

2017 Q2 OPERATING VARIANCE SUMMARY BY DEPARTMENT / DIVISION

Departments/Divisions	Page #	2016					2017				
		Annual Gross Budget	Annual Net Budget	Q2 (May 31) Projected Surplus / (Deficit)	Q3 (Aug 31) Projected Surplus / (Deficit)	Year End Surplus / (Deficit)	Annual Gross Budget	Annual Net Budget	Q2 (May 31) Projected Surplus / (Deficit)	Q2 % Var. of Gross Bgt.	
Representation											
Mayor's Office	2	511,809	511,809	0	0	0	504,157	504,157	0	0.0%	
Council Administrative Services	3	567,767	567,767	0	0	35,035	604,938	604,938	0	0.0%	
Total Representation		1,079,576	1,079,576	0	0	35,035	1,109,095	1,109,095	0	0.0%	
Office of the Chief Administrative Officer											
CAO's Office	4	1,190,282	1,190,282	111,000	161,000	80,244	1,333,810	1,176,539	140,000	10.5%	
Office of the City Solicitor											
Planning & Building	5	8,076,714	3,331,740	365,000	249,000	282,086	8,742,973	3,613,431	574,400	6.6%	
Legal	6	16,960,183	5,877,591	(1,110,000)	(981,000)	(2,941,174)	17,009,347	6,018,338	(1,738,000)	-10.2%	
Fire & Rescue Services	8	43,889,767	42,838,231	(192,000)	(203,800)	(201,539)	46,176,988	45,201,199	(299,600)	-0.6%	
Total Office of the City Solicitor		68,926,664	52,047,562	(937,000)	(935,800)	(2,860,627)	71,929,308	54,832,968	(1,463,200)	-2.0%	
Office of the Chief Financial Officer											
Finance	9	9,399,649	6,371,531	0	0	106,279	9,445,098	6,229,178	137,000	1.5%	
Information Technology	10	7,410,626	6,130,187	40,000	40,000	35,456	7,744,735	6,469,296	45,000	0.6%	
Total Office of the Chief Financial Officer		16,810,275	12,501,718	40,000	40,000	141,735	17,189,833	12,698,474	182,000	1.1%	
Office of City Clerk											
Council Services	11	9,853,887	6,765,674	0	135,100	352,729	10,193,204	6,988,231	10,000	0.1%	
Human Resources	12	4,378,200	4,084,062	0	30,000	194,002	5,015,420	4,723,763	170,000	3.4%	
Windsor Public Library	13	8,847,365	7,831,216	0	0	237,485	9,173,305	8,109,957	50,000	0.5%	
Total Office of City Clerk		23,079,452	18,680,952	0	165,100	784,216	24,381,929	19,821,951	230,000	0.9%	
Office of Parks, Recreation, Culture and Facilities											
Parks	14	38,207,301	23,717,516	200,000	795,000	39,918	39,518,665	24,815,537	259,800	0.7%	
Recreation & Culture	16	21,617,445	9,790,969	0	(260,000)	108,939	23,789,014	11,953,684	(35,000)	-0.1%	
Total Office of Parks, Recreation, Culture and Facilities		59,824,746	33,508,485	200,000	535,000	148,857	63,307,679	36,769,221	224,800	0.4%	
Office of the City Engineer											
Engineering	17	29,413,044	6,710,221	(620,000)	(717,400)	(981,521)	31,517,465	7,712,486	(428,700)	-1.4%	
Public Works Operations	19	51,713,792	25,900,040	960,000	1,326,086	890,988	54,304,502	26,900,403	1,578,900	2.9%	
Transit Windsor	20	33,005,763	14,216,829	296,000	270,000	644,326	33,504,338	13,108,590	(363,000)	-1.1%	
Total Office of the City Engineer		114,132,599	46,827,090	636,000	878,686	553,793	85,821,967	47,721,479	787,200	0.9%	
Community Development & Health											
Employment & Social Services	22	119,968,687	10,972,614	640,000	1,048,500	1,280,031	118,491,577	9,398,178	741,000	0.6%	
Housing & Children's Services/WECHC	23	95,986,699	22,029,359	578,000	657,000	1,472,024	103,721,182	22,841,372	246,000	0.2%	
Huron Lodge	24	22,493,152	7,012,896	(205,000)	(260,600)	(170,611)	22,883,479	7,283,223	(15,000)	-0.1%	
Total Community Development & Health		238,448,538	40,014,869	1,013,000	1,444,900	2,581,444	245,096,238	39,522,773	972,000	0.4%	
Corporate Accounts											
	26	212,194,691	(304,030,797)	(2,131,616)	(477,516)	495,711	220,184,625	(315,541,718)	2,818,972	1.3%	
Total City Departments Prior to Contingency & Additional Council-Approved Funding		735,686,823	(98,180,263)	(1,068,616)	1,811,370	1,960,408	730,354,484	(101,889,218)	3,891,772	0.5%	
Corporate Contingency Approved in 2017 Budget		1,500,000	1,500,000	1,500,000	2,500,000	1,500,000	1,500,000	1,500,000	0	0%	
Surplus (Deficit) Subtotal		737,186,823	(96,680,263)	431,384	4,311,370	3,460,408	731,854,484	(100,389,218)	3,891,772	0.5%	
Agencies, Boards & Commissions											
Windsor Police Services	28	88,950,982	79,444,014	0	0	1,181,533	92,773,764	82,437,022	(300,000)	-0.3%	
Agency Grants	29	17,286,927	17,186,329	(314,000)	(314,000)	(481,970)	18,010,674	17,910,076	(166,870)	-0.9%	
Committees of Council	30	49,920	49,920	0	0	11,460	42,120	42,120	0	0.0%	
Total Agencies, Boards & Commissions		106,287,829	96,680,263	(314,000)	(314,000)	711,023	110,826,558	100,389,218	(466,870)	-0.4%	
2016 Net Operating Budget Surplus (Deficit)		843,474,652	0	117,384	3,997,370	4,171,431	842,681,042	0	3,424,902	0.4%	

Less: Windsor (50,000)

Public Library

\$ 3,374,902	0.4%
---------------------	-------------

MAYOR'S OFFICE

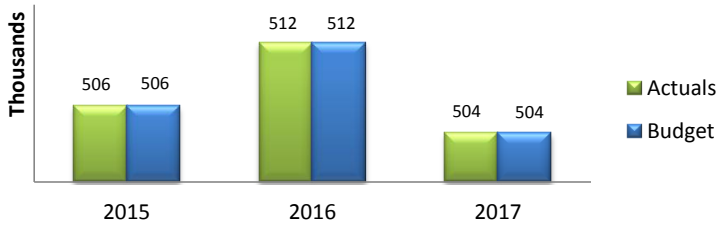
Financial Summary

	2015 Financials	2016 Financials	2017 Financials
Annual Gross Budget (GB)	506,453	511,809	504,157
Annual Net Budget	506,453	511,809	504,157
Annual Net Expenditures	506,453	511,809	504,157
Year End Variance	0	0	0
Variance as % of GB			

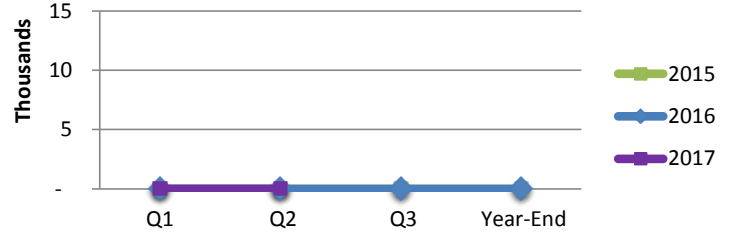
	2015 Est. Variance	2016 Est. Variance	2017 Est. Variance
First Quarter (Q1)	-	-	-
Second Quarter (Q2)	-	-	-
Third Quarter (Q3)	-	-	-
Year-End (Q4)*	-	-	-

* Note: Year-end numbers are based on actual results, not projections.

Year End Actuals vs. Year End Net Budget



Quarterly Year End Variance Projections *



Description

No significant variances projected at this time.

Summary of Description

Category	Amount
1. Projected to end the year within budget estimates	\$ -
Net Year End Surplus/(Deficit)	\$ -

Mitigating Steps

COUNCIL ADMINISTRATIVE SERVICES

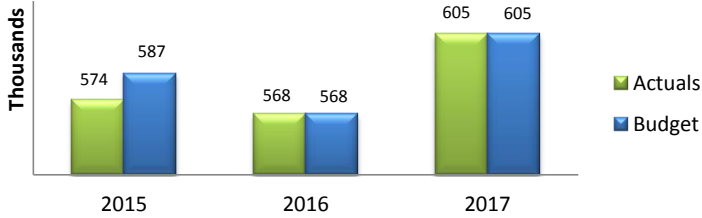
Financial Summary

	2015 Financials	2016 Financials	2017 Financials
Annual Gross Budget (GB)	586,666	567,767	604,938
Annual Net Budget	586,666	567,767	604,938
Annual Net Expenditures	574,274	567,767	604,938
Year End Variance	12,392	0	0
Variance as % of GB	2.1%		

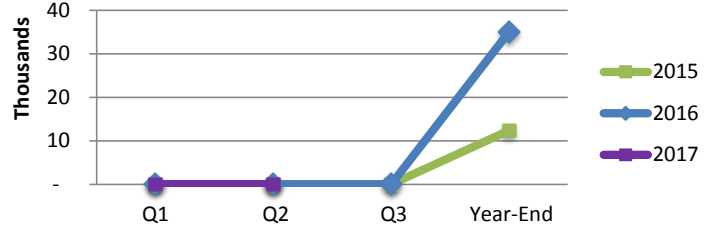
	2015 Est. Variance	2016 Est. Variance	2017 Est. Variance
First Quarter (Q1)	-	-	-
Second Quarter (Q2)	-	-	-
Third Quarter (Q3)	-	-	-
Year-End (Q4)*	12,392	35,035	-

* Note: Year-end numbers are based on actual results, not projections.

Year End Actuals vs. Year End Net Budget



Quarterly Year End Variance Projections *



Description

No significant variances projected at this time.

