>Notes:</b>   |   |                             |                                  |           |           |                                   |                 |   |
| 1  | A 50% discount is available to various business associations in the Windsor area. |   |                             |                                  |           |           |                                   |                 |   |

## City of Windsor User Fee Schedule

| Office of the City Engineer - Transit Windsor |               |  |                             |   |           |   |                                   |                                  |
|---|---------------|--|-----------------------------|---|-----------|---|-----------------------------------|----------------------------------|
| Ref #   | Notes         | Category / Division  | Sub-Category / Sub-Division | Fee / Service                             | HST Appl. | HST Notes   | 2018 Fee Excluding HST (Accepted) |                                  |
|   |               |  |                             |   |           |   | Cost                              | Unit of Measure                  |
| 1   |               | Transportation   | City Service                | Adult Cash Fare                           | N         |   | \$3.00                            | per fare                         |
| 2   |               | Transportation   | City Service                | Adult One-Way Tickets                     | N         |   | \$12.65                           | 5 tickets                        |
| 3   |               | Transportation   | City Service                | Adult Monthly Pass                        | N         |   | \$95.70                           | 1 month                          |
| 4   | 1&2           | Transportation   | City Service                | Adult Affordable Pass Program (APP)       | N         |   | \$48.40                           | 1 month                          |
| 5   | 2             | Transportation   | City Service                | Corporate ValuPass                        | N         |   | \$81.35                           | 1 month                          |
| 6   | 3             | Transportation   | City Service                | Senior Cash Fare                          | N         |   | \$3.00                            | per fare                         |
| 7   | 2&3           | Transportation   | City Service                | Senior One-Way Tickets                    | N         |   | \$9.90                            | 5 tickets                        |
| 8   | 2&3           | Transportation   | City Service                | Senior Monthly Pass                       | N         |   | \$48.40                           | 1 month                          |
| 9   | 4             | Transportation   | City Service                | Student Cash Fare                         | N         |   | \$3.00                            | per fare                         |
| 10  | 2&4           | Transportation   | City Service                | Student One-Way Tickets                   | N         |   | \$9.90                            | 5 tickets                        |
| 11  | 2&4           | Transportation   | City Service                | Student Monthly Pass                      | N         |   | \$66.00                           | 1 month                          |
| 12  | 1,2&4         | Transportation   | City Service                | Student Affordable Pass Program (APP)     | N         |   | \$48.40                           | 1 month                          |
| 13  | 2&4           | Transportation   | City Service                | Student Summer Saver Pass                 | N         |   | \$105.50                          | 2 months (July & Aug)            |
| 14  |               | Transportation   | City Service                | Photo ID                                  | N         |   | \$5.00                            | first time purchase or as needed |
| 15  | 2&5           | Transportation   | City Service                | Day Pass                                  | N         |   | \$9.00                            | per day                          |
| 16  | 2&5           | Transportation   | City Service                | Family Day Pass                           | N         |   | \$9.00                            | per day                          |
| 17  |               | Transportation   | City Service                | Children                                  | N         | Children under 5 years of age are free on City service with a full paying passenger |                                   |                                  |
| 18  |               | Transportation   | City Service                | Shuttle Service To Windsor Spitfire Games | N         |   | \$3.00 round trip; \$1.50 one way |                                  |
| 19  | 4             | Transportation   | City and Tunnel Service     | City and Tunnel Combo Pass                | N         |   | \$157.00                          | 1 month                          |
| 20  | 6             | Transportation   | Tunnel Services             | Tunnel Cash Fare                          | N         |   | \$5.00                            | per fare                         |
| 21  |               | Transportation   | Tunnel Services             | Tunnel Monthly Pass                       | N         |   | \$95.70                           | 1 month                          |
| 22  | 6             | Transportation   | Tunnel Services             | Tunnel Single Ride Ticket                 | N         |   | \$5.00                            | per ticket                       |
|   |               |  |                             |   |           |   |                                   |                                  |
|   | <b>Notes:</b> |  |                             |   |           |   |                                   |                                  |
|   | 1             | Based on approved application.   |                             |   |           |   |                                   |                                  |
|   | 2             | Reduced fare product.  |                             |   |           |   |                                   |                                  |
|   | 3             | Condition 60 years +. Valid identification is required for all reduced fares.                    |                             |   |           |   |                                   |                                  |
|   | 4             | Refer to the City of Windsor's website or Transit Windsor offices for the Acceptable ID Details. |                             |   |           |   |                                   |                                  |
|   | 5             | Unlimited use for a single day.  |                             |   |           |   |                                   |                                  |
|   | 6             | Including service to Comerica Park or Ford Field   |                             |   |           |   |                                   |                                  |

## City of Windsor User Fee Schedule

| Office of Parks, Recreation, Culture & Facilities - Parks & Facilities |       |                         |   |  |           |           |                                   |                      |
|--|-------|-------------------------|---|--|-----------|-----------|-----------------------------------|----------------------|
| Ref#   | Notes | Category / Division     | Sub-Category / Sub-Division               | Fee / Service  | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted) |                      |
|  |       |                         |   |  |           |           | Cost                              | Unit of Measure      |
| 1  |       | Facilities              | Facility Operations                       | Caretaking Fees (external clients)                       | Y         |           | \$31.00                           | hour                 |
| 2  |       | Facilities              | Facility Operations                       | Caretaking Fees (internal clients)                       | N         |           | \$31.00                           | hour                 |
| 3  |       | Facilities              | Facility Operations                       | Maintenance Fees (external clients)                      | Y         |           | \$40.00                           | hour                 |
| 4  |       | Facilities              | Facility Operations                       | Maintenance Fees (internal clients)                      | N         |           | \$40.00                           | hour                 |
| 5  |       | Facilities              | Facility Operations                       | Maintenance Vehicle Rental Fees (external clients)       | Y         |           | \$9.00                            | hour                 |
| 6  |       | Facilities              | Facility Operations                       | Maintenance Vehicle Rental Fees (internal clients)       | N         |           | \$9.00                            | hour                 |
| 7  |       | Facilities              | Facility Operations                       | Parking Fees (400 City Hall Square)                      | Y         |           | \$61.90                           | month                |
| 8  |       | Facilities              | Facility Operations                       | Parking Fees (400 City Hall Square)                      | Y         |           | \$20.57                           | month                |
| 9  |       | Facilities              | Facility Operations                       | Project Management Admin. Fee for Minor Capital Projects |           |           | 10%                               | Project Expense      |
| 10   |       | Forestry & Horticulture | Forestry                                  | Commemorative Tree Program                               | N         |           | \$275.00                          | tree                 |
| 11   |       | Forestry & Horticulture | Forestry                                  | Commemorative Tree Program                               | N         |           | \$330.00                          | plaque               |
| 12   |       | Forestry & Horticulture | Forestry                                  | House Moving Route Clearance                             | Y         |           | \$60.00                           | inspection letter    |
| 13   |       | Forestry & Horticulture | Forestry                                  | Street Trees   | N         |           | \$275.00                          | unit or 50' frontage |
| 14   |       | Forestry & Horticulture | Forestry                                  | Street Trees   | N         |           | \$340.00                          | lot with sidewalk    |
| 15   |       | Forestry & Horticulture | Horticulture                              | Horticultural Logo                                       | N         |           | \$500.00                          | logo                 |
| 16   |       | Parks Development       | Residential Development or Re-Development | All other row dwellings                                  | N         |           | \$900.00                          | dwelling unit        |
| 17   |       | Parks Development       | Residential Development or Re-Development | Duplex dwelling units                                    | N         |           | \$55.00                           | frontage ft of lot   |
| 18   |       | Parks Development       | Residential Development or Re-Development | Multiple dwellings                                       | N         |           | \$900.00                          | dwelling unit        |
| 19   |       | Parks Development       | Residential Development or Re-Development | Row dwellings fronting public streets                    | N         |           | \$55.00                           | frontage ft of lot   |
| 20   |       | Parks Development       | Residential Development or Re-Development | Semi-Detached dwelling units                             | N         |           | \$55.00                           | frontage ft of lot   |
| 21   |       | Parks Development       | Residential Development or Re-Development | Single Detached dwelling units                           | N         |           | \$55.00                           | frontage ft of lot   |
| 22   |       | Parks Operations        | Ojibway Nature Center                     | Grade 1 to 3 Customized Program                          | N         |           | \$0.00                            | per hour per student |
| 23   |       | Parks Operations        | Ojibway Nature Center                     | Grade 4 to 6 Advanced Program                            | N         |           | \$0.00                            | per hour per student |
| 24   |       | Parks Operations        | Ojibway Nature Center                     | Grade 4 to 6 Customized Program                          | N         |           | \$0.00                            | per hour per student |
| 25   |       | Parks Operations        | Ojibway Nature Center                     | JK - Grade 8 Customized Program                          | N         |           | \$2.20                            | per hour per student |
| 26   |       | Parks Operations        | Ojibway Nature Center                     | High School & Post Secondary Program                     | N         |           | \$2.40                            | per hour per student |
| 27   |       | Parks Operations        | Ojibway Nature Center                     | Group Activity Program (less than 14 people)             | N         |           | \$40.00                           | per hour             |
| 28   |       | Parks Operations        | Ojibway Nature Center                     | Group Activity Program (14 people or more)               | N         |           | \$3.00                            | per hour per person  |
| 29   |       | Parks Operations        | Ojibway Nature Center                     | Group Introductory Program                               | N         |           | \$0.00                            | person               |
| 30   |       | Parks Operations        | Ojibway Nature Center                     | Group Slide Presentation                                 | N         |           | \$0.00                            | person               |
| 31   |       | Parks Operations        | Ojibway Nature Center                     | JK/SK Customized Program                                 | N         |           | \$0.00                            | per hour per student |