Summary of Description

Category	Amount
1. Projected to end the year within budget estimates	\$ -
Net Year End Surplus/(Deficit)	\$ -

Mitigating Steps

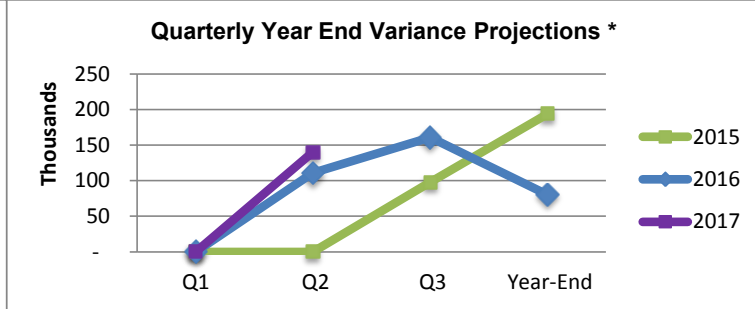
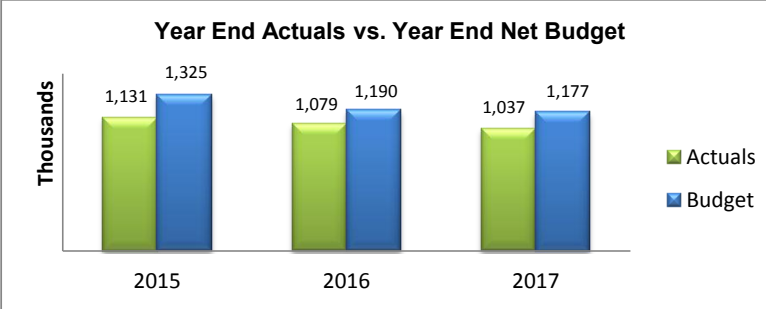
CAO'S OFFICE

Financial Summary

	2015 Financials	2016 Financials	2017 Financials
Annual Gross Budget (GB)	1,324,528	1,190,282	1,333,810
Annual Net Budget	1,324,528	1,190,282	1,176,539
Annual Net Expenditures	1,130,614	1,079,282	1,036,539
Year End Variance	193,914	111,000	140,000
Variance as % of GB	14.6%	9.3%	10.5%

	2015 Est. Variance	2016 Est. Variance	2017 Est. Variance
First Quarter (Q1)	-	-	-
Second Quarter (Q2)	-	111,000	140,000
Third Quarter (Q3)	98,000	161,000	
Year-End (Q4)*	193,914	80,244	

* Note: Year-end numbers are based on actual results, not projections.



Description

The CAO's Office budget contains provisional/contingency budgets for Corporate Consulting and other matters. It is difficult to anticipate until very close to year end, what these budgets may be used for, therefore while a surplus is projected as of 2nd quarter 2017, there is a possibility that a portion of these funds may be used by year end.

Summary of Description

	Category	Amount
1. Salary Gapping	Salaries & Benefits	\$ 70,000
2. Corporate Consulting	Purchased Services	\$ 70,000
Net Year End Surplus/(Deficit)		\$ 140,000

Mitigating Steps

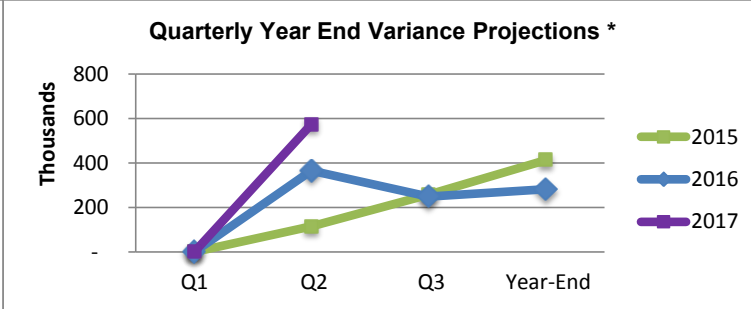
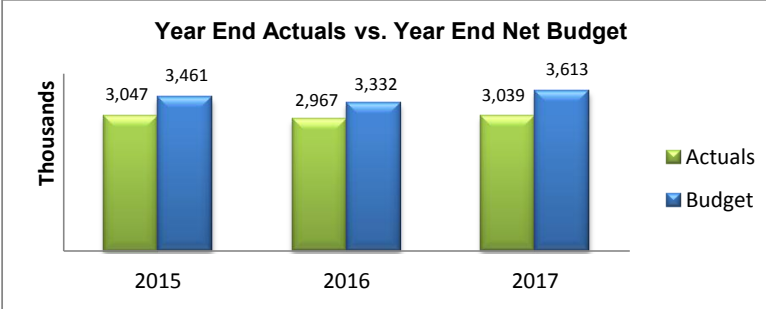
PLANNING AND BUILDING

Financial Summary

	2015 Financials	2016 Financials	2017 Financials
Annual Gross Budget (GB)	7,777,193	8,076,714	8,742,973
Annual Net Budget	3,460,519	3,331,740	3,613,431
Annual Net Expenditures	3,047,183	2,966,740	3,039,031
Year End Variance	413,336	365,000	574,400
Variance as % of GB	5.3%	4.5%	6.6%

	2015 Est. Variance	2016 Est. Variance	2017 Est. Variance
First Quarter (Q1)	-	-	-
Second Quarter (Q2)	115,000	365,000	574,400
Third Quarter (Q3)	257,000	249,000	-
Year-End (Q4)*	413,336	282,086	-

* Note: Year-end numbers are based on actual results, not projections.



Description

Planning & Building is projecting a 2017 operating surplus of \$574,400.

Revenue surplus: \$380,600

The volume of development applications is higher than normal, particularly with site plan control and land variance.

Recovery of expense from Alley Subsidy Program: \$116,600

Currently two staff members are seconded to the Alley Subsidy project until the end of 2017.

Miscellaneous Expense Line Items: \$46,100

Anticipated savings for 2017 among miscellaneous expenses accounts is being projected at \$46,100.

Salary Gapping: \$31,100

Due to recruitment challenges including staff turnover and the corporate hiring controls, the department has been gapping one Inspector position and one Engineer position.

Legislated Permits (Non-tax levy portion of Departmental budget) Surplus: \$907,564

Permit revenues to date for 2017 are very positive. In fact the department is projecting an overall conservative net surplus and contribution to the Building Permit Fee Reserve in 2017 of \$136,564. This is in contrast to the 2017 budgeted draw on reserve of \$771,285 of which none is expected to be used. The surplus of \$136,564 combined with the budget of \$771,285 will net an overall surplus in the reserve of \$907,849.

Summary of Description

Category	Amount
1. Development Applications Revenue	\$ 380,600
2. 26	\$ 116,600
3. Miscellaneous Expense Line Items	\$ 46,100
4. Staff Gapping and Vacancies	\$ 31,100

Net Year End Surplus/(Deficit)

\$ 574,400

Mitigating Steps

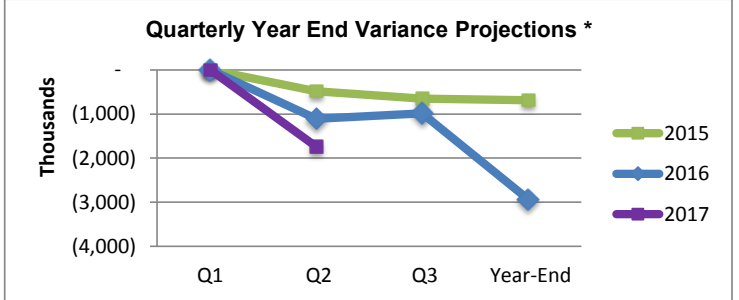
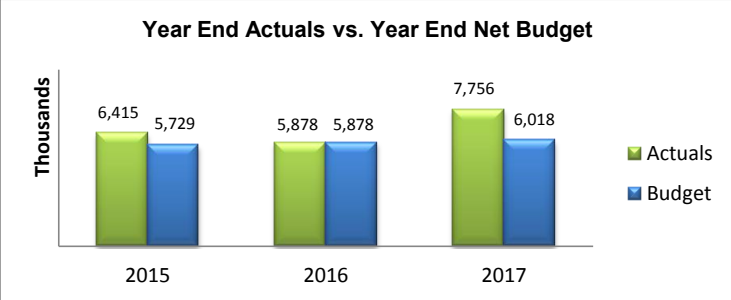
LEGAL

Financial Summary

	2015 Financials	2016 Financials	2017 Financials
Annual Gross Budget (GB)	16,717,256	16,960,183	17,009,347
Annual Net Budget	5,729,036	5,877,591	6,018,338
Annual Net Expenditures	6,414,772	5,877,591	7,756,338
Year End Variance	(685,736)	0	(1,738,000)
Variance as % of GB	-4.1%		-10.2%

	2015 Est. Variance	2016 Est. Variance	2017 Est. Variance
First Quarter (Q1)	-	-	-
Second Quarter (Q2)	(485,000)	(1,110,000)	(1,738,000)
Third Quarter (Q3)	(650,000)	(981,000)	-
Year-End (Q4)*	(685,736)	(2,941,174)	-

* Note: Year-end numbers are based on actual results, not projections.



Description

Overall, the Legal Department has a projected deficit of (\$1,738,000).

Claim Costs: (\$1,159,000)

The deficit in this line item is expected to be (\$1,159,000) at year end for payments to claims made against the City. Settlements are difficult to predict in their amounts and timing due to their nature. This is a preliminary estimate based on historical trends and payments. The claim cost variance is typically recovered from the Self Insurance Reserve Fund (SIR) however given the expected overall surplus, it is being recommended to fund this deficit from the overall surplus at year end. For City Council Approval at year end.

Legal Services Cost: (\$446,000)

The external legal services account is projected to be in a deficit of approximately (\$408,000) at year end, mainly due to costs incurred relating to various larger litigations. It should be stressed that external legal fees are very difficult to project as it is impossible to determine what actions will be brought against the City. The final variance may vary materially from the current projections.

It should be noted that the Legal Department monitors all expenses and has restrained expenditures in those line items within its direct control to partially offset the largely uncontrollable expenditures for outside legal counsel. The year to date expenses in these discretionary line items are below the expected level at this point in the year. The department's projected deficit can therefore be seen to be driven by the largely uncontrollable costs for outside legal counsel for the reasons described above.

Insurance: (\$108,000)

Due to timing of budget approval, the budget for Police was understated for 2017 therefore causing a deficit in their insurance budget line item. This will be adjusted for 2018.