## City of Windsor User Fee Schedule

| Office of Parks, Recreation, Culture & Facilities - Parks & Facilities |       |                     |                             |  |           |           |                                   |                 |
|--|-------|---------------------|-----------------------------|--|-----------|-----------|-----------------------------------|-----------------|
| Ref#   | Notes | Category / Division | Sub-Category / Sub-Division | Fee / Service  | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted) |                 |
|  |       |                     |                             |  |           |           | Cost                              | Unit of Measure |
| 32   | 1     | Parks Operations    | Ojibway Nature Centre       | - Advanced - Adults (Physical activity)                              | Y         |           | \$6.55                            | hour            |
| 33   | 1     | Parks Operations    | Ojibway Nature Centre       | - Introductory - Adults (Physical activity)                          | Y         |           | \$4.85                            | hour            |
| 34   |       | Parks Operations    | Ojibway Nature Centre       | - Introductory Children  | N         |           | \$3.95                            | per hour        |
| 35   |       | Parks Operations    | Ojibway Nature Centre       | - Advanced - Children  | N         |           | \$5.50                            | per hour        |
| 36   |       | Parks Operations    | Ojibway Nature Centre       | Audio Visual Equipment   | Y         |           | \$30.00                           | Day             |
| 37   |       | Parks Operations    | Ojibway Nature Centre       | After Hours Extra Booking Fee  | Y         |           | \$20.00                           | per hour        |
| 38   |       | Parks Operations    | Ojibway Nature Centre       | Entire Centre  | Y         |           | \$200.00                          | hour            |
| 39   |       | Parks Operations    | Ojibway Nature Centre       | Natural History Consulting Fee                                       | Y         |           | \$90.00                           | hour            |
|  |       | Parks Operations    | Ojibway Nature Centre       | Ojibway Nature Programs  |           |           |                                   |                 |
| 40   |       | Parks Operations    | Ojibway Nature Centre       | Prairie Room   | Y         |           | \$38.00                           | hour            |
| 41   |       | Parks Operations    | Ojibway Nature Centre       | Woodland Room  | Y         |           | \$28.00                           | Hour            |
| 42   | 2     | Parks Operations    | Operations                  | City of Windsor lots Weed Cutting (>0.50 acre)                       | N         |           | \$440.00                          | per cut         |
| 43   | 2     | Parks Operations    | Operations                  | City of Windsor Lots Weed Cutting per hour                           | N         |           | \$128.00                          | per hour        |
| 44   |       | Parks Operations    | Operations                  | Parks Development Fees   | Y         |           | \$55,690.30                       | acre            |
| 45   | 2     | Parks Operations    | Operations                  | Private Lots Weed Cutting per hour                                   | N         |           | \$0.00                            | per hour        |
| 46   |       | Parks Operations    | Operations                  | Vacant Lots Cleaning   | Y         |           | \$55.00                           | per hour        |
| 47   |       | Parks Operations    | Operations                  | Vacant Lots Snow Removal   | N         |           | \$62.50                           | per hour        |
|  |       |                     |                             | <b>FAIRBAIRN CEMETERY</b>  |           |           |                                   |                 |
|  |       |                     |                             | <b>INTERMENT RIGHTS (LOTS)</b>                                       |           |           |                                   |                 |
|  |       |                     |                             | <u>At Need Lots (graves cannot be selected/purchased in advance)</u> |           |           |                                   |                 |
| 48   |       | Parks Operations    | Operations                  | Adult/Youth  | Y         |           | \$915.50                          | each            |
| 49   |       | Parks Operations    | Operations                  | Child  | Y         |           | \$400.00                          | each            |
| 50   |       | Parks Operations    | Operations                  | Cremation  | Y         |           | \$355.00                          | each            |
| 51   |       | Parks Operations    | Operations                  | Veteran  | Y         |           | \$250.00                          | each            |
|  |       |                     |                             | <u>Preferred Lots (graves may be selected/purchased in advance)</u>  |           |           |                                   |                 |
| 52   |       | Parks Operations    | Operations                  | Single   | Y         |           | \$1,830.00                        | each            |
| 53   |       | Parks Operations    | Operations                  | Single Grave with Foundation   | Y         |           | \$2,186.00                        | each            |
| 54   |       | Parks Operations    | Operations                  | Child  | Y         |           | \$365.00                          | each            |
| 55   |       | Parks Operations    | Operations                  | 2-Graves   | Y         |           | \$2,745.00                        | each            |
| 56   |       | Parks Operations    | Operations                  | 2-Grave Adult Plot Shared Monument                                   | Y         |           | \$6,876.00                        | each            |
| 57   |       | Parks Operations    | Operations                  | 3-Graves   | Y         |           | \$3,885.00                        | each            |
| 58   |       | Parks Operations    | Operations                  | 4-Graves   | Y         |           | \$5,485.00                        | each            |
| 59   |       | Parks Operations    | Operations                  | 6-Graves   | Y         |           | \$7,261.00                        | each            |
| 60   |       | Parks Operations    | Operations                  | Cremation  | Y         |           | \$432.50                          | each            |
| 61   |       | Parks Operations    | Operations                  | 2-Grave Cremation  | Y         |           | \$1,928.50                        | each            |
| 62   |       | Parks Operations    | Operations                  | Veteran (Single)   | Y         |           | \$1,720.00                        | each            |
|  |       |                     |                             | <b>INTERMENT SERVICES (BURIAL)</b>                                   |           |           |                                   |                 |
|  |       |                     |                             | <u>Adult</u>   |           |           |                                   |                 |
| 63   |       | Parks Operations    | Operations                  | Monday-Friday  | Y         |           | \$885.00                          | each            |
| 64   |       | Parks Operations    | Operations                  | Saturday/Sunday  | Y         |           | \$1,350.00                        | each            |

City of Windsor  
User Fee Schedule

| Office of Parks, Recreation, Culture & Facilities - Parks & Facilities |       |                     |                             |   |           |           |                                   |                 |
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|  |       |                     |                             |   |           |           | Cost                              | Unit of Measure |
| 65   |       | Parks Operations    | Operations                  | Statutory Holiday   | Y         |           | \$1,575.00                        | each            |
|  |       |                     |                             | <u>Child</u>  |           |           |                                   |                 |
| 66   |       | Parks Operations    | Operations                  | Monday-Friday   | Y         |           | \$440.00                          | each            |
| 67   |       | Parks Operations    | Operations                  | Saturday/Sunday   | Y         |           | \$825.00                          | each            |
| 68   |       | Parks Operations    | Operations                  | Statutory Holiday   | Y         |           | \$975.00                          | each            |
|  |       |                     |                             | <u>Infant</u>   |           |           |                                   |                 |
| 69   |       | Parks Operations    | Operations                  | Monday-Friday   | Y         |           | \$330.00                          | each            |
| 70   |       | Parks Operations    | Operations                  | Saturday/Sunday   | Y         |           | \$525.00                          | each            |
| 71   |       | Parks Operations    | Operations                  | Statutory Holiday   | Y         |           | \$625.00                          | each            |
|  |       |                     |                             | <u>Cremated Remains</u>   |           |           |                                   |                 |
| 72   |       | Parks Operations    | Operations                  | Monday-Friday   | Y         |           | \$345.00                          | each            |
| 73   |       | Parks Operations    | Operations                  | Saturday/Sunday   | Y         |           | \$585.00                          | each            |
| 74   |       | Parks Operations    | Operations                  | Statutory Holiday   | Y         |           | \$685.00                          | each            |
|  |       |                     |                             | <u>Scattering of Cremated Remains</u>                           |           |           |                                   |                 |
| 75   |       | Parks Operations    | Operations                  | Monday-Friday   | Y         |           | \$280.00                          | each            |
| 76   |       | Parks Operations    | Operations                  | Saturday/Sunday   | Y         |           | \$595.00                          | each            |
| 77   |       | Parks Operations    | Operations                  | Statutory Holiday   | Y         |           | \$1,325.00                        | each            |
| 78   |       | Parks Operations    | Operations                  | Veteran   |           |           | \$500.00                          | each            |
|  |       |                     |                             | <u>Additional Fees</u>  |           |           |                                   |                 |
| 79   |       | Parks Operations    | Operations                  | Late Arrival Fee (arrival at cemetery after 3/4 pm)             | Y         |           | \$195.00                          | each            |
| 80   |       | Parks Operations    | Operations                  | Less Than 24 hours Notice                                       | Y         |           | \$175.00                          | each            |
| 81   |       | Parks Operations    | Operations                  | Winter Burial Fee   | Y         |           | \$110.00                          | each            |
| 82   |       | Parks Operations    | Operations                  | Use of Lowering Device  | Y         |           | \$135.00                          | each            |
| 83   |       | Parks Operations    | Operations                  | Cement Burial Vault   | Y         |           | \$670.00                          | each            |
| 84   |       | Parks Operations    | Operations                  | Extra Deep to Permit Second Burial in Same Grave                | Y         |           | \$525.00                          | each            |
| 85   |       | Parks Operations    | Operations                  | Use of Marquee (tent)   | Y         |           | \$60.00                           | each            |
| 86   |       | Parks Operations    | Operations                  | Grave Liners-Adult  | Y         |           | \$350.00                          | each            |
| 87   |       | Parks Operations    | Operations                  | Grave Liners-Child  | Y         |           | \$150.00                          | each            |
| 88   |       | Parks Operations    | Operations                  | Granite Slab Grave Cover-Extra                                  | Y         |           | \$670.00                          | each            |
|  |       |                     |                             | <u>DISINTERMENT</u>   |           |           |                                   |                 |
|  |       |                     |                             | <u>Removal and Re-interment in same Cemetery</u>                |           |           |                                   |                 |
| 89   |       | Parks Operations    | Operations                  | Adult   | Y         |           | \$2,035.00                        | each            |
| 90   |       | Parks Operations    | Operations                  | Child   | Y         |           | \$1,715.00                        | each            |
| 91   |       | Parks Operations    | Operations                  | Infant  | Y         |           | \$1,715.00                        | each            |
| 92   |       | Parks Operations    | Operations                  | Cremated Remains  | Y         |           | \$520.00                          | each            |
|  |       |                     |                             | <u>Removal and Re-interment in another Cemetery</u>             |           |           |                                   |                 |
| 93   |       | Parks Operations    | Operations                  | Adult   | Y         |           | \$2,115.00                        | each            |
| 94   |       | Parks Operations    | Operations                  | Child   | Y         |           | \$2,025.00                        | each            |
| 95   |       | Parks Operations    | Operations                  | Infant  | Y         |           | \$1,775.00                        | each            |
| 96   |       | Parks Operations    | Operations                  | Cremated Remains  | Y         |           | \$520.00                          | each            |
|  |       |                     |                             | <u>Additional Fees</u>  | Y         |           |                                   |                 |
| 97   |       | Parks Operations    | Operations                  | Additional Charges when vault truck is required (PLUS: Mileage) | Y         |           | \$354.00                          | each            |