Recovery from Capital Projects: (\$50,000)

In conformity with the corporate Tangible Capital Asset Policy, Council approved a recovery of a dedicated Real Estate employee's wages from capital projects on the basis of the number of hours worked on each project. For the first quarter of the year, the number of hours worked on projects did not meet the criteria of the TCA policy, and therefore, a shortfall in the recovery for these wages will be experienced.

Miscellaneous Expense Line Items: (\$10,000)

It is expected that overall miscellaneous line-by-line variances of \$10,000 will be experienced for 2017.

Salary Gapping: \$35,000

A net surplus of \$35,000 is being projected in the salary accounts due to position vacancies and salary gapping within Legal.

Provincial Offences: \$0

The Provincial Offences division is forecasting a deficit in revenue, mainly due to the lower charging volume experienced year to date. However the division's active collection efforts on outstanding defaulted fines continues to be robust which will help mitigate this deficit. In addition, all efforts are being made to reduce expenditures through operational efficiencies (i.e. merging courts, closing court days when not required, reduced printing costs, etc) which will bring the division in line with budget by the end of the year.

Summary of Description

	Category	Amount
1. Claim Costs	Purchased Services	\$ (1,159,000)
2. Legal Services Costs	Purchased Services	(446,000)
3. Insurance Expense	Purchased Services	(108,000)
4. Recovery from Capital Projects	Recovery of Expenditures	(50,000)
5. Miscellaneous Expense Line Items	Other Miscellaneous Expenditures	(10,000)
Salary Gapping	Salaries & Benefits	35,000
Net Year End Surplus/(Deficit)		\$ (1,738,000)

Mitigating Steps

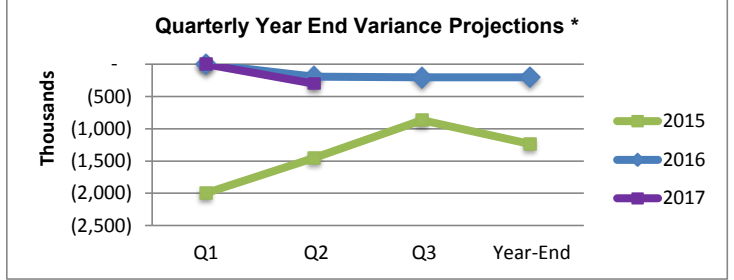
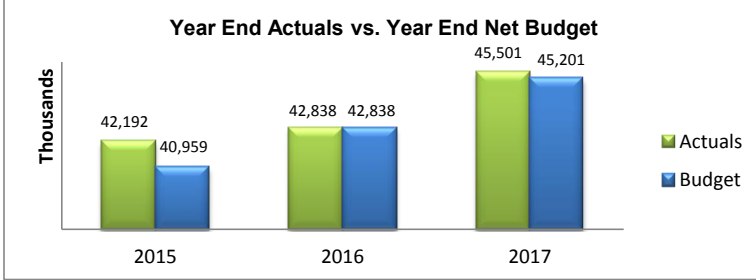
Due to the uncertain nature of the City's exposure to External Legal Fees it is difficult to identify mitigating strategies. The Legal Department continues to exercise prudent oversight with respect to the conduct of external files and the management of claims, and uses in-house resources whenever possible.

FIRE & RESCUE SERVICES

<u>Financial Summary</u>	2015	2016	2017
	Financials	Financials	Financials
Annual Gross Budget (GB)	41,737,360	43,889,767	46,176,988
Annual Net Budget	40,959,074	42,838,231	45,201,199
Annual Net Expenditures	42,192,362	42,838,231	45,500,799
Year End Variance	(1,233,288)	0	(299,600)
Variance as % of GB	-3.0%		-0.6%

	2015	2016	2017
	Est. Variance	Est. Variance	Est. Variance
First Quarter (Q1)	(2,000,000)	-	-
Second Quarter (Q2)	(1,450,000)	(192,000)	(299,600)
Third Quarter (Q3)	(864,954)	(203,800)	-
Year-End (Q4)*	(1,233,288)	(201,539)	-

* Note: Year-end numbers are based on actual results, not projections.



Description

WFRS is projecting a (\$299,600) operating budget deficit at second quarter as detailed below.

Net Salary Variance (excluding fringes): (\$212,100)

A net (\$70,000) shortfall in overtime in the Communication division due to scheduling to fill vacant hours in dispatch; a deficit of (\$34,000) in overtime shared between all other Fire & Rescue divisions primarily due to vacancies resulting from maternity leave, department transfers and heavy workload; a shortfall of (\$89,500) in the budget of \$150,000 due to expected gapping not being achieved; and a shortfall of (\$18,600) due to Compression payments as per CR231/2016 approving the 10% gap between Fire Management staff and subordinates for which budget was never established. In the Firefighting Division, Council approved the two year over-complement pilot project, which has demonstrated a meaningful impact in the reduction of overtime in the past and this trend is expected to continue, with the impact depending on the rate of attrition and the timing of recruit classes.

User Fee Revenue: (\$60,000)

Apparatus division is projecting a (\$40,000) shortfall in revenue due to inability to accept external customers work and still meet the maintenance need of WFRS vehicles and equipment. This is due to a 20% staffing decrease in a department of five emergency equipment technicians as a result of maternity leave.

Fire & Rescue Operations division is projecting a (\$20,000) shortfall in newly approved user fees revenue in 2017, Malicious Fire Alarm Activation and Multiple Responses Due to Unmaintained Equipment. To date, less than projected billings have occurred which is likely due to the introduction of a new process. All calls to date are being reviewed individually to ensure accuracy and adjustments will be made accordingly. It is likely that this variance may be mitigated once the new billing practices become consistent.

Other Miscellaneous Expenses: (\$27,500)

A net deficit of (\$27,500) is projected as follows: (\$6,100) for the maintenance fee of Auxilium software application acquired in 2016, (\$7,740) for addition of computers and associated IT maintenance fees, (\$5,660) for annual increase of Crysis maintenance fee, (\$5,000) for Fire Prevention structural engineering site investigations and (\$3,000) for Apparatus portable hoist rental as a result of Fuel automation project underway.

Summary of Description

	Category	Amount
1. Net Salary Variance (excluding fringes)	Salaries & Benefits	\$ (212,100)
2. User Fee Revenue	User Fees, Permits & Charges	(60,000)
3. Professional External/Internal Expenses	Purchased Services	(27,500)
Net Year End Surplus/(Deficit)		\$ (299,600)

Mitigating Steps

Windsor Fire & Rescue Services is monitoring and taking steps at each opportunity to implement mitigating measures with a goal to reduce the currently projected variance.

FINANCE

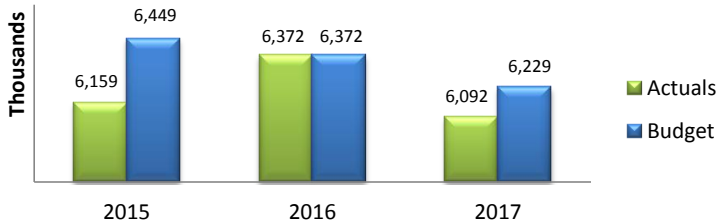
Financial Summary

	2015 Financials	2016 Financials	2017 Financials
Annual Gross Budget (GB)	9,208,651	9,399,649	9,445,098
Annual Net Budget	6,449,388	6,371,531	6,229,178
Annual Net Expenditures	6,158,544	6,371,531	6,092,178
Year End Variance	290,844	0	137,000
Variance as % of GB	3.2%		1.5%

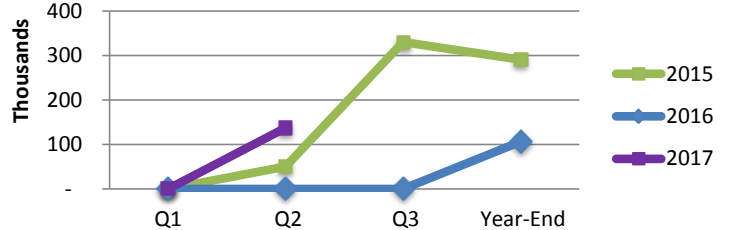
	2015 Est. Variance	2016 Est. Variance	2017 Est. Variance
First Quarter (Q1)	-	-	-
Second Quarter (Q2)	50,000	-	137,000
Third Quarter (Q3)	330,000	-	-
Year-End (Q4)*	290,844	106,279	-

* Note: Year-end numbers are based on actual results, not projections.

Year End Actuals vs. Year End Net Budget



Quarterly Year End Variance Projections *



Description

Finance is projecting a \$137,000 operating budget surplus with the following variances:

Salaries: \$179,000

Salaries is currently trending towards a year-end surplus of approximately \$179,000 due primarily to the timing of recruitment and vacancies of various positions in the Finance Department.

External Revenues: (\$42,000)

External revenues is trending towards an approximate (\$42,000) deficit in 2017. This includes a surplus of \$75,000 in Ownership Changes, a surplus of \$80,000 in Dial-Up Fees, a deficit of (\$149,000) in Tax Lien Registration Fees and a net deficit of (\$48,000) in other miscellaneous tax revenue accounts. Many of these tax related revenues are dependent upon taxpayer sales activity which makes these revenue streams hard to predict. The tax revenue budgets were based upon estimated collection activity on those accounts that have fallen into tax arrears. A general improvement in the economy, along with continued advancements whereby taxpayers are able to bring their accounts more current, as well as vacant positions in the collection area, has resulted in fewer charges being levied.

Summary of Description

	Category	Amount
1. Salaries	Salaries & Benefits	\$ 179,000
2. External Revenues	Other Miscellaneous Revenue	\$ (42,000)

Net Year End Surplus/(Deficit)

\$ 137,000

Mitigating Steps

INFORMATION TECHNOLOGY (I.T.)

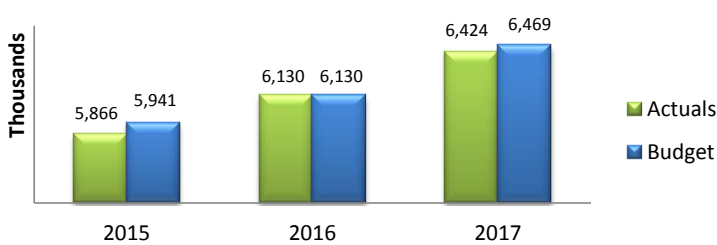
Financial Summary

	2015 Financials	2016 Financials	2017 Financials
Annual Gross Budget (GB)	7,227,994	7,410,626	7,744,735
Annual Net Budget	5,941,062	6,130,187	6,469,296
Annual Net Expenditures	5,866,060	6,130,187	6,424,296
Year End Variance	75,002	0	45,000
Variance as % of GB	1.0%		0.6%

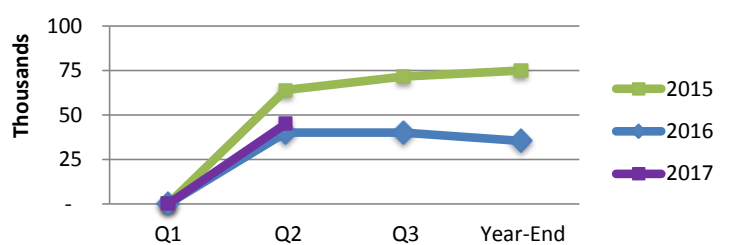
	2015 Est. Variance	2016 Est. Variance	2017 Est. Variance
First Quarter (Q1)	-	-	-
Second Quarter (Q2)	64,000	40,000	45,000
Third Quarter (Q3)	71,500	40,000	-
Year-End (Q4)*	75,002	35,456	-

* Note: Year-end numbers are based on actual results, not projections.

Year End Actuals vs. Year End Net Budget



Quarterly Year End Variance Projections *



Description

Due to prolonged recruitment processes including hiring controls, significant salary gapping has resulted. Recruitments are currently under way to fill vacancies within the existing staff complement in an effort to bring the department up to full capacity.

Summary of Description

Category	Amount
1. Salary Gapping	\$ 45,000
Net Year End Surplus/(Deficit)	\$ 45,000

Mitigating Steps

COUNCIL SERVICES

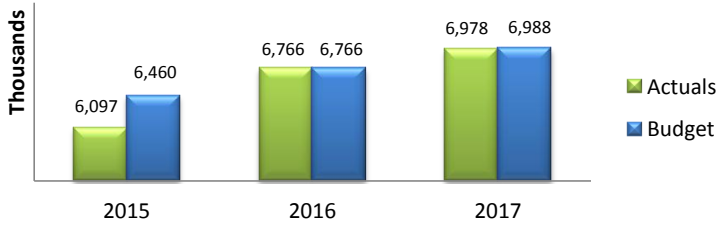
Financial Summary

	2015 Financials	2016 Financials	2017 Financials
Annual Gross Budget (GB)	9,749,863	9,853,887	10,193,204
Annual Net Budget	6,459,565	6,765,674	6,988,231
Annual Net Expenditures	6,097,230	6,765,674	6,978,231
Year End Variance	362,335	0	10,000
Variance as % of GB	3.7%		0.1%

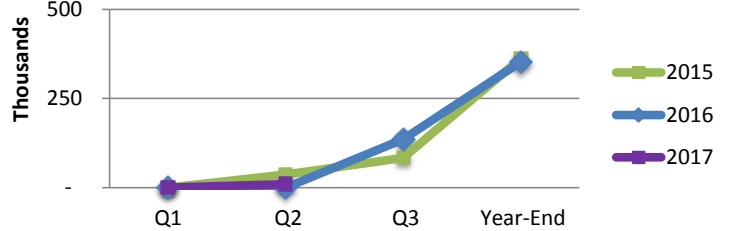
	2015 Est. Variance	2016 Est. Variance	2017 Est. Variance
First Quarter (Q1)	-	-	-
Second Quarter (Q2)	37,000	-	10,000
Third Quarter (Q3)	83,600	135,100	-
Year-End (Q4)*	362,335	352,729	-

* Note: Year-end numbers are based on actual results, not projections.

Year End Actuals vs. Year End Net Budget



Quarterly Year End Variance Projections *



Description

The Council Services Department, comprised of the Policy, Gaming, Licensing and By Law Enforcement, Communications and Customer Service, Employee Relations and Council Services divisions, is projecting an overall surplus of \$10,000 to the end of 2016.

Salaries (\$40,000)

In the 2017 budget, the Customer Service Department had a budget issue approved to layoff four (4) part time employees (2 FTE's), reducing their overall salary budget. The department also reduced their service hours by 21 hours (7am to 7pm down to 8am to 5pm) starting April 1st 2017, to coincide with the employee reduction. The department was later informed they would not able to lay off the four (4) part time employees, due to labour related issues. Though the service hours have been reduced by 91 hours a month, service interactions have gone up by approximately 200 interactions per month within the first two quarters, resulting in a higher need for Customer Service part time staff members. Once recoveries are factored in, it is currently estimated that this will result in a deficit of approximately (\$40,000) in staffing for 2017.

Purchased Services \$50,000

Projected budgetary savings are anticipated in Miscellaneous accounts (Advertising, Postage and Courier, Other Professional Services, and Conference Registration) for the Council Services Department, Employee Relations Department and Communication Department to the end of the year.

Summary of Description

Category	Amount
1. Salary Gapping	\$ (40,000)
2. Purchased Services	50,000

Net Department Year End Surplus/(Deficit)

\$ 10,000

Mitigating Steps

HUMAN RESOURCES

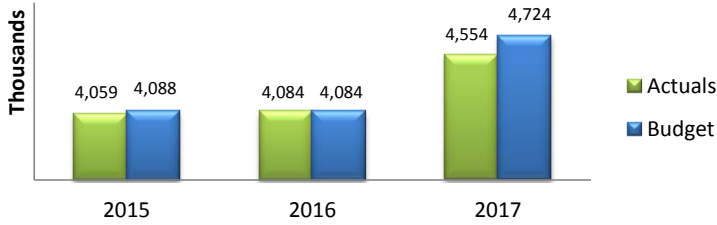
Financial Summary

	2015 Financials	2016 Financials	2017 Financials
Annual Gross Budget (GB)	4,362,579	4,378,200	5,015,420
Annual Net Budget	4,087,607	4,084,062	4,723,763
Annual Net Expenditures	4,059,184	4,084,062	4,553,763
Year End Variance	28,423	0	170,000
Variance as % of GB	0.7%		3.4%

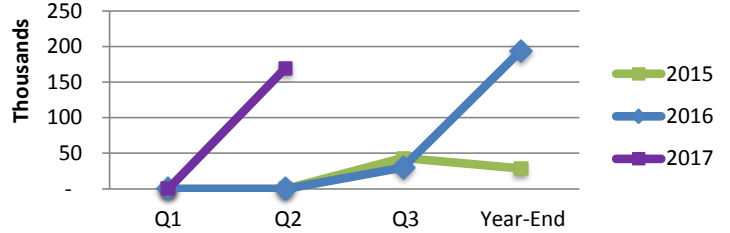
	2015 Est. Variance	2016 Est. Variance	2017 Est. Variance
First Quarter (Q1)	-	-	-
Second Quarter (Q2)	-	-	170,000
Third Quarter (Q3)	43,300	30,000	-
Year-End (Q4)*	28,423	194,002	-

* Note: Year-end numbers are based on actual results, not projections.

Year End Actuals vs. Year End Net Budget



Quarterly Year End Variance Projections *



Description

Human Resources is projecting a \$170,000 operating budget surplus with the following variance:

Salaries: \$170,000

The Human Resources Department is anticipating a \$170,000 surplus to the end of the year. This is primarily due to the Payroll Process Project and the new division, Employee Service Centre being created as a result. The 2017 Operating Budget included a full annual budget for positions in this area but the transition did not take place until after April 1 resulting in projected savings this year.

Summary of Description

	Category	Amount
1. Salaries	Salaries & Benefits	\$ 170,000
Net Year End Surplus/(Deficit)		\$ 170,000

Mitigating Steps

N/A

WINDSOR PUBLIC LIBRARY

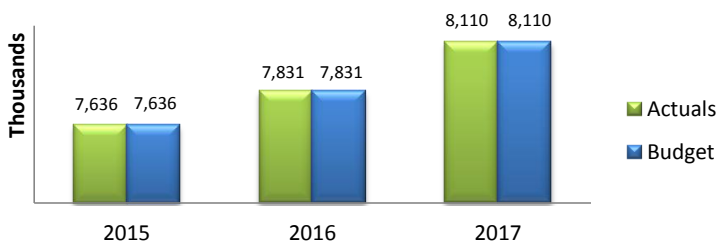
Financial Summary

	2015 Financials	2016 Financials	2017 Financials
Annual Gross Budget (GB)	8,592,291	8,847,365	9,173,305
Annual Net Budget	7,636,182	7,831,216	8,109,957
Annual Net Expenditures	7,636,182	7,831,216	8,109,957
Year End Variance	0	0	0
Variance as % of GB			

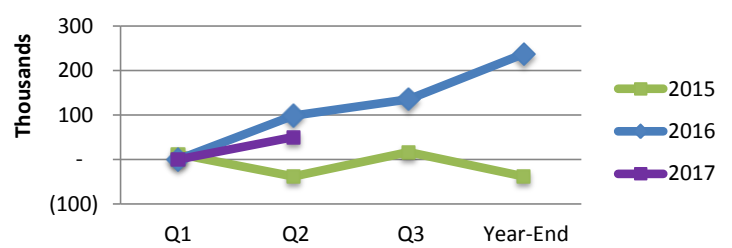
	2015 Est. Variance	2016 Est. Variance	2017 Est. Variance
First Quarter (Q1)	12,150	-	-
Second Quarter (Q2)	(38,704)	98,530	50,000
Third Quarter (Q3)	16,061	135,000	-
Year-End (Q4)*	(38,704)	237,485	-

* Note: Year-end numbers are based on actual results, not projections.

Year End Actuals vs. Year End Net Budget



Quarterly Year End Variance Projections *



Description

Staff Gapping \$50,000

Some budgeted positions were vacant at the beginning of 2017, resulting in a surplus of \$50,000 in salaries and benefits. Administration is working on filling these vacancies.

WPL Financial Reporting

It should be noted that the WPL's financial position at the end of each fiscal year is not added together with all other City departments to calculate the final City surplus/deficit. Although the WPL's financial statements are consolidated with the City's, the WPL, as per the *Libraries Act*, is a stand alone entity with its own audited financial statement, which includes an accumulated surplus or deficit. Although the City provides the WPL with operational support consistent with other departments, the projected surplus of \$50,000 will not contribute to the overall projected position of the City at year end.