## City of Windsor User Fee Schedule

| Office of Parks, Recreation, Culture & Facilities - Recreation & Culture  |       |                       |  |   |           |           |  |                 |
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| Ref #   | Notes | Category / Division   | Sub-Category / Sub-Division              | Fee / Service   | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted)                  |                 |
|   |       |                       |  |   |           |           | Cost   | Unit of Measure |
| * Note: All Recreation User Fees include HST except Programs for children 14 and under. Implementation date may be January 1st, April 1st or June 1st depending on program. |       |                       |  |   |           |           |  |                 |
| 1   |       | Recreation            | Administration                           | Program Refunds   | N         |           | \$10.00  | Each            |
| 2   |       |                       |  | Photocopying Fee (.30 each additional page)   | Y         |           | \$2.00   | 1st Page        |
| 3   |       |                       |  | Contract Amendment Fee  | Y         |           | \$20.00  | Each            |
| 4   |       |                       |  | Administration Fee (NSF cheques, closed accounts, etc)  | Y         |           | \$40.00  | Each            |
| 5   |       | Recreation            | Non-Resident Fees                        | Aquatics, Community Centres, Mackenzie Hall, Ojibway, Arenas (Excluding School Programs)            | Y         |           | \$6.00   | Person/Program  |
| 6   |       | Recreation            | Discounts                                | Family Registration   | Y         |           | 10%  |                 |
| 7   |       |                       |  | Senior Citizens/Persons with Disabilities   | Y         |           | 10%  |                 |
| 8   |       |                       |  | Financial Assistance for Persons on Ontario Works (OW) or Ontario Disability Support Program (ODSP) | Y         |           | 15% Client Payment<br><br>85% Financial Assistance |                 |
| 9   |       | Community Programming | Aquatics: Admissions                     | Water Park - Full Day - 42 Inches Tall and Over   | Y         |           | \$18.50  | Day             |
| 10  |       |                       | <b>Windsor Residents</b><br><br>WIATC/AB | Water Park - Full Day - UNDER 42 Inches Tall  | Y         |           | \$13.50  | Day             |
| 11  |       |                       |  | Water Park - Star Light/Early Bird - 42 Inches Tall & Over  | Y         |           | \$12.50  | Day             |
| 12  |       |                       |  | Water Park - Star Light/Early Bird - UNDER 42 Inches Tall   | Y         |           | \$9.25   | Day             |
| 13  |       |                       |  | Water Park Children - 2 Years and Under   | N         |           | Free   | 2 yrs & Under   |
| 14  |       |                       |  | Group Rate - Full Day (15+)   | Y         |           | \$12.00  | Day             |
| 15  |       |                       |  | Group Rate - Star Light (15+)   | Y         |           | \$9.00   | Day             |
| 16  |       |                       |  | Cannon Cove Dry Play Place  | Y         |           | \$5.00   | Day             |
| 17  |       |                       |  | Cannon Cove Dry Play Place with Water Park Admission  | Y         |           | \$2.00   | Day             |
| 18  |       |                       |  | Family Aquatic Complex - Land Lover Admission - Full Day  | Y         |           | \$5.00   | Day             |
| 19  |       |                       |  | Family Aquatic Complex - Land Lover Admission - Star Light/Early Bird                               | Y         |           | \$2.00   | Day             |
| 20  |       | Community Programming | Aquatics: Admissions                     | Water Park - Full Day - 42 Inches Tall and Over   | Y         |           | \$23.75  | Day             |
| 21  |       |                       | <b>Non Residents</b><br><br>WIATC/AB     | Water Park - Full Day - UNDER 42 Inches Tall  | Y         |           | \$18.50  | Day             |
| 22  |       |                       |  | Water Park - Star Light/Early Bird - 42 Inches Tall and Over  | Y         |           | \$15.00  | Day             |
| 23  |       |                       |  | Water Park - Star Light/Bird - UNDER 42 Inches Tall   | Y         |           | \$11.75  | Day             |
| 24  |       |                       |  | Water Park Children - 2 Years and Under   | N         |           | Free   | 2 yrs & Under   |
| 25  |       |                       |  | Cannon Cove Dry Play Place  | Y         |           | \$5.00   | Day             |
| 26  |       |                       |  | Cannon Cove Dry Play Place with Water Park Admission  | Y         |           | \$2.00   | Day             |
| 27  |       |                       |  | Family Aquatic Complex - Land Lover Admission - Full Day  | Y         |           | \$5.00   | Day             |
| 28  |       |                       |  | Family Aquatic Complex - Land Lover Admission - Star Light/Early Bird                               | Y         |           | \$2.00   | Day             |

## City of Windsor User Fee Schedule

| Office of Parks, Recreation, Culture & Facilities - Recreation & Culture  |       |                       |   |   |           |           |                                   |                                 |
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|   |       |                       |   |   |           |           | Cost                              | Unit of Measure                 |
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| 29  |       | Community Programming | Aquatics: Memberships                             | Adult Aquatic and Fitness Memberships - Gino and Liz Marcus, Adie Knox and WIATC.<br><br>Includes access to the Fitness Centre, Adult Lengths, Aqua Fitness Drop-Ins, Masters and Water Walking. (may vary by centre) | Y         |           | \$316.00                          | Year                            |
| 30  |       |                       |   |   | Y         |           | \$180.00                          | 6 Months                        |
| 31  |       |                       |   |   | Y         |           | \$100.00                          | 3 Months                        |
| 32  |       |                       |   |   | Y         |           | \$35.00                           | 1 Month                         |
| 33  |       |                       |   |   | Y         |           | \$5.50                            | Visit                           |
| 34  |       | Community Programming | Fitness Centre Only Memberships: Weight Room Only | Adult Fitness Memberships - Windsor Water World and Gino and Liz Marcus<br><br>Includes access to the Fitness Centre during regularly scheduled hours.  | Y         |           | \$208.50                          | Year                            |
| 35  |       |                       |   |   | Y         |           | \$118.50                          | 6 Months                        |
| 36  |       |                       |   |   | Y         |           | \$66.00                           | 3 Months                        |
| 37  |       |                       |   |   | Y         |           | \$23.25                           | 1 Month                         |
| 38  |       |                       |   |   | Y         |           | \$2.50                            | Visit                           |
| 39  |       | Community Programming | Aquatics Adventure Bay Memberships                | Family Aquatic Complex - Water Park - 42 Inches Tall and Over - Annual  | Y         |           | \$148.00                          | Year                            |
| 40  |       |                       |   |   | Y         |           | \$99.00                           | 10 Months                       |
| 41  |       |                       |   |   | Y         |           | \$28.00                           | 1 Week March or 2 Weeks Dec/Jan |
| 42  |       |                       |   |   | Y         |           | \$50.00                           | 2 Months                        |
| 43  |       |                       |   |   | Y         |           | \$174.00                          | Year                            |
| 44  |       |                       |   |   | Y         |           | \$107.00                          | Year                            |
| 45  |       |                       |   |   | Y         |           | \$71.00                           | 10 Months                       |
| 46  |       |                       |   |   | Y         |           | \$19.00                           | 1 Week March or 2 Weeks Dec/Jan |
| 47  |       |                       |   |   | Y         |           | \$36.00                           | 2 Months                        |
| 48  |       |                       |   |   | Y         |           | \$133.00                          | Year                            |

## City of Windsor User Fee Schedule

| Office of Parks, Recreation, Culture & Facilities - Recreation & Culture  |       |                       |   |   |  |           |                                   |                 |               |  |
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| 49  |       |                       |   | Family Aquatic Complex - Dry Play Place (Cannon Cove) - Children Under 12         | Y  |           | \$51.50                           | Year            |               |  |
| 50  |       | Community Programming | Aquatics:<br><b>INDOOR DAILY</b><br>Family & Recreational Swims   | Family and Recreational Swims (Indoor Pools): 2 yrs old & Under (with paid Adult) | Y  |           | Free                              | 2 yrs & Under   |               |  |
| 51  |       |                       |   | Family and Recreational Swims (Indoor Pools): Child/Youth (3-18)                  | Y  |           | \$2.25                            | Child/Youth     |               |  |
| 52  |       |                       |   | Family and Recreational Swims (Indoor Pools): Adult (19+)                         | Y  |           | \$4.25                            | Adult/Senior    |               |  |
| 53  |       |                       |   | Family and Recreational Swims (Indoor Pools): Family                              | Y  |           | \$11.75                           | Family          |               |  |
| 54  |       |                       |   | Family and Recreational Swims (Indoor Pools): Pre-school Swim 5 & Under           | Y  |           | \$4.25                            | Per Adult       |               |  |
| 55  |       |                       |   | Aquatics:<br><b>OUTDOOR DAILY</b><br>Family & Recreational Swims                  | Family and Recreational Swims (Outdoor Pools): 2 yrs old & Under         | Y         |                                   | Free            | 2 yrs & Under |  |
| 56  |       |                       |   |   | Family and Recreational Swims (Outdoor Pools): Child/Youth (3-18)        | Y         |                                   | \$2.25          | Child/Youth   |  |
| 57  |       |                       |   |   | Family and Recreational Swims (Outdoor Pools): Adult (19+)               | Y         |                                   | \$3.50          | Adult/Senior  |  |
| 58  |       |                       |   |   | Family and Recreational Swims (Outdoor Pools): Family                    | Y         |                                   | \$11.00         | Family        |  |
| 59  |       |                       |   |   | Family and Recreational Swims (Outdoor Pools): Pre-school Swim 5 & Under | Y         |                                   | \$2.25          | Person        |  |
| 60  |       | Community Programming | Aquatics:<br>Swim Passes<br>Windsor International Aquatic Training Centre, Gino and Liz Marcus, Adie Knox Herman Recreation Complex and Outdoor Pools<br><br>(Does <b>NOT</b> Apply to Waterpark) | Swim Pass: Individual Summer Swim Pass - Child                                    | Y  |           | \$45.25                           | Person          |               |  |
| 61  |       |                       |   | Swim Pass: Individual Summer Swim Pass - Adult                                    | Y  |           | \$51.50                           | Adult           |               |  |
| 62  |       |                       |   | Swim Pass: Family Summer Swim Pass  | Y  |           | \$154.50                          | Family          |               |  |
| 63  |       |                       |   | Swim Pass: Organization Swim Pass - Children & Seniors                            | Y  |           | \$153.50                          | Max 6 People    |               |  |
| 64  |       |                       |   | Swim Pass: Skate / Swim Pass  | Y  |           | \$51.50                           | Adult           |               |  |
| 65  |       |                       |   | Swim Pass: Skate / Swim Pass  | Y  |           | \$45.25                           | Child           |               |  |
| 66  |       |                       |   | Preschool Swim Passes (3 Months - All Season)                                     | N  |           | \$90.50                           | Pass            |               |  |
| 67  |       | Community Programming | Aquatics:<br>Learn To Swim  | Learn to Swim: Parent & Tot 1,2,3   | N  |           | \$7.25                            | 30 min. class   |               |  |
| 68  |       |                       |   | Learn to Swim: Preschool A, B, C, D   | N  |           | \$7.25                            | 30 min. class   |               |  |
| 69  |       |                       |   | Learn to Swim: Swimmer 1 & 2  | N  |           | \$7.25                            | 30 min. class   |               |  |
| 70  |       |                       |   | Learn to Swim: Swimmer 3, 4, 5, 6   | N  |           | \$7.25                            | 45 min. class   |               |  |
| 71  |       |                       |   | Learn to Swim: Rookie, Ranger, Star   | N  |           | \$7.25                            | 45 min. class   |               |  |
| 72  |       |                       |   | Learn to Swim: AquaAdult  | Y  |           | \$8.25                            | 45 min. class   |               |  |
| 73  |       |                       |   | Learn to Swim: Learn to Swim Program (1:4 ratio)                                  | N  | 1         | \$10.40                           | 30 min. class   |               |  |
| 74  |       |                       |   | Learn to Swim: Learn to Swim Program (1:6 ratio)                                  | N  | 1         | \$13.25                           | 45 min. class   |               |  |
| 75  |       | Community Programming | Aquatics:<br>Leadership Training  | Aquatic Leadership Training: Junior Lifeguard Club                                | Y  | 2         | \$67.50                           | 12 hours        |               |  |
| 76  |       |                       |   | Aquatic Leadership Training: Bronze Star  | Y  | 2         | \$62.25                           | 12 hours        |               |  |
| 77  |       |                       |   | Aquatic Leadership Training: Bronze Medallion/Emerg First Aid/CPR B               | Y  | 2         | \$136.25                          | 27 hours        |               |  |

## City of Windsor User Fee Schedule

| Office of Parks, Recreation, Culture & Facilities - Recreation & Culture  |       |                       |   |  |           |           |                                   |                                |
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| 78  |       |                       |   | Aquatic Leadership Training: Bronze Cross  | Y         | 2         | \$113.50                          | 22.5 hours                     |
| 79  |       |                       |   | Aquatic Leadership Training: Assistant Water Safety Instructors                          | Y         | 2         | \$97.50                           | 18 hours                       |
| 80  |       |                       |   | Aquatic Leadership Training: National Lifeguard Service and LSS Standard First Aid       | Y         | 2         | \$282.75                          | 52 hours                       |
| 81  |       |                       |   | Aquatic Leadership Training: LSS Swim and LS Instructor Course with High Five HCD        | Y         | 2         | \$238.50                          | 44 hours                       |
| 82  |       |                       |   | Aquatic Leadership Training: National Lifeguard Recertification                          | Y         | 2         | \$44.75                           | 4 hours                        |
| 83  |       |                       |   | Aquatic Leadership Training: Standard First Aid  | Y         | 2         | \$98.75                           | 16 hours                       |
| 84  |       |                       |   | Aquatic Leadership: CPRC   | Y         |           | \$44.75                           | 8 Hours                        |
| 85  |       |                       |   | Aquatic Leadership: Standard First Aid/CPR Recert  | Y         |           | \$49.50                           | 8 Hours                        |
| 86  |       |                       |   | Aquatic Leadership: Aquatic Supervisor Training  | Y         |           | \$107.00                          | 14 Hours                       |
| 87  |       | Community Programming | Aquatics: PRIVATE                                       | Private Learn to Swim  | N         | 1         | \$28.00                           | 1 person/30 min.               |
| 88  |       |                       | Learn to Swim   | Semi Private Learn to Swim   | N         | 1         | \$15.00                           | 2 people/30min                 |
| 89  |       | Community Programming | Aquatics: Rentals                                       | 50 Metre - Lane Only   | Y         |           | \$21.25                           | Hour                           |
| 90  |       |                       |   | 25 Metre - Lane Only   | Y         |           | \$10.75                           | Hour                           |
| 91  |       |                       |   | Aquatic Meet/Competition   | Y         |           | \$286.00                          | Hour                           |
| 92  |       |                       |   | Water Park - Flow Rider Rental   | Y         |           | \$232.75                          | Per Hour                       |
| 93  |       |                       |   | Water Park   | Y         |           | \$1,648.00                        | Per Hour                       |
| 94  |       | Community Programming | Aquatics: Other Fees                                    | Pool Rentals: Extra Lifeguard Fee  | Y         |           | \$23.50                           | Hour                           |
| 95  |       | Community Programming | Community Centre: Seasonal Activities & School Programs | Introductory Children (Physical & Non Physical)  | N         |           | \$3.95                            | Hour                           |
| 96  |       |                       |   | Advanced - Children (incl. Workshops) (Physical & Non Physical)                          | N         |           | \$5.50                            | Hour                           |
| 97  |       |                       |   | Introductory - Adults (Non physical)   | Y         |           | \$5.05                            | Hour                           |
| 98  |       |                       |   | Advanced - Adults (Non physical - incl. Workshops)                                       | Y         |           | \$6.95                            | Hour                           |
| 99  |       |                       |   | Introductory - Adults (Physical Activity)  | Y         |           | \$4.85                            | Hour                           |
| 100   |       |                       |   | Advanced - Adults (Physical Activity)  | Y         |           | \$6.55                            | Hour                           |
| 101   |       |                       |   | Introductory - Adults (Physical Activity) (Drop in)                                      | Y         |           | \$6.75                            | Hour                           |
| 102   |       |                       |   | Advanced - Adults (Physical Activity) (Drop in)  | Y         |           | \$8.80                            | Hour                           |
| 103   |       |                       |   | Private Lessons (Piano, Guitar, Vocal)   | Y         |           | \$16.70                           | per half hour                  |
| 104   |       |                       |   | Weekly Gym Recreation Program Adults-Unsupervised/Unstructured (2 Hours/week) Prime Time | Y         |           | \$3.50                            | Hour                           |
| 105   |       |                       |   | Drop in Sports (Unsupervised, Unstructured, Come and Go as please (Max 2.5 Hours) Youth  | Y         |           | \$1.25                            | Youth                          |
| 106   |       |                       |   | Drop in Sports (Supervised, Unstructured, Come and Go as please (Max 2.5 Hours) Youth    | Y         |           | \$2.25                            | Youth                          |
| 107   |       |                       |   | Drop in Sports (Unsupervised, Unstructured, Come and Go as please (Max 2.5 Hours) Adult  | Y         |           | \$4.25<br>\$5.25                  | Adult Non-Prime<br>Adult Prime |

## City of Windsor User Fee Schedule

| Office of Parks, Recreation, Culture & Facilities - Recreation & Culture  |       |   |  |  |           |           |                                   |                 |
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| Ref #   | Notes | Category / Division                       | Sub-Category / Sub-Division  | Fee / Service  | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted) |                 |
|   |       |   |  |  |           |           | Cost                              | Unit of Measure |
| * Note: All Recreation User Fees include HST except Programs for children 14 and under. Implementation date may be January 1st, April 1st or June 1st depending on program. |       |   |  |  |           |           |                                   |                 |
| 108   |       | Community Programming                     | Community Centre:  | Weekly Day Camp Fees   | N         | 1         | \$121.00                          | Week/50Hr Wk    |
| 109   |       |   | Day Camp   | Daily Day Camp Fees  | N         | 1         | \$30.00                           | Day             |
| 110   |       |   |  | Specialty Day Camp Fees  | N         | 1         | \$156.00                          | Week/50Hr Wk    |
| 111   |       | Community Programming and Sports Services | Community Centres, WFCU & Arena Auditoriums  | Kitchen Only   | Y         |           | \$25.75                           | Hour            |
| 112   |       |   |  | Single Meeting Room - Tournaments  | Y         |           | \$208.00                          | Day/Per Room    |
| 113   |       |   | Rental Fees  | Single Meeting Room - NON PRIME  | Y         |           | \$24.50                           | Hour/Per Room   |
| 114   |       |   | Applicable to Community Centres and Arena Auditoriums except for Willistead and Mackenzie Hall | Single Meeting Room - PRIME  | Y         |           | \$39.25                           | Hour/Per Room   |
| 115   |       |   |  | Double Room (formerly AB) - NON PRIME  | Y         |           | \$37.25                           | Hour/Per Room   |
| 116   |       |   |  | Double Room (formerly AB) - PRIME  | Y         |           | \$53.00                           | Hour/Per Room   |
| 117   |       |   |  | Triple Room (Formally ABC Room) (Only WFCU / FGA/SWRC 1/2 Auditorium) NON PRIME                        | Y         |           | \$51.00                           | Hour/Rm         |
| 118   |       |   |  | Triple Room (Formally ABC Room) (Only WFCU / FGA/SWRC 1/2 Auditorium) - PRIME                          | Y         |           | \$65.50                           | Hour/Rm         |
| 119   |       |   |  | Reception Hall (Only WFCU & South Windsor) - NON PRIME   | Y         |           | \$65.50                           | Hour/Rm         |
| 120   |       |   |  | Reception Hall (Only WFCU & South Windsor) - PRIME   | Y         |           | \$90.75                           | Hour/Rm         |
| 121   |       |   |  | Leisure Gym for Sporting Event (WFCU & C.C.) - NON PRIME   | Y         |           | \$27.25                           | Hour/Per Room   |
| 122   |       |   |  | Leisure Gym for Sporting Event (WFCU & C.C.) - PRIME   | Y         |           | \$45.25                           | Hour/Per Room   |
| 123   |       |   |  | Leisure Gym for Non-Sporting Events (WFCU & C.C.) - NON PRIME  | Y         |           | \$40.00                           | Hour/Per Room   |
| 124   |       |   |  | Leisure Gym for Non-Sporting Events (WFCU & C.C.) - PRIME  | Y         |           | \$58.25                           | Hour/Per Room   |
| 125   |       |   |  | Large Sports Gym for Sporting Event (WFCU & AMC) - NON PRIME   | Y         |           | \$37.50                           | Hour/Rm         |
| 126   |       |   |  | Large Sports Gym for Sporting Event (WFCU & AMC) - PRIME   | Y         |           | \$53.00                           | Hour/Rm         |
| 127   |       |   |  | Large Sports Gym for Non-Sporting Events (WFCU & AMC) - NON PRIME                                      | Y         |           | \$43.25                           | Hour/Rm         |
| 128   |       |   |  | Large Sports Gym for Non-Sporting Events (WFCU & AMC) - PRIME  | Y         |           | \$64.25                           | Hour/Rm         |
| 129   |       |   |  | Mon-Friday Daytime Only Full Day Max. 8 Hrs<br>Excludes Reception Hall & Triple Room - one room only   | Y         |           | \$184.25                          | Day             |
| 130   |       |   |  | Mon-Friday Daytime Only Half Day Max. 4 Hrs<br>Excludes Reception Hall & Triple Room - one room only   | Y         |           | \$97.75                           | Half Day        |
| 131   |       |   |  | Weekend - Daily Alcohol & Non Alcohol - Full Day (Only C.C. & Forest Glade Arena, SWRC 1/2 auditorium) | Y         |           | \$461.75                          | Day             |
| 132   |       |   |  | Weekend - Daily Alcohol & Non Alcohol - Half Day (Only C.C., Forest Glade Arena & SWRC 1/2 Auditorium) | Y         |           | \$244.25                          | Half Day        |