Summary of Description

Category	Amount
1. Staff Gapping	\$ 50,000
	\$ 50,000

Mitigating Steps

PARKS

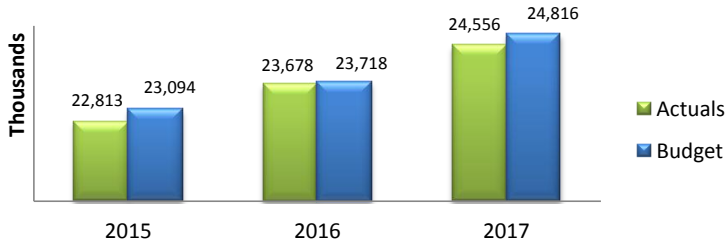
Financial Summary

	2015 Financials	2016 Financials	2017 Financials
Annual Gross Budget (GB)	37,098,261	38,207,301	39,518,665
Annual Net Budget	23,093,888	23,717,516	24,815,537
Annual Net Expenditures	22,812,545	23,677,598	24,555,737
Year End Variance	281,343	39,918	259,800
Variance as % of GB	1.2%	-0.6%	0.7%

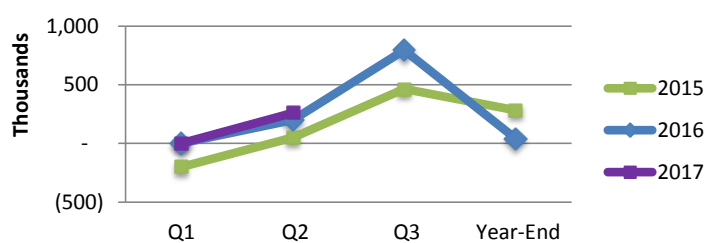
	2015 Est. Variance	2016 Est. Variance	2017 Est. Variance
First Quarter (Q1)	(200,000)	-	-
Second Quarter (Q2)	49,400	200,000	259,800
Third Quarter (Q3)	463,700	795,000	-
Year-End (Q4)*	281,343	39,918	-

* Note: Year-end numbers are based on actual results, not projections.

Year End Actuals vs. Year End Net Budget



Quarterly Year End Variance Projections *



Description

Parks

Parks is currently projecting to end the year within budget estimates with the following variances:

Infrastructure and Park Maintenance (\$25,000):

Parks is projecting to utilize the enhanced operating budget of \$500,000 within the current year to maintain park amenities and provide quality service levels as planned during the 2017 budget. Within this line item additional costs are forecasted for the rental of new equipment (\$25,000) to maintain EC Row and perform ditch cutting.

Salaries \$19,754:

Salaries are currently trending towards a year-end surplus of approximately \$68,754 due primarily to the timing of recruitment and vacancies of various positions including L82 staff that are shared between Parks and Recreation. This surplus is expected to be offset by a shortfall of (\$49,000) in the recovery of staff related to winter control as well as Design and Development staff who are completing more non-capital project work throughout the year.

Other Miscellaneous Items \$5,246:

A surplus of approximately \$5,246 is expected in other miscellaneous line items.

Facility Operations

Facility Operations is currently projecting to end the year with a surplus in wages of \$259,800:

Salaries: \$259,800

A year-end surplus is projected with Facility Operations expenditures due to the timing of up to eight positions that had vacancies throughout the course of the opening two quarters of 2017. These positions include the Manager - Facility Operations position, 2 Facility Technicians, 1 Certified Electricians, 1 Certified Plumber, 1 Facility Operations - Asset Analyst, 1 Roof Technologist and 1 part-time Facility Person. The expectation is that a significant number of these positions will be filled during the 3rd quarter of 2017.

Summary of Description

	Category	Amount
<i>Parks</i>		
1. Infrastructure and Parks Maintenance	Operating & Maintenance Supplies	\$ (25,000)
2. Salary and Wages	Salaries & Benefits	\$ 19,754
3. Other Miscellaneous	Other Miscellaneous Expenditures	\$ 5,246
		<u>\$ -</u>
<i>Facility Operations</i>		
1. Salary and Wages	Salaries & Benefits	<u>\$ 259,800</u>
Net Year End Surplus/(Deficit)		<u>\$ 259,800</u>

Mitigating Steps

The department will continue to monitor variances throughout the year and take any reasonable steps to reduce or eliminate variances while mitigating any negative impact on service levels.

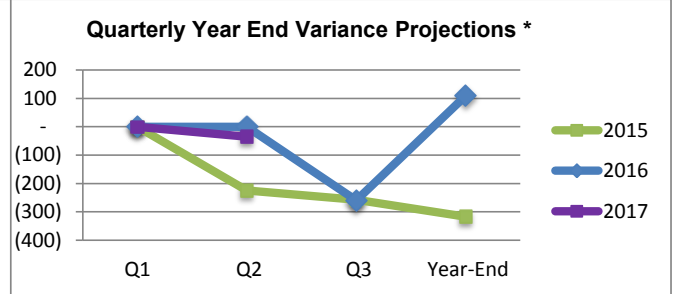
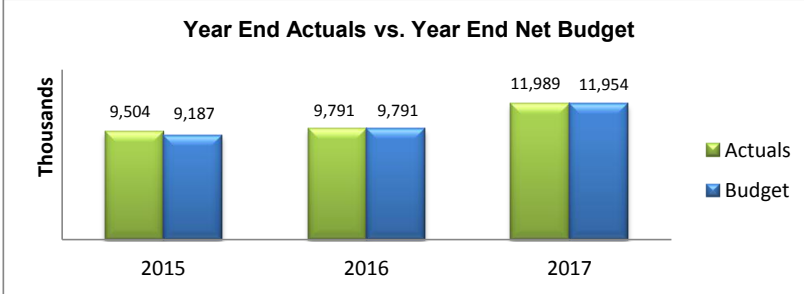
RECREATION & CULTURE

Financial Summary

	2015 Financials	2016 Financials	2017 Financials
Annual Gross Budget (GB)	21,454,846	21,617,445	23,789,014
Annual Net Budget	9,187,227	9,790,969	11,953,684
Annual Net Expenditures	9,504,252	9,790,969	11,988,684
Year End Variance	(317,025)	0	(35,000)
Variance as % of GB	-1.5%		-0.1%

	2015 Est. Variance	2016 Est. Variance	2017 Est. Variance
First Quarter (Q1)	-	-	-
Second Quarter (Q2)	(225,000)	-	(35,000)
Third Quarter (Q3)	(258,000)	(260,000)	-
Year-End (Q4)*	(317,025)	108,939	-

* Note: Year-end numbers are based on actual results, not projections.



Description

The Recreation and Culture department has highlighted potential variance risks within the operating division based on all available information at the time of this report. The department is projecting a potential overall year end variance of (\$35,000). The majority of revenue for Recreation and Culture is realized in the fourth quarter of the year. The revenue patterns make it extremely difficult to accurately project year end variances based on the limited information available at the time of this report. Therefore, the projections in this report have significant risk of fluctuation and will be monitored closely. The vast majority of recreation centres and divisions are projected to come in on budget. As revenues fluctuate adjustments relating to expenditures are made including staffing and material costs.

Salary and Wages (\$35,000)

The current projected variance relates primarily to the Local 82 wage account which is currently in a projected deficit position of (\$35,000). The Parks Department shares Local 82 staffing with the Recreation Department. While each Department has a fixed labour budget, which is established using the highest classification costs, staff work in a number of different classification that allow them to move between the two Departments. Additionally, Recreation's Arena and Community Centre staff are replaced with Parks' Local 82 staff for sick leave.

The projected Recreation deficit this year is due to the extended season and events taking place within Recreation Facilities. As a result, while the Recreation Department is reporting a deficit, the Park's Department will have an offsetting surplus. Therefore there is no overall service area variance for Parks, Recreation & Culture and Facilities. This shared labour pool allows the flexibility to move staff where/when needed, but the result is the inability to accurately prevent variance fluctuations each year. (See Parks Variance)

Summary of Description

Category	Amount
1. Local 82 Staffing	\$ (35,000)
	-
	\$ (35,000)

Mitigating Steps

Recreation and Culture in 2017 is closely monitoring the financial results for all facilities.

ENGINEERING

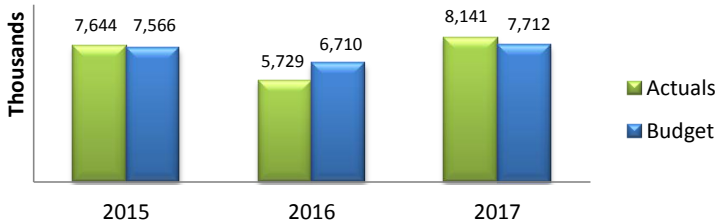
Financial Summary

	2015 Financials	2016 Financials	2017 Financials
Annual Gross Budget (GB)	28,366,847	29,413,044	31,517,465
Annual Net Budget	7,566,190	6,710,221	7,712,486
Annual Net Expenditures	7,643,860	5,728,700	8,141,186
Year End Variance	(77,670)	981,521	(428,700)
Variance as % of GB	-0.3%	3.3%	-1.4%

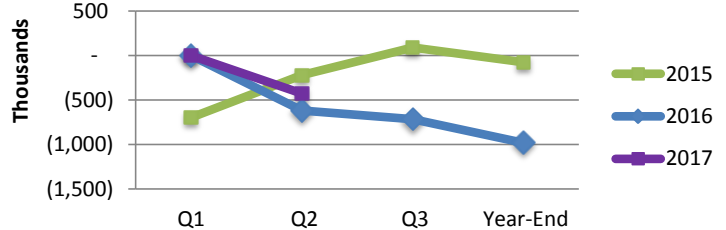
	2015 Est. Variance	2016 Est. Variance	2017 Est. Variance
First Quarter (Q1)	(700,000)	-	-
Second Quarter (Q2)	(221,000)	(620,000)	(428,700)
Third Quarter (Q3)	89,000	(717,400)	-
Year-End (Q4)*	(77,670)	(981,521)	-

* Note: Year-end numbers are based on actual results, not projections.

Year End Actuals vs. Year End Net Budget



Quarterly Year End Variance Projections *



Description

The Engineering department is projecting an overall deficit of (\$428,700) for the year. Making up the projection is a surplus of \$26,100 in Pollution Control, which is offset by deficits of (\$183,100) in Infrastructure & Geomatics and (\$271,700) in Development, Projects & ROW.