## City of Windsor User Fee Schedule

| Office of Parks, Recreation, Culture & Facilities - Recreation & Culture  |       |                       |   |  |           |           |                                   |                    |
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| Ref #   | Notes | Category / Division   | Sub-Category / Sub-Division                         | Fee / Service  | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted) |                    |
|   |       |                       |   |  |           |           | Cost                              | Unit of Measure    |
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| 133   |       |                       |   | Reception Hall / Leisure Gym - Daily Alcohol & Non Alcohol (Only WFCU)           | Y         |           | \$962.25                          | Day                |
| 134   |       |                       |   | Reception Hall - Daily Alcohol & Non Alcohol (Only WFCU & South Windsor Arena)   | Y         |           | \$702.00                          | 18 hours           |
| 135   |       |                       |   | Reception Hall - Daily Alcohol & Non Alcohol (Only WFCU & South Windsor Arena)   | Y         |           | \$572.00                          | 10 hours           |
| 136   |       |                       |   | Reception Hall - Daily Alcohol & Non Alcohol - (Only WFCU & South Windsor Arena) | Y         |           | \$364.00                          | 4 hours            |
| 137   |       |                       |   | Setup and Take Down Fee ( Arenas only)   | Y         |           | \$83.00                           | 1-100 chairs       |
| 138   |       |                       |   | Setup and Take Down Fee (Arenas only)  | Y         |           | \$124.75                          | 101-150 chairs     |
| 139   |       |                       |   | Setup and Take Down Fee (Arenas only)  | Y         |           | \$166.00                          | 151 or more chairs |
| 140   |       |                       |   | Partial WFCU main bowl concourse area for fitness                                | Y         |           | \$29.00                           | Hour               |
| 141   |       |                       |   | Reception Hall Refundable Deposit  | Y         |           | \$200.00                          | Deposit            |
| 142   |       | Community Programming | Birthday Parties: Excludes Food and Supplies        | 1-20 Children (Community Centres only) - Ages 6+                                 | Y         |           | \$195.00                          | 2 Hours            |
| 143   |       |                       |   | 21-30 Children (Community Centres only) - Ages 6+                                | Y         |           | \$245.00                          | 2 Hours            |
| 144   |       |                       |   | 1-16 Children (Gymnastic Party)  | Y         |           | \$240.00                          | 2 Hours            |
| 145   |       |                       |   | 16-24 Children (Gymnastic Party)   | Y         |           | \$290.00                          | 2 Hours            |
| 146   |       |                       |   | 1-20 Children (Aquatic Party)  | Y         |           | \$260.00                          | 2 Hours            |
| 147   |       |                       |   | 21-30 Children (Aquatic Party)   | Y         |           | \$310.00                          | 2 Hours            |
| 148   |       |                       |   | 31-40 Children (Aquatic Party)   | Y         |           | \$360.00                          | 2 Hours            |
| 149   |       | Community Programming | Malden: Rentals                                     | Non Alcohol Rental - Hourly  | Y         |           | \$244.50                          | Half Day           |
| 150   |       |                       |   | Non Alcohol Rental - Daily   | Y         |           | \$462.00                          | Day                |
| 151   |       |                       |   | Alcohol Rental - Hourly  | Y         |           | \$367.00                          | Half Day           |
| 152   |       |                       |   | Alcohol Rental - Daily   | Y         |           | \$698.75                          | Day                |
| 153   |       |                       |   | Patio Rental - Malden  | Y         |           | \$88.75                           | Flat Rate          |
| 154   |       | Leisure Outreach      | Stadia Rental and Light Usage:<br><b>Games Only</b> | Baseball Stadium: Lit - Adult  | Y         |           | \$56.75                           | Hourly             |
| 155   |       |                       |   | Baseball Stadium: Unlit - Adult  | Y         |           | \$36.50                           | Hourly             |
| 156   |       |                       |   | Baseball Stadium: Lit - Youth  | Y         |           | \$56.25                           | Hourly             |
| 157   |       |                       |   | Baseball Stadium: Unlit - Youth  | Y         |           | \$36.00                           | Hourly             |
| 158   |       |                       |   | Soccer Stadium: Lit - Adult  | Y         |           | \$51.50                           | Hourly             |
| 159   |       |                       |   | Soccer Stadium: Unlit - Adult  | Y         |           | \$28.50                           | Hourly             |
| 160   |       |                       |   | Soccer Stadium: Lit - Youth  | Y         |           | \$51.00                           | Hourly             |
| 161   |       |                       |   | Soccer Stadium: Unlit - Youth  | Y         |           | \$28.25                           | Hourly             |
| 162   |       |                       |   | John Ivan: Lit - Adult   | Y         |           | \$38.75                           | Hourly             |
| 163   |       |                       |   | John Ivan: Unlit - Adult   | Y         |           | \$28.50                           | Hourly             |
| 164   |       |                       |   | John Ivan: Lit - Youth   | Y         |           | \$35.00                           | Hourly             |
| 165   |       |                       |   | John Ivan: Unlit - Youth   | Y         |           | \$20.75                           | Hourly             |
| 166   |       | Leisure Outreach      | Sports Fields:                                      | Cost Recovery (Clean-up/Maintenance)   | Y         |           | TBD                               |                    |
| 167   |       |                       | Other Fees  | Staff Overtime (Groups playing past allocated times)                             | Y         |           | TBD                               |                    |

## City of Windsor User Fee Schedule

| Office of Parks, Recreation, Culture & Facilities - Recreation & Culture  |       |                     |                                 |  |           |           |                                   |  |
|---|-------|---------------------|---------------------------------|--|-----------|-----------|-----------------------------------|--|
| Ref #   | Notes | Category / Division | Sub-Category / Sub-Division     | Fee / Service  | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted) |  |
|   |       |                     |                                 |  |           |           | Cost                              | Unit of Measure                              |
| * Note: All Recreation User Fees include HST except Programs for children 14 and under. Implementation date may be January 1st, April 1st or June 1st depending on program. |       |                     |                                 |  |           |           |                                   |  |
| 168   |       |                     |                                 | Additional Staffing Costs As Required (ex: Park access control)                                      | Y         |           | TBD                               |  |
| 169   |       |                     |                                 | Fee for Reconfiguring Diamonds   | Y         |           | \$77.25                           | \$209 Max/Day                                |
| 170   |       |                     |                                 | Unauthorized Use of Recreation Facilities  | Y         |           | \$154.50                          | Infraction per Field                         |
| 171   |       | Leisure Outreach    | Sports Fields:                  | Open Field Lit - Adult   | Y         |           | \$22.25                           | Hourly                                       |
| 172   |       |                     | Other Bookings                  | Open Field Unlit - Adult   | Y         |           | \$9.25                            | Hourly                                       |
| 173   |       |                     |                                 | Open Field Lit - Youth   | Y         |           | \$19.75                           | Hourly                                       |
| 174   |       |                     |                                 | Open Field Unlit - Youth   | Y         |           | \$6.75                            | Hourly                                       |
| 175   |       |                     |                                 | Cross Country  | Y         |           | \$85.00                           | 4 Hr Time Slot                               |
| 176   |       |                     |                                 | Tennis Tournament Rental   | Y         |           | \$10.00                           | Court/Hr                                     |
| 177   |       | Leisure Outreach    | Special Events:                 | Park Rentals: Major Events (Entire Park)   | Y         |           | \$517.00                          | Day  |
| 178   |       |                     | Parks                           | Park Rentals: Minor Events   | Y         |           | \$120.50                          | Day  |
| 179   |       |                     |                                 | Community Permit   | Y         |           | \$56.50                           | Day  |
| 180   |       |                     |                                 | Commercial Park Permit   | Y         |           | \$164.50                          | Day  |
| 181   |       |                     |                                 | Charles Clark Square (Non Ice), Civic Terrace, Lanspeary off season                                  | Y         |           | \$517.00                          | Day  |
| 182   |       |                     |                                 | Weddings & Ceremonies  | Y         |           | \$117.50                          | Day  |
| 183   |       |                     | Special Events:                 | For Festival Plaza Rental Events (Prime - June - October) <b>Minimum 2 Day Rental</b>                | Y         |           | \$1,748.00                        | Day/ Minimum 2 day rental. Weekly mx \$8,300 |
| 184   |       |                     |                                 | For Festival Plaza Rental Events (Non Prime - January - May & November - December) <b>No Minimum</b> | Y         |           | \$1,748.00                        | Day/Weekly max \$8,201                       |
| 185   |       |                     |                                 | Festival Plaza - Added Fee - Riverfront Access   | Y         |           | \$211.00                          | Event  |
| 186   |       |                     |                                 | Set Up Days  | Y         |           | \$225.50                          | Day  |
| 187   |       |                     |                                 | Other Fees   | Y         |           | TBD                               | Use  |
| 188   |       |                     | Special Events:                 | Non Private Charter  | Y         |           | \$164.50                          | 24 Hrs                                       |
| 189   |       |                     | Vessel Docking (Dieppe Gardens) | Private Charter  | Y         |           | \$1,160.50                        | 24 Hrs                                       |
| 190   |       |                     |                                 | Water Service  | Y         |           | \$343.00                          | Flat Rate                                    |
| 191   |       | Leisure Outreach    | Special Events:                 | Picnic Permits   | N         |           | \$67.50                           | Day  |
| 192   |       |                     | Permits                         | Picnic Permits With Shelter - 100 Capacity   | N         |           | \$85.50                           | Day  |
| 193   |       |                     |                                 | Picnic Permits With Shelter - Over 100 Capacity  | N         |           | \$158.50                          | Day  |
| 194   |       |                     |                                 | Farmers Market - Seasonal Rates - With Amenities   | N         |           | \$2,111.50                        | Seasonally                                   |
| 195   |       |                     |                                 | Farmers Market - Seasonal Rates - Without Amenities  | N         |           | \$211.00                          | Seasonally                                   |
| 196   |       | Leisure Outreach    | Special Events:                 | Bleachers + Transportation Costs - Limited Use   | Y         |           | \$149.25                          | Unit plus transportation costs               |
| 197   |       |                     | Equipment Rentals               | Fold & Go Bleachers  | Y         |           | \$681.25                          | 1st Day                                      |

## City of Windsor User Fee Schedule

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| 198   |       |                     |   | Fold & Go Bleachers   | Y         |           | \$275.50                          | After 1st day       |
| 199   |       |                     |   | Community Event Banner Poles (Ouellette Ave.): \$50 for removal, reinstallation                           | Y         |           | \$343.50                          | 2-3 WK              |
| 200   |       |                     |   | Community Event Banner Poles (Ouellette Ave.): \$50 for removal, reinstallation                           | Y         |           | \$178.75                          | 1 Week              |
| 201   |       | Leisure Outreach    | Special Events: Showmobile  | Showmobile: Use within City Limits: Includes Labour and Transportation                                    | Y         |           | \$854.50                          | Day or part thereof |
| 202   |       |                     |   | Showmobile: Use outside of City Limits: Includes Labour and Transportation                                | Y         |           | \$1,138.00                        | Day or part thereof |
| 203   |       |                     |   | Showmobile: Use outside of County Limits:   | Y         |           | TBD                               | Day or part thereof |
| 204   |       |                     | Mobile Stage  | Use within City Limits includes Labour and Transportation   | Y         |           | \$612.50                          | Day or part thereof |
| 205   |       |                     |   | Use outside of City Limits includes Labour and Transportation   | Y         |           | \$813.50                          | Day or part thereof |
| 206   |       |                     |   | Use outside of City Limits (Non Charitable Groups): Plus Transportation and labour, costs to be recovered | Y         |           | TBD                               | Day or part thereof |
| 207   |       |                     | Special Events: Administrative Fees   | Noise By-Law Waiver   | Y         |           | \$85.00                           | Each                |
| 208   |       |                     |   | Temporarily Road Closure (Special Events) (Minor)   | Y         |           | \$80.00                           | Each                |
| 209   |       |                     |   | Temporarily Road Closure (Special Events) (Major)   | Y         |           | \$115.00                          | Each                |
| 210   |       |                     |   | Letter Of Non-Objection   | Y         |           | \$62.00                           | Each                |
| 211   |       |                     |   | Special Event Revisions After Approvals   | Y         |           | \$150.00                          | Event               |
| 212   |       |                     |   | Riverfront Festival Plaza Deposit Fee   | Y         |           | \$1,000.00                        | Event               |
| 213   |       |                     |   | All Other Venues Deposit Fee  | Y         |           | To Be Negotiated                  |                     |
| 214   |       | Sports Services     | Arena Rate Schedule: Ice Rates, Minor Hockey & Figure Skating Arena Rentals | Prime Ice Rates (All Hrs Except Non-Prime)  | Y         |           | \$199.50                          | Hour                |
| 215   |       |                     |   | Non Prime Ice Rates: Weekday Hours between 8am - 3pm  | Y         |           | \$179.00                          | Hour                |
| 216   |       |                     |   | Youth Prime Ice Rate  | Y         |           | \$179.00                          | Hour                |
| 217   |       |                     |   | Seniors & Schools Rate (Weekday hours between 8 am - 3pm)   | Y         |           | \$95.50                           | Hour                |
| 218   |       | Sports Services     | Rinks: Miscellaneous Fees   | Youth - Arena Floor Rental (Non-Ice)  | Y         |           | \$76.00                           | Hour                |
| 219   |       |                     |   | Adult - Arena Floor Rental (Non-Ice)  | Y         |           | \$95.50                           | Hour                |
| 220   |       |                     |   | Youth - Arena Floor Rental (Non-Ice)  | Y         |           | \$772.50                          | Day                 |
| 221   |       |                     |   | Adult - Arena Floor Rental (Non-Ice)  | Y         |           | \$950.00                          | Day                 |
| 222   |       |                     |   | Nets (for rentals - more than two)  | Y         |           | \$5.25                            | Net                 |
| 223   |       |                     |   | Vendor Lobby Room space with table  | Y         |           | \$22.00                           | Hour                |
| 224   |       |                     |   | Vendor Lobby Room space with table (Non-Profit)   | Y         |           | \$10.50                           | Hour                |
| 225   |       |                     |   | Public Skating Sponsorship Fee  | N         | 3         | \$270.00                          | 2 Hours             |
| 226   |       |                     |   | WFCU Staging Pieces   | Y         |           | \$52.00                           | Price Per 4'x8'     |

## City of Windsor User Fee Schedule

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| 227   |       |                     |  | WFCU Parking Lot Fee   | Y         |           | \$62.25                           | Day             |  |
| 228   |       |                     |  | Pre Game Warm Up - Hogan Community Room - South Windsor Arena                                    | Y         |           | \$53.00                           | Hour            |  |
| 229   |       |                     |  | Dedicated Storage Space  | Y         |           | \$2.25                            | Per Sq. Ft.     |  |
| 230   |       |                     |  | Dedicated Office Space   | Y         |           | \$5.25                            | Per Sq. Ft.     |  |
| 231   |       |                     |  | Dedicated Dressing Room Space  | Y         |           | \$8.25                            | Per Sq. Ft.     |  |
| 232   |       | Sports Services     | Rinks:                                   | Public Skating Admission: Indoor Arenas: Seniors (60+)   | Y         |           | \$3.00                            | Person          |  |
| 233   |       |                     | Public Ice Skating Admission             | Public Skating Admission: Indoor Arenas: 18 and Under  | Y         |           | \$3.00                            | Person          |  |
| 234   |       |                     |  | Public Skating Admission: Indoor Arenas Adults - 19 & Over                                       | Y         |           | \$3.50                            | Person          |  |
| 235   |       |                     |  | Public Skating Admission: Indoor Arenas: Family  | Y         |           | \$10.50                           | Family          |  |
| 236   |       |                     |  | Figure Skate/Shinner Per Person  | Y         |           | \$11.50                           | Visit           |  |
| 237   |       | Sports Services     | Outdoor Rinks:                           | Rentals - Lanspeary Outdoor Rink: Ice Rentals- Youth, Senior, Minor Associations & Family Skates | Y         |           | \$103.00                          | Hour            |  |
| 238   |       |                     | Skating Rink Rentals                     | Rentals - Lanspeary Outdoor Rink: Ice Rentals - Adult or For Profit                              | Y         |           | \$118.25                          | Hour            |  |
| 239   |       |                     |  | Community Permit/Public Skating Sponsorship  | Y         |           | \$56.50                           | 1-2 Hours       |  |
| 240   |       |                     |  | Community Permit/Public Skating Sponsorship  | Y         |           | \$159.50                          | 2+ Hours        |  |
| 241   |       |                     |  | School Rates (weekdays between 8 am - 3 pm)  | Y         |           | \$57.00                           | Hour            |  |
| 242   |       |                     |  | Rentals - Lanspeary Outdoor Rink: Summer Floor Rental  | Y         |           | \$57.00                           | Hourly          |  |
| 243   |       | Sports Services     | Lakeview Park Marina:                    | Seasonal Mooring May 1 to Oct 31: 15' Well - Hydro/Water   | Y         |           | \$803.50                          | Season          |  |
| 244   |       |                     | Seasonal Mooring Wells (May 1 to Oct 31) | Seasonal Mooring May 1 to Oct 31: 20' Well - Hydro/Water   | Y         |           | \$1,071.00                        | Season          |  |
| 245   |       |                     |  | Seasonal Mooring May 1 to Oct 31: 25' Well - Hydro/Water   | Y         |           | \$1,442.00                        | Season          |  |
| 246   |       |                     |  | Seasonal Mooring May 1 to Oct 31: 30' Well - Hydro/Water   | Y         |           | \$1,730.00                        | Season          |  |
| 247   |       |                     |  | Seasonal Mooring May 1 to Oct 31: 35' Well - Hydro/Water   | Y         |           | \$2,018.50                        | Season          |  |
| 248   |       |                     |  | Seasonal Mooring May 1 to Oct 31: 40' Well - Hydro/Water   | Y         |           | \$2,307.00                        | Season          |  |
| 249   |       |                     |  | Boats Exceeding Well Size (<17)  | Y         |           | \$53.50                           | Foot/Season     |  |
| 250   |       |                     |  | Boats Exceeding Well Size (<22)  | Y         |           | \$53.50                           | Foot/Season     |  |
| 251   |       |                     |  | Boats Exceeding Well Size (>23)  | Y         |           | \$57.50                           | Foot/Season     |  |
| 252   |       |                     |  | Boats Exceeding Well Size: Commercial  | Y         |           | \$73.75                           | Foot/Season     |  |
| 253   |       |                     | Lakeview Park Marina:                    | Seasonal Mooring - Transient Mooring (Daily)   | Y         |           | \$2.00                            | Foot            |  |
| 254   |       |                     | Other Fees                               | Seasonal Mooring - Transient Mooring (Monthly)   | Y         |           | 25% of Seasonal Rate              | Month           |  |
| 255   |       |                     |  | Pavilion at Lakeview Park Marina (conditions apply)  | Y         |           | \$83.00                           | Booking         |  |
| 256   |       |                     |  | Mid-Week 3 Day Special (Sunday to Thursday): Excludes Holidays                                   | Y         |           | \$110.00                          | 3 Nights        |  |
| 257   |       |                     |  | Jet Ski/ Dinghy Fee  | Y         |           | \$208.00                          | Season          |  |
| 258   |       |                     |  | Park n' Float (seasonal for trailer)   | Y         |           | \$52.00                           | Season          |  |
| 259   |       |                     |  | Additional Parking Pass (1st 2 are free)   | Y         |           | \$10.50                           | Day             |  |
| 260   |       |                     |  | Overnight Trailer and Vehicle Parking  | Y         |           | \$10.50                           | Night           |  |
| 261   |       |                     |  | Weekend Trailer and Vehicle Parking (2 night max)  | Y         |           | \$18.50                           | Weekend         |  |