Pollution Control

Pollution Control is projecting a small surplus of \$26,100, due to miscellaneous line item variances.

Infrastructure & Geomatics

The Infrastructure & Geomatics division is projecting a deficit of (\$183,100), made up of the following:

Salary Gapping – Surplus of \$148,600

The hiring of a temporary Engineer III, which is 100% recoverable from capital projects, as well as a temporary employee transfer to another City department, has resulted in the movement of employees to other temporary positions in Infrastructure. These employees are paid at a lower rate than what was budgeted for the incumbents, as they are paid at a lower pay band, and contributed a \$56,200 surplus. Similarly, some employees in Geomatics have permanently transferred to higher paying positions, but at a lower pay band that was budgeted for, and have contributed a further \$35,200 surplus. Additionally, gapping due to vacancies is anticipated to add another \$57,200 to the surplus.

GIS User Fees – Surplus of \$34,800

User fees received from Building for permit revenues are anticipated to be \$34,800 better than planned.

Utilities – Deficit of (\$352,900)

Infrastructure and Geomatics is projecting a (\$352,900) deficit in Streetlight-related expenses. Based on limited invoices received to date, variable maintenance costs are anticipated to be (\$708,000) higher than plan. Partially offsetting this deficit is an expected \$355,100 surplus in energy costs.

Miscellaneous – Deficit of (\$13,600)

Miscellaneous line items variances total to a (\$13,600) deficit.

Development, Projects & Right-Of-Way (ROW)

The Development, Projects & Right-Of-Way (ROW) division is projecting a deficit of (\$271,700), made up of the following:

Other General Revenues / User Fees / Permits - Deficit of (\$122,600)

Permit fees collected are anticipated to be (\$61,200) lower than plan, driven by year-over-year declines in higher-yielding permits, such as moving, driveways, and sewer connections. Additionally, as part of the 2017 Operating Budget, a new fee was introduced for the review of new developments, which is assessed based on a percentage of the total construction cost. To date, no fees have been charged, as all developments in process at the end of 2016 had this fee waived, and it is difficult to determine if any new developments will be charged for 2017, resulting in a potential (\$120,000) deficit. These deficits are partially offset by an anticipated surplus of \$58,600 in other user fees, mostly due to encroachment fees.

Work Auth Recoveries / Salaries - Deficit of (\$105,300)

In the Projects area, non-recoverable work related to the Herb Grey Parkway and Airport are expected to further contribute a deficit of (\$60,280). Additionally, as part of CAO-3650, a temporary Engineer II position was created to handle backlog of permits, resulting in a potential variance of (\$35,937) related to this issue which will continue to be monitored. Revenue for these permits was received in 2016. Additional miscellaneous items totalling (\$9,083) are expected to make up the balance of the deficit.

Miscellaneous - Deficit of (\$43,800)

Increased usage of the debit / credit card processing terminals in the Engineering Department related to permit activity and payments received for other departments is anticipated to contribute a deficit of (\$8,900) in Bank Charges. Other miscellaneous line item variances make up the remaining (\$34,900) deficit.

Summary of Description

	Category	Amount
<i>Pollution Control</i>		
1. Environmental Master Plan	Other Miscellaneous Revenue	26,100
<i>Total Pollution Control</i>		<u>26,100</u>
<i>Infrastructure & Geomatics</i>		
1. Work Auth Recoveries / Salaries	Salaries & Benefits	148,600
2. GIS User Fees	User Fees, Permits & Charges	34,800
3. Utilities - Streetlights	Utilities, Insurance & Taxes	(352,900)
4. Miscellaneous	Other Miscellaneous Expenditures	(13,600)
<i>Total Infrastructure & Geomatics</i>		<u>(183,100)</u>
<i>Development, Projects & Right-of-Way (ROW)</i>		
1. Other General Revenue / User Fees / Permits	User Fees, Permits & Charges	(122,600)
2. Work Auth Recoveries / Salaries	Salaries & Benefits	(105,300)
3. Miscellaneous	Other Miscellaneous Expenditures	(43,800)
<i>Total Development, Projects & Right-of-Way (ROW)</i>		<u>(271,700)</u>
Net Year End Surplus/(Deficit)		<u><u>\$ (428,700)</u></u>

Mitigating Steps

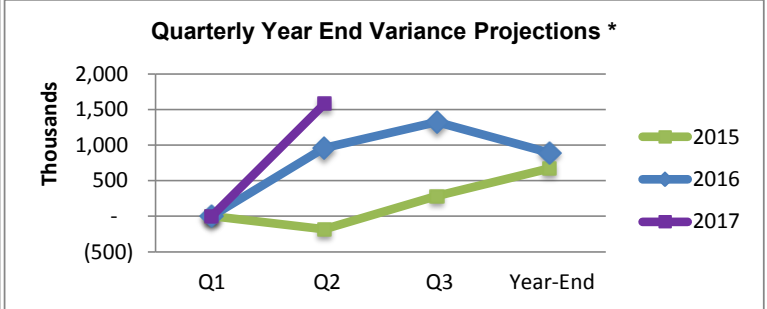
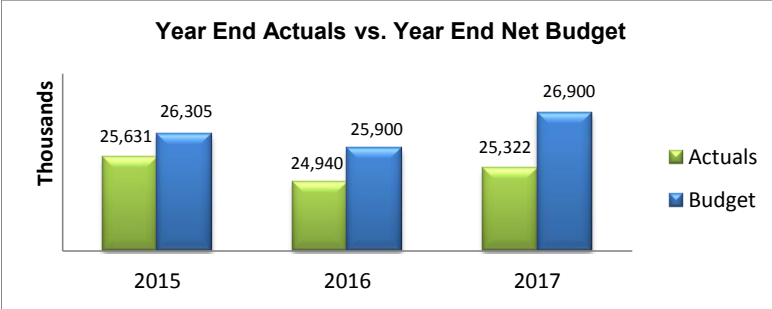
The department will continue to look for ways to maximize revenues and minimize expenses, where possible. Many of the deficits in the area are subject to factors beyond Administration's control.

PUBLIC WORKS OPERATIONS

<u>Financial Summary</u>	2015 Financials	2016 Financials	2017 Financials
Annual Gross Budget (GB)	51,717,543	51,713,792	54,304,502
Annual Net Budget	26,304,727	25,900,040	26,900,403
Annual Net Expenditures	25,631,026	24,940,040	25,321,503
Year End Variance	673,701	960,000	1,578,900
Variance as % of GB	1.3%	1.9%	2.9%

	2015 Est. Variance	2016 Est. Variance	2017 Est. Variance
First Quarter (Q1)	-	-	-
Second Quarter (Q2)	(181,800)	960,000	1,578,900
Third Quarter (Q3)	285,500	1,326,086	-
Year-End (Q4)*	673,701	890,988	-

* Note: Year-end numbers are based on actual results, not projections.



Description

The PW Operations Department is projecting an overall surplus of \$1,578,900 at year-end 2017 comprised of the following variances:

Winter Control: \$750,000

A projected overall surplus of \$750,000 is possible for 2017 related to winter control due to milder than average winter conditions during the first quarter of 2017. It should be noted, if severe winter weather conditions are experienced in the latter part of 2017, higher than average expenses could be realized.

Sewer Surcharge Funding: \$475,155

An overall surplus of \$475,155 is expected related to funding transfers from the sewer surcharge fund. This surplus is completely offset in the sewer surcharge operating fund. This funding re-allocation will be included in the 2018 budget.

Salary and Wage: \$473,745

A projected overall surplus of \$473,745 is expected in 2017 related to salary and wage. The projected net surplus is related to salary and wage gapping due to a number of vacancies across the department resulting from retirements, long term disability, and staff appointments into new positions offset by the hiring of extra staff to accommodate heavy work load situations where required.

Fuel: (\$50,000)

A projected deficit of (\$50,000) related to fuel pricing is expected for 2017 due to higher than anticipated fuel pricing experienced through May 31st for all fuel types.

WSIB: (\$70,000)

A deficit of (\$70,000) is expected related to WSIB for 2017 due to a one-time payout. This variance is completely offset by the corporate WSIB provision in Corporate Accounts.

Summary of Description

Summary of Description	Category	Amount
1. Winter Control	Purchased Services	750,000
2. 26	Transfers from Other Funds	475,155
3. Salary and Wage	Salaries & Benefits	473,745
4. Fuel	Operating & Maintenance Supplies	(50,000)
5. WSIB	Salaries & Benefits	(70,000)
Net Year End Surplus/(Deficit)		\$ 1,578,900

Mitigating Steps

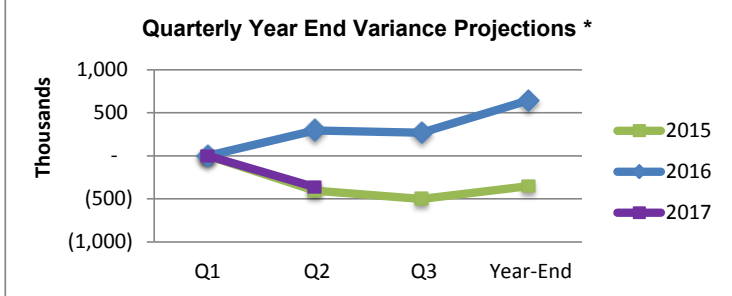
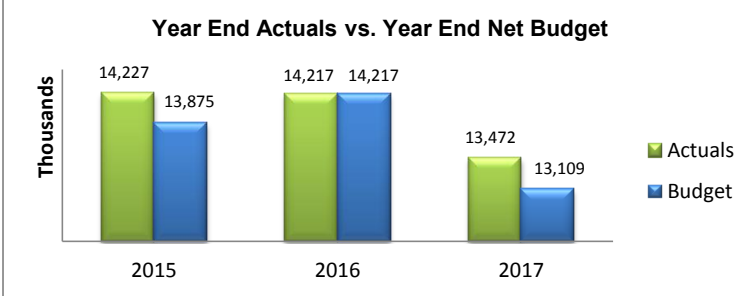
TRANSIT WINDSOR

Financial Summary

	2015 Financials	2016 Financials	2017 Financials
Annual Gross Budget (GB)	32,880,828	33,005,763	33,504,338
Annual Net Budget	13,874,952	14,216,829	13,108,590
Annual Net Expenditures	14,227,064	14,216,829	13,471,590
Year End Variance	(352,112)	0	(363,000)
Variance as % of GB	-1.1%		-1.1%

	2015 Est. Variance	2016 Est. Variance	2017 Est. Variance
First Quarter (Q1)	-	-	-
Second Quarter (Q2)	(404,000)	296,000	(363,000)
Third Quarter (Q3)	(500,000)	270,000	-
Year-End (Q4)*	(352,112)	644,326	-

* Note: Year-end numbers are based on actual results, not projections.



Description

Transit Windsor Administration is anticipating a potential deficit of (\$363,000).

Fuel & Lubricants

The 2017 approved budget for diesel fuel was reduced by \$0.05 per litre and set at \$0.85 per litre. The average cost for diesel for Transit Windsor from January 1, 2017 to May 31, 2017 was \$0.87 per litre. This represents a \$0.02 increase or a price variance of approximately (\$62,000) for diesel fuel for the Transit fleet. However, it should be noted that the price of diesel fuel has decreased slightly over the last several weeks and the spot rate for fuel on June 20, 2017 was \$0.79 per litre. Given the average cost per litre to date and the current cost per litre, Transit Windsor is projecting that they will be within budget estimates by year end. There is a risk associated with projecting to year end in that fuel prices continue to be difficult to predict. As with any forecast of a commodity's price for an entire year, variances are likely due to unforeseen price fluctuations. The fuel price variance projected for the remainder of the year may change if the spot price of fuel starts to increase, and exceed the amount that was budgeted.

Transit Revenue: \$150,000

Transit Windsor expects a surplus of \$150,000 in transit revenue for 2017 as of second quarter. Within the UPass Program, Transit Windsor has allocated funding for service improvements which required a review of service requirements based on ridership use. Those enhancements are expected to be approved later in 2017. Overall, Transit Windsor has seen an increase in its ridership statistics over May 2016. The increase has been primarily in the student passes category which coincides with the implementation of the U-Pass program. Declining Ontario Works (OW) caseloads continue to present a risk of declining revenue for Transit Windsor, as many of the OW clients are provided with a stipend for bus pass purchases. As of May 31, 2017 revenue levels in this area are below the 2016 levels by approximately (\$65,376). Transit Windsor will continue to monitor this area.

Workers Compensation: \$42,000

Transit Windsor is projecting a surplus of \$42,000 in its Workers Compensation account due to a projected lower than expected number of claims in 2017. As an ASO, Transit Windsor is responsible for costs for each claim processed. The lower average has been experienced over the last couple of years, and Transit Windsor reduced its operating budget in 2017 by \$53,042.

Fees and Service Charges: (\$65,000)

Transit Windsor is projecting a deficit of approximately (\$65,000) in the international tolls account which is attributable to the fluctuations being experienced in the exchange rate for fiscal 2017. Transit Windsor will continue to monitor the volatility in the exchange rates for budget forecasts and future budget development. An additional risk for this account is an expected increase in the number of international tolls in Q4 due to increased Special Events in Detroit at the new Little Caesars Arena. The increase in international tolls is expected to be offset by additional new revenue for these events.

Salary and Wages: (\$190,000)

Transit Windsor is projecting a potential deficit in the salary, wage, and overtime accounts of approximately (\$190,000) which is largely attributable to the on-going maintenance costs required for the aging fleet. Some of the salary, wage and overtime costs have been offset by increased revenue from Special Events like The Memorial Cup. While every effort is to be made to reduce a deficit in this account, providing scheduled service is required and Administration will mitigate a deficit by reducing costs in other areas wherever possible.

Vehicle Maintenance Account: (\$300,000)

Vehicle Maintenance materials are projected to exceed budget estimates by approximately (\$300,000). Some of the expenses incurred YTD relate to older units that require more regular repairs and also contributing to the variance is the higher cost of parts relating to buses that have come out of the warranty period.

Summary of Description

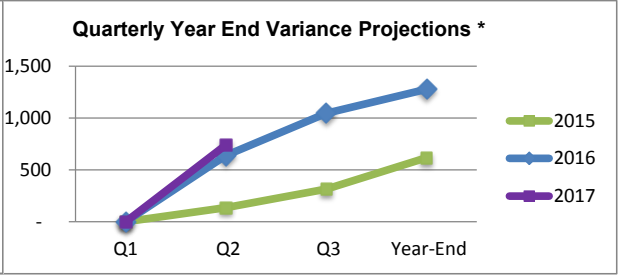
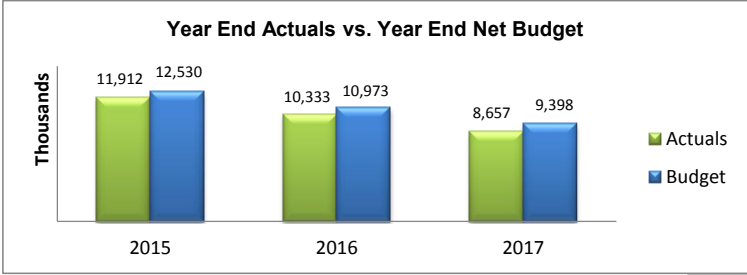
	Category	Amount
1. Motor Fuel & Lubricants	Operating & Maintenance Supplies	\$ -
2. Transit Revenue	User Fees, Permits & Charges	150,000
3. Surplus in Workers Compensation Administration	Salaries & Benefits	42,000
4. Deficit in Fees and Service Charges	User Fees, Permits & Charges	(65,000)
5. Salary, Wages and Overtime	Salaries & Benefits	(190,000)
6. Vehicle Maintenance Account	Operating & Maintenance Supplies	(300,000)
		\$ (363,000)

Mitigating Steps

EMPLOYMENT & SOCIAL SERVICES

Financial Summary

	2015 Financials	2016 Financials	2017 Financials		2015 Est. Variance	2016 Est. Variance	2017 Est. Variance
Annual Gross Budget (GB)	115,590,470	119,968,687	118,491,577	First Quarter (Q1)	-	-	-
Annual Net Budget	12,529,848	10,972,614	9,398,178	Second Quarter (Q2)	135,000	640,000	741,000
Annual Net Expenditures	11,911,553	10,332,614	8,657,178	Third Quarter (Q3)	316,000	1,048,500	-
Year End Variance	618,295	640,000	741,000	Year-End (Q4)*	618,295	1,280,031	-
Variance as % of GB	0.5%	0.5%	0.6%	* Note: Year-end numbers are based on actual results, not projections.			



Description

As of May 31st 2017, the Employment and Social Services Department is projecting a net year end City surplus of \$741,000.

Community Development and Health Office - \$0

No significant variance is expected for the Community Development and Health Office.

Ontario Works Program Delivery: \$601,000

Ontario Works Program Delivery is projected to end the year with a net City surplus of \$601,000 comprised of the following:

Salary accounts are projected to be lower than budget by approximately \$284,000 mainly due to gapping and hiring delays due to the bumping process. Any time lag in getting staff in place may result in a higher year end surplus. The Ontario Works caseload has been trending lower than budget, albeit currently leveling off just below 8,600. This in turn has lowered Employment Related Costs. If this trend continues for the remainder of the year, it is projected to add \$326,000 to the net City surplus. These surpluses are offset by a small deficit of (\$9,000) related to other miscellaneous expenses such one-time office furniture and equipment, training and travel.

OW Financial Assistance: \$100,000

The department is projecting a net City surplus of \$100,000 due to Ontario Works Caseloads trending lower than budgeted. It is cautioned that expenditure reports for November 2014 to March 2016 have not been reconciled, and subsidy claims for provincial reimbursement have not been submitted for that period. This reconciliation is expected to occur before year end. There is the risk that the estimates used in prior periods could have been over or understated and may impact the current year end variance.

100% Municipal Assistance: \$40,000

A projected net City surplus of approx \$40,000 is largely attributed to the enhanced recovery process undertaken by the department in the funeral and burial recoveries.

Summary of Description	Category	Amount
Ontario Works Program Delivery		
1. OW Program Delivery Employment Related Expenses	Purchased Services	\$ 326,000
2. OW Program Delivery Salary and Benefits	Salaries & Benefits	\$ 284,000
3. OW Program Delivery Miscellaneous	Other Miscellaneous Expenditures	\$ (9,000)
		<u>\$ 601,000</u>
Ontario Works Financial Assistance		
1. OW Financial Assistance	Grants & Subsidies	\$ 100,000
2. 100% Municipal Assistance	Grants & Subsidies	\$ 40,000
		<u>140,000</u>
Net Year End Surplus/(Deficit)		<u>\$ 741,000</u>

Mitigating Steps

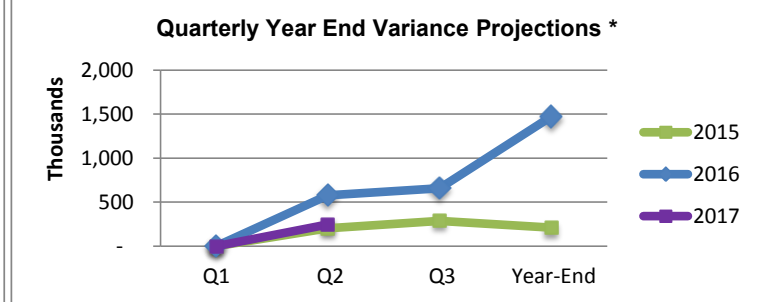
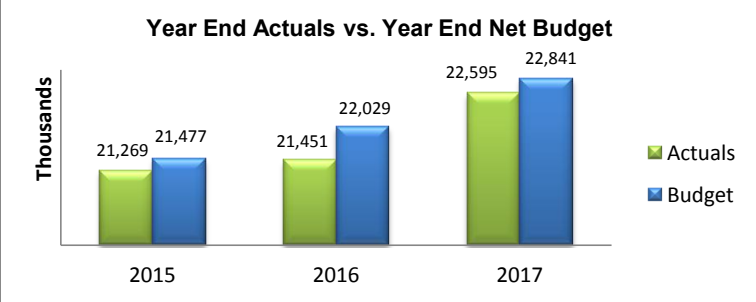
HOUSING & CHILDREN SERVICES

Financial Summary

	2015 Financials	2016 Financials	2017 Financials
Annual Gross Budget (GB)	95,411,337	95,986,699	103,721,182
Annual Net Budget	21,477,255	22,029,359	22,841,372
Annual Net Expenditures	21,268,724	21,451,359	22,595,372
Year End Variance	208,531	578,000	246,000
Variance as % of GB	0.2%	0.6%	0.2%

	2015 Est. Variance	2016 Est. Variance	2017 Est. Variance
First Quarter (Q1)	-	-	-
Second Quarter (Q2)	203,900	578,000	246,000
Third Quarter (Q3)	287,900	657,000	-
Year-End (Q4)*	208,531	1,472,024	-

* Note: Year-end numbers are based on actual results, not projections.