## City of Windsor User Fee Schedule

| Office of Parks, Recreation, Culture & Facilities - Recreation & Culture  |       |  |   |   |  |           |                                   |                     |         |
|---|-------|--|---|---|--|-----------|-----------------------------------|---------------------|---------|
| Ref #   | Notes | Category / Division  | Sub-Category / Sub-Division                               | Fee / Service   | HST Appl.  | HST Notes | 2018 Fee Excluding HST (Accepted) |                     |         |
|   |       |  |   |   |  |           | Cost                              | Unit of Measure     |         |
| * Note: All Recreation User Fees include HST except Programs for children 14 and under. Implementation date may be January 1st, April 1st or June 1st depending on program. |       |  |   |   |  |           |                                   |                     |         |
| 262   |       |  |   | Subsequent Slip   | Y  |           | 50% of Seasonal Rate              | Season              |         |
| 263   |       |  |   | Service Fees: Subleasing and/or air conditioning  | Y  |           | \$155.00                          | Each/Season         |         |
| 264   |       |  |   | Boat Launching Ramps: Daily   | Y  |           | \$13.00                           | Daily               |         |
| 265   |       |  |   | Boat Launching Ramps: Seasonal  | Y  |           | \$172.00                          | Seasonal            |         |
| 266   |       |  |   | Boat Launching Ramps: Seniors (60 yrs & up) - Seasonal  | Y  |           | \$120.00                          | Seasonal            |         |
| 267   |       |  |   | Boat Launching Ramps: Commercial  | Y  |           | \$461.50                          | Seasonal            |         |
| 268   |       |  |   | Boat Launching Ramps: Sanitary Pumpout  | Y  |           | \$13.00                           | Each                |         |
| 269   |       |  |   | Kayak Racks - 1 Rack  | Y  |           | \$77.25                           | Per Kayak/Season    |         |
| 270   |       |  |   | Kayak Racks - 2 Racks   | Y  |           | \$128.75                          | Per 2 Kayaks/Season |         |
| 271   |       | Community and Heritage Facilities  | Mackenzie Hall Rentals Type 1 - Basic (without admission) | Court Auditoriums: Arts\Culture uses  | Y  |           | \$255.00                          | 4 Hours             |         |
| 272   |       |  |   | Court Auditoriums: Arts\Culture uses  | Y  |           | \$64.25                           | 1 Hour              |         |
| 273   |       |  |   | Court Auditoriums: All other uses   | Y  |           | \$764.50                          | 8 Hours             |         |
| 274   |       |  |   | Court Auditoriums: All other uses   | Y  |           | \$407.75                          | 4 Hours             |         |
| 275   |       |  |   | Court Auditoriums: All other uses (Non-Prime Time days and evenings)                          | Y  |           | \$352.50                          | 4 Hours             |         |
| 276   |       |  |   | Macdonald Room/Court Annex/Main Gallery: Arts\Culture uses                                    | Y  |           | \$135.50                          | 4 Hours             |         |
| 277   |       |  |   | Macdonald Room/Court Annex/Main Gallery: Arts\Culture uses (Non-Prime time days and evenings) | Y  |           | \$32.50                           | 1 Hour              |         |
| 278   |       |  |   | Macdonald Room/Court Annex/Main Gallery: All other uses                                       | Y  |           | \$163.50                          | 4 Hours             |         |
| 279   |       |  |   | Macdonald Room/Court Annex/Main Gallery: All other uses                                       | Y  |           | \$312.00                          | 8 Hours             |         |
| 280   |       |  |   | Macdonald Room/Court Annex/Main Gallery: All other uses (Non-Prime Time days and evenings)    | Y  |           | \$190.00                          | 8 Hours             |         |
| 281   |       |  |   | Mackenzie Hall Rentals Type 2 - (With admission)  | Court Auditoriums: Arts\Culture uses                                 | Y         |                                   | \$312.00            | 4 Hours |
| 282   |       |  |   |   | Court Auditoriums: All other uses                                    | Y         |                                   | \$455.50            | 4 Hours |
| 283   |       |  |   |   | Court Auditoriums: All other uses (Non-Prime Time days and evenings) | Y         |                                   | \$611.50            | 8 Hours |
| 284   |       |  |   |   | Court Auditoriums: All other uses (Non-Prime Time days and evenings) | Y         |                                   | \$397.00            | 4 Hours |
| 285   |       |  |   |   | Macdonald Room/Court Annex/Main Gallery: Arts\Culture uses           | Y         |                                   | \$145.50            | 4 Hours |
| 286   |       |  |   |   | Macdonald Room/Court Annex/Main Gallery: All other uses              | Y         |                                   | \$201.50            | 4 Hours |
| 287   |       |  |   |   | Macdonald Room/Court Annex/Main Gallery: All other uses              | Y         |                                   | \$390.00            | 8 hours |
| 288   |       | Macdonald Room/Court Annex/Main Gallery: All other uses (Non-Prime Time days and evenings) | Y   |   |  | \$249.50  | 8 Hours                           |                     |         |
| 289   |       | Mackenzie Hall   | Group Tours: Adults (19+)                                 | Y   |  | \$4.00    | Adults                            |                     |         |
| 290   |       |  | Group Tours: Seniors (60+)                                | Y   |  | \$3.50    | Seniors                           |                     |         |
| 291   |       |  | Group Tours: Children (18 & below)                        | Y   |  | \$2.50    | Children                          |                     |         |

## City of Windsor User Fee Schedule

| Office of Parks, Recreation, Culture & Facilities - Recreation & Culture  |       |  |                             |   |           |           |                                   |                 |
|---|-------|--|-----------------------------|---|-----------|-----------|-----------------------------------|-----------------|
| Ref #   | Notes | Category / Division  | Sub-Category / Sub-Division | Fee / Service   | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted) |                 |
|   |       |  |                             |   |           |           | Cost                              | Unit of Measure |
| * Note: All Recreation User Fees include HST except Programs for children 14 and under. Implementation date may be January 1st, April 1st or June 1st depending on program. |       |  |                             |   |           |           |                                   |                 |
| 292   |       |  |                             | Group Tours: School/Student/Community Group   | Y         |           | \$2.50                            | School/Student  |
| 293   |       |  |                             | Mackenzie Hall Park: Gazebo for Weddings  | Y         |           | \$206.00                          | Event           |
| 294   |       |  |                             | Service Fees: Technician Fee  | Y         |           | \$55.00                           | Hour            |
| 295   |       |  |                             | Art Exhibitions   | Y         |           | \$32.25                           | Day             |
| 296   |       |  |                             | Photo Session   | Y         |           | \$109.00                          | Hour            |
| 297   |       | Community and Heritage Facilities  | Willistead                  | Morning/Billiard/Library; Reception w/ dance only (54ppl) - Prime                             | Y         |           | \$840.00                          | Event           |
| 298   |       |  |                             | Morning/Billiard/Library; Reception w/ dance only (54ppl) - Non Prime                         | Y         |           | \$523.00                          | Event           |
| 299   |       |  |                             | Morning/Billiard/Library Room; Inside Ceremony (80 ppl); Reception (54 ppl) - Prime           | Y         |           | \$1,342.00                        | Event           |
| 300   |       |  |                             | Morning/Billiard/Library Room; Inside Ceremony (80 ppl); Reception (54 ppl) - Non-Prime       | Y         |           | \$836.00                          | Event           |
| 301   |       |  |                             | Morning/Billiard/Library; Outside Ceremony (100 ppl); Reception (54 ppl) - Prime              | Y         |           | \$1,685.00                        | Event           |
| 302   |       |  |                             | Morning/Billiard/Library; Outside Ceremony (100 ppl); Reception (54 ppl) - Non-Prime          | Y         |           | \$1,255.00                        | Event           |
| 303   |       |  |                             | Morning/Billiard/Library 4 Hours Rental - Prime   | Y         |           | \$832.00                          | 4 Hours         |
| 304   |       |  |                             | Morning/Billiard/Library 4 Hours Rental - (Arts/Culture/Heritage) Non-Prime Sunday - Thursday | Y         |           | \$366.00                          | 4 Hours         |
| 305   |       |  |                             | Morning/Billiard/Library + Dining Room 4 Hours Rental - Prime - Meetings and Performances     | Y         |           | \$404.20                          | 4 Hours         |
| 306   |       |  |                             | Dining Room Ceremony (52 ppl); reception/Dinner (32 ppl) - Prime                              | Y         |           | \$377.00                          | Event           |
| 307   |       |  |                             | Dining Room Ceremony (52 ppl); reception/Dinner (32 ppl) - Non-Prime                          | Y         |           | \$209.00                          | Event           |
| 308   |       |  |                             | North/East Gallery Reception w/ dance only (100 -120 ppl) - Prime                             | Y         |           | \$1,199.00                        | Event           |
| 309   |       |  |                             | North/East Gallery Reception w/ dance only (100 -120 ppl) - Non-Prime                         | Y         |           | \$940.00                          | Event           |
| 310   |       |  |                             | North/East Gallery Ceremony Inside (52 - 80 ppl); Reception (100 - 120 ppl) - Prime           | Y         |           | \$1,833.00                        | Event           |
| 311   |       |  |                             | North/East Gallery Ceremony Inside (52 - 80 ppl); Reception (100 - 120 ppl) - Non-Prime       | Y         |           | \$1,254.00                        | Event           |
| 312   |       |  |                             | North/East Gallery Ceremony Outside (100 ppl); Reception (100 - 120 ppl) - Prime              | Y         |           | \$2,018.00                        | Event           |
| 313   |       |  |                             | North/East Gallery Ceremony Outside (100 ppl); Reception (100 - 120 ppl) - Non-Prime          | Y         |           | \$1,463.00                        | Event           |
| 314   |       |  |                             | North/East 4 Hour Rental - Prime  | Y         |           | \$1,187.00                        | 4 Hours         |
| 315   |       | North/East 4 Hour Rental - (Arts/Culture/Heritage) Non-Prime Sunday - Thursday | Y                           |   | \$406.00  | 4 Hours   |                                   |                 |