Description

The Housing and Children Services and Windsor Essex Community Housing Corporation (WECHC) combined are projecting a year end net City surplus of \$246,000, detailed as follows:

Housing and Children Services Surplus: \$407,000 (net city)

Housing Services is projecting a net city surplus of \$407,000 (net city) of which \$360,000 (net city) is primarily due to lower mandated subsidy payments required by service providers, as well as the reconciliation of service providers' 2016 fiscal year-end reports. Due to a shift in the 2017 County weighted assessment, County revenue is projected to be \$35,000 (net city) higher than budgeted. In addition, a surplus of \$12,000 (net city) is projected related to the Federal Block Funding changes from the Federal Government.

WECHC Deficit: (\$161,000) net city

Windsor Essex Community Housing Corporation is projecting a deficit of (\$161,000) net city of which a deficit of (\$287,000) net city is related to the loss of Federal Block Funding from the Federal Government. This deficit is offset by a surplus of \$114,000 (net city) due to the projected increase in RGI rental income for the Public Housing portfolio and offset by net operating cost savings in the portfolio. Current WECHC forecasts include large increases in property tax costs as a result of the current 4-year MPAC assessment cycle. WECHC has requested a review of the proposed increases from MPAC and a favorable response will increase the current projected surplus. Due to a shift in the 2017 County weighted assessment, County revenue in relation to WECHC is projected to be \$12,000 (net city) higher than budgeted.

Summary of Description

	Category	Amount
<i>Housing and Children Services</i>		
1. Housing Services Subsidy Surplus	Grants & Subsidies	\$ 360,000
2. Housing Services County Revenue	Other Miscellaneous Revenue	\$ 35,000
3 Federal Block Funding	Grants & Subsidies	\$ 12,000
To		\$ 407,000
<i>Windsor Essex Community Housing Corporation</i>		
4. Federal Block Funding	Grants & Subsidies	\$ (287,000)
5. WECHC Subsidy Surplus	Grants & Subsidies	\$ 114,000
6. WECHC County Revenue	Other Miscellaneous Revenue	\$ 12,000
Total Windsor Essex Community Housing Corporation		\$ (161,000)
Net Year End Surplus/(Deficit)		\$ 246,000

Mitigating Steps

HURON LODGE

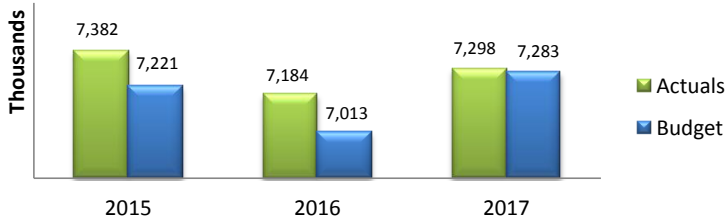
Financial Summary

	2015 Financials	2016 Financials	2017 Financials
Annual Gross Budget (GB)	22,351,439	22,493,152	22,883,479
Annual Net Budget	7,221,184	7,012,896	7,283,223
Annual Net Expenditures	7,382,392	7,183,507	7,298,223
Year End Variance	(161,208)	(170,611)	(15,000)
Variance as % of GB	-0.7%	-0.9%	-0.1%

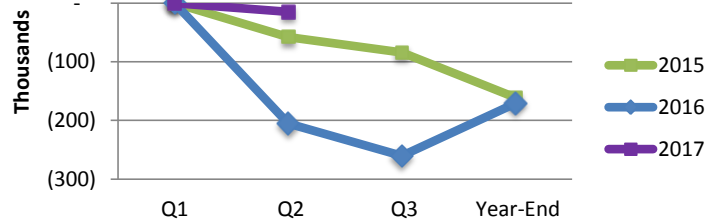
	2015 Est. Variance	2016 Est. Variance	2017 Est. Variance
First Quarter (Q1)	-	-	-
Second Quarter (Q2)	(58,000)	(205,000)	(15,000)
Third Quarter (Q3)	(84,000)	(260,600)	-
Year-End (Q4)*	(161,208)	(170,611)	-

* Note: Year-end numbers are based on actual results, not projections.

Year End Actuals vs. Year End Net Budget



Quarterly Year End Variance Projections *



Description

Huron Lodge is expected to end the year with an overall unfavourable variance of (\$15,000).

Increase in Revenue: \$53,000

The Ministry has announced that starting in July 2017 there will be modest increases to the co-payment that residents pay for basic accommodation and preferred rates for newer residents admitted. Using previous trends and the current resident mix, it is expected that Resident Revenue will end the year in a positive variance of approximately \$53,000.

Provincial Funding: \$40,000

The Ministry has announced increases in level of care per diems. It is important to note that the nursing and personal care per diem is directly related to the home's Case Mix Index (CMI). Huron Lodge's CMI decreased in April 2017 which impacts the funding increase Huron Lodge receives in the nursing category.

Other Miscellaneous Expenses: (\$23,000)

Other accounts are projected to end the year unfavourably primarily due to higher than budgeted security services. Security services are provided by an outside agency and are valued by the department. As the building never closes, these services play a vital role in the safety of all who attend Huron Lodge. Historically, this line item has seen a similar negative variance and has been reported in previous variance reports.

Salary Accounts: (\$35,000)

Salaries are projected to end the year with a deficit of (\$35,000). The administration and resident services division have projected salary gapping totalling \$56,000 while the dietary and nursing divisions have a projected deficit totalling (\$91,000) of which \$13,700 are retro costs in the dietary division.

Equipment Repairs: (\$50,000)

Kitchen and nursing equipment are expected to see a negative variance of (\$50,000). Most equipment within the facility is at or beyond its useful life of 7 to 10 years. As more equipment pieces are expected to be replaced in 2018, 2019 and 2020 when the capital funding becomes available, the deficit in this line item is expected to decline.

Summary of Description

	Category	Amount
Increase in Revenue	Other Miscellaneous Revenue	53,000
Provincial Funding	Grants & Subsidies	40,000
Other Miscellaneous	Other Miscellaneous Expenditures	\$ (23,000)
Salary Accounts	Salaries & Benefits	\$ (35,000)
Equipment Repairs	Minor Capital	(50,000)
Net Year End Surplus/(Deficit)		<u><u>\$ (15,000)</u></u>

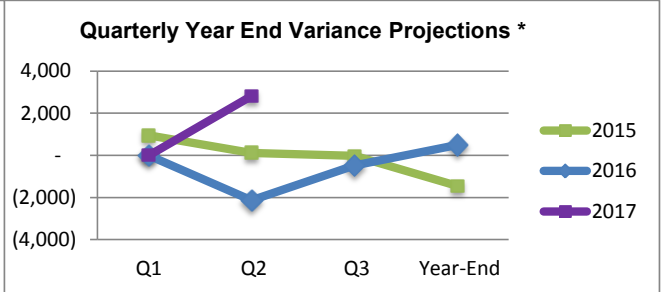
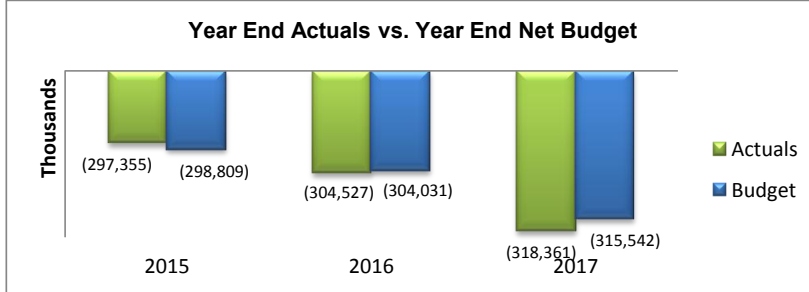
Mitigating Steps

CORPORATE ACCOUNTS

<u>Financial Summary</u>	2015 Financials	2016 Financials	2017 Financials
Annual Gross Budget (GB)	212,682,668	212,194,691	220,184,625
Annual Net Budget	(298,809,110)	(304,030,795)	(315,541,718)
Annual Net Expenditures	(297,354,682)	(304,526,506)	(318,360,690)
Year End Variance	(1,454,428)	495,711	2,818,972
Variance as % of GB	-0.7%	0.2%	1.3%

	2015 Est. Variance	2016 Est. Variance	2017 Est. Variance
First Quarter (Q1)	955,000	-	-
Second Quarter (Q2)	120,800	(2,131,616)	2,818,972
Third Quarter (Q3)	(28,700)	(477,516)	-
Year-End (Q4)*	(1,454,428)	495,711	-

* Note: Year-end numbers are based on actual results, not projections.



Description

The Corporate Accounts including Utilities are currently projecting a year-end surplus of \$2,818,972 as outlined below:

General Provisions: \$1,104,897

The approved budget contains corporate provisions for JJE retro payments of \$563,000, unanticipated WSIB costs of \$150,000, overtime provision for eligible non-union members of \$305,000, and a general contingency provision of \$86,987. The actual expenditures are charged to the appropriate department, but as noted the budget is contained in the corporate accounts, therefore there is typically a surplus in these accounts offset by the charges in the various departments.

Sewer Surcharge Recovery: \$8,810

Due to the early timing of getting an approved 2017 budget, the sewer surcharge recovery was later found to be higher than the original preliminary projections, creating a slight surplus of \$8,810.

MPAC: \$45,836

The Municipality is mandated to use the Municipal Property Assessment Corporation (MPAC) for its assessment services. The total 2017 MPAC requirement is lower than what was originally projected, and therefore, a surplus of approximately \$45,836 is expected.

Interest and Penalties on Receivables: (\$11,771)

A downward trend of accounts falling into arrears as a result of enhanced collection efforts and the improving economy will result in a projected deficit of approximately (\$11,771) in the Interest and Penalties on Receivables.

Net Interest on Investments: \$170,000

A higher than anticipated blended rate of return and balance on investments will result in a projected surplus of \$400,000. This surplus projection will be offset by the deficit in interest paid