## City of Windsor User Fee Schedule

| Office of Parks, Recreation, Culture & Facilities - Recreation & Culture  |       |                     |                             |   |           |           |                                   |                 |
|---|-------|---------------------|-----------------------------|---|-----------|-----------|-----------------------------------|-----------------|
| Ref #   | Notes | Category / Division | Sub-Category / Sub-Division | Fee / Service   | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted) |                 |
|   |       |                     |                             |   |           |           | Cost                              | Unit of Measure |
| * Note: All Recreation User Fees include HST except Programs for children 14 and under. Implementation date may be January 1st, April 1st or June 1st depending on program. |       |                     |                             |   |           |           |                                   |                 |
| 316   |       |                     |                             | Great Hall Photos and/or Ceremony Inside                          | Y         |           | \$214.00                          | Event           |
| 317   |       |                     |                             | Paul Martin Garden Photos (no manor access)                       | Y         |           | \$140.00                          | Event           |
| 318   |       |                     |                             | Bridal Room (Walker bedroom, subject to availability)             | Y         |           | \$136.50                          | Event           |
| 319   |       |                     |                             | Coach House Meeting Room  | Y         |           | \$278.00                          | Event           |
| 320   |       |                     |                             | Coach House Meeting Room (Arts/Culture/Heritage)                  | Y         |           | \$152.25                          | Event           |
| 321   |       |                     |                             | Dining Room Ceremony Inside - Prime                               | Y         |           | \$718.00                          | Event           |
| 322   |       |                     |                             | Dining Room Ceremony Inside - Non-Prime (Sunday-Thursday)         | Y         |           | \$523.00                          | Event           |
| 323   |       |                     |                             | Outside Ceremony only; Paul Martin Gardens (100 ppl) - Prime      | Y         |           | \$904.00                          | Event           |
| 324   |       |                     |                             | Outside Ceremony only; Paul Martin Gardens (100 ppl) - Non-Prime  | Y         |           | \$731.00                          | Event           |
| 325   |       |                     |                             | Drawing Room - Small Ceremony (20 ppl) - Prime                    | Y         |           | \$381.00                          | Event           |
| 326   |       |                     |                             | Drawing Room - Small Ceremony (20 ppl) - Non-Prime                | Y         |           | \$278.00                          | Event           |
| 327   |       |                     |                             | Willistead Manor Full Manor - 120 seated/225 cocktail - Prime     | Y         |           | \$3,894.00                        | Event           |
| 328   |       |                     |                             | Willistead Manor Full Manor - 120 seated/225 cocktail - Non-Prime | Y         |           | \$2,090.00                        | Event           |
| 329   |       |                     |                             | Space Discount  | Y         |           | Negotiable                        | Event           |
| 330   |       |                     |                             | Public Tours-Adults   | Y         |           | \$6.00                            | Event           |
| 331   |       |                     |                             | Public Tours-Children   | Y         |           | \$2.75                            | Event           |
| 332   |       |                     |                             | Public Tours-Seniors  | Y         |           | \$5.00                            | Event           |
| 333   |       |                     |                             | Scheduled Tours   | Y         |           | \$5.00                            | Event           |
| 334   |       |                     |                             | Baby Grand Piano  | Y         |           | \$103.00                          | Each            |
| 335   |       |                     | Duff Baby                   | Tour of Duff Baby   | Y         |           | \$61.75                           | Tour            |
| 336   |       |                     | Art Cart Tour               | Regularly scheduled art cart tours                                | Y         |           | FREE                              |                 |
| 337   |       |                     |                             | Booked Art Cart Tour (non-public hours)                           | Y         |           | \$60.00                           | Flat Rate       |
| 338   |       |                     |                             | Walking Tour  | Y         |           | \$5.00                            | Per person      |
| 339   |       |                     | Windsor Community Museum    | Book wrapping - 1 book  | Y         |           | \$7.75                            | Each            |
| 340   |       |                     |                             | Book wrapping - 3 books or more                                   | Y         |           | \$5.25                            | Each            |
| 341   |       |                     |                             | Encapsulation - 1 item  | Y         |           | \$10.50                           | Each            |
| 342   |       |                     |                             | Encapsulation - 2 or more items                                   | Y         |           | \$7.75                            | Each            |
| 343   |       |                     |                             | Encapsulation - items larger than 4'x4'                           | Y         |           | \$20.75                           | Each            |
| 344   |       |                     |                             | Photocopying (per page legal and letter)                          | Y         |           | \$0.25                            | Each            |
| 345   |       |                     |                             | Photocopying (per Ledger page 11 x 17)                            | Y         |           | \$0.50                            | Each            |
| 346   |       |                     |                             | Research (first 15 minutes)                                       | Y         |           | FREE                              |                 |
| 347   |       |                     |                             | Research (each additional 15 minutes)                             | Y         |           | \$15.50                           | Flat Rate       |
| 348   |       |                     |                             | Map Service Fees (1-5 sheets)                                     | Y         |           | \$20.75                           | Flat Rate       |
| 349   |       |                     |                             | Map Service Fees (6-10 sheets)                                    | Y         |           | \$25.75                           | Flat Rate       |
| 350   |       |                     |                             | Map Service Fees (11-15 sheets)                                   | Y         |           | \$31.00                           | Flat Rate       |
| 351   |       |                     |                             | Map Service Fees (16-20 sheets)                                   | Y         |           | \$36.00                           | Flat Rate       |
| 352   |       |                     |                             | Scanning/Printing of Images                                       | Y         |           | \$7.25                            | Image           |
| 353   |       |                     |                             | Microfiche/Film Reproduction (8 1/2 x 11 output)                  | Y         |           | \$2.25                            | Page            |
| 354   |       |                     |                             | Microfiche/Film Reproduction emailed or mailing of CD             | Y         |           | \$2.25                            | Page            |

## City of Windsor User Fee Schedule

| Office of Parks, Recreation, Culture & Facilities - Recreation & Culture  |   |  |   |  |           |            |                                   |                 |  |
|---|---|--|---|--|-----------|------------|-----------------------------------|-----------------|--|
| Ref #   | Notes   | Category / Division  | Sub-Category / Sub-Division                           | Fee / Service  | HST Appl. | HST Notes  | 2018 Fee Excluding HST (Accepted) |                 |  |
|   |   |  |   |  |           |            | Cost                              | Unit of Measure |  |
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| 355   |   |  |   | Specialty Walking Tour   | Y         |            | \$5.00                            | Person          |  |
| 356   |   |  |   | School/Group Programs  | N         |            | \$4.25                            | Student         |  |
| 357   |   | Community and Heritage Facilities  | Chimczuk Museum Admission/Program and Membership Fees | Adults   | Y         |            | \$5.25                            | Per Person      |  |
| 358   |   |  |   | Students 3 - 24 age with student card  | Y         |            | \$4.25                            | Per person      |  |
| 359   |   |  |   | Seniors  | Y         |            | \$4.25                            | Per person      |  |
| 360   |   |  |   | Adult/Senior - Joint Admission - Chimczuk Museum & Art Gallery of Windsor (\$8 AGW + \$4 Chimczuk Museum)      | Y         |            | \$12.50                           | Per person      |  |
| 361   |   |  |   | Youth - Joint Admission - Chimczuk Museum & Art Gallery of Windsor (Age 6-17) (\$4 AGW + \$3 Chimczuk Museum)  | Y         |            | \$7.25                            | Per person      |  |
| 362   |   |  |   | Family - using existing Family definition in fee schedule  | Y         |            | \$15.50                           | Family          |  |
| 363   |   |  |   | School Children with pre-booked visit  | Y         |            | \$3.25                            | Per person      |  |
| 364   |   |  |   | School Children with pre-booked program min. 15 students required per booking                                  | Y         |            | \$5.25                            | Per person      |  |
| 365   |   |  |   | School Children pre-booked double program min. 15 students required per booking                                | Y         |            | \$7.75                            | Per person      |  |
| 366   |   |  |   | Joint School Visit/Starlight pre-booked visits to museum & Adventure Bay min. 15 students required per booking | Y         |            | \$14.00                           | Per person      |  |
| 367   |   |  |   | Joint Student weekend program pre-booked museum & Adventure Bay min. 15 students required per booking          | Y         |            | \$17.00                           | Per person      |  |
| 368   |   |  |   | Adult pre-booked group min 15 adults required per booking  | Y         |            | \$4.25                            | Per person      |  |
| 369   |   |  |   | Adult pre-booked group program min 15 adults required per booking  | Y         |            | \$6.25                            | Per person      |  |
| 370   |   |  |   | Joint Adult visit/Starlight pre-booked visit to museum & Adventure Bay min. 15 adults required per booking     | Y         |            | \$14.00                           | Per person      |  |
| 371   |   |  |   | Joint weekend program pre-booked museum & Adventure Bay min. 15 adults required per booking                    | Y         |            | \$17.00                           | Per person      |  |
| 372   |   | Family membership to include a companion pass that can be used with visiting grandparent/cousin/friend | Y   |  | \$51.50   | Per person |                                   |                 |  |
| 373   |   | Individual membership  | Y   |  | \$15.50   | Per person |                                   |                 |  |
| 374   |   |  |   | Museum Members & Museum Volunteer Group - Gift Shop Purchase Discount  | Y         |            | 10%                               | Discount        |  |
| 375   |   |  |   | Museum Members & Museum Volunteer Group - Supplementary Program Fee Discount                                   | Y         |            | 10%                               | Discount        |  |
| <b>HST Notes:</b>   |   |  |   |  |           |            |                                   |                 |  |
|   | 1 Only if this is a program of events and is provided primarily to children under 15. |  |   |  |           |            |                                   |                 |  |
|   | 2 Unless this is a program of events and is provided primarily to children under 15.  |  |   |  |           |            |                                   |                 |  |
|   | 3 Unless sponsorship is by way of advertising in the media.                           |  |   |  |           |            |                                   |                 |  |

City of Windsor  
User Fee Schedule

| Community Development & Health Office - Huron Lodge |       |  |                             |   |           |           |                                   |                                 |  |
|---|-------|--|-----------------------------|---|-----------|-----------|-----------------------------------|---------------------------------|--|
| Ref#  | Notes | Category / Division                                      | Sub-Category / Sub-Division | Fee / Service   | HST Appl. | HST Notes | 2018 Fee Excluding HST (Accepted) |                                 |  |
|   |       |  |                             |   |           |           | Cost                              | Unit of Measure                 |  |
| 1   | 1     | Resident Services  |                             | Auditorium Rental - 1-20 people (Huron Lodge Resident)                    | Y         |           | \$30.00                           | per use                         |  |
| 2   | 1     | Resident Services  |                             | Auditorium Rental - 1-20 people (Non-Huron Lodge Resident)                | Y         |           | \$40.00                           | per use                         |  |
| 3   | 1     | Resident Services  |                             | Auditorium Rental - 21-75 people (Huron Lodge Resident)                   | Y         |           | \$55.00                           | per use                         |  |
| 4   | 1     | Resident Services  |                             | Auditorium Rental - 21-75 people (Non-Huron Lodge Resident)               | Y         |           | \$70.00                           | per use                         |  |
| 5   |       | Resident Services  |                             | Chapel (Huron Lodge Residents)  | Y         |           | \$0.00                            | per use                         |  |
| 6   |       | Resident Services  |                             | Chapel (Non-Huron Lodge Residents)  | Y         |           | \$25.00                           | per use                         |  |
| 7   | 1     | Resident Services  |                             | The Family Celebration Room (Huron Lodge Resident - maximum 8 people)     | Y         |           | \$0.00                            | per use                         |  |
| 8   | 1     | Resident Services  |                             | The Family Celebration Room (Non-Huron Lodge Resident - maximum 8 people) | Y         |           | \$30.00                           | per use                         |  |
| 9   |       | Resident Services  |                             | Unit Activity Areas - maximum 16 people (Huron Lodge Resident)            | Y         |           | \$0.00                            | per use (with meal purchase)    |  |
| 10  | 1     | Resident Services  |                             | Unit Activity Areas - maximum 16 people (Huron Lodge Resident)            | Y         |           | \$25.00                           | per use (without meal purchase) |  |
| 11  |       | Resident Services  |                             | Unit Activity Areas - maximum 16 people (Non-Huron Lodge Resident)        | Y         |           | \$30.00                           | per use (with meal purchase)    |  |
| 12  | 1     | Resident Services  |                             | Unit Activity Areas - maximum 16 people (Non-Huron Lodge Resident)        | Y         |           | \$35.00                           | per use (without meal purchase) |  |
| <b>Notes:</b>                                       |       |  |                             |   |           |           |                                   |                                 |  |
| 1   |       | Other fees may be applied where meals are not purchased. |                             |   |           |           |                                   |                                 |  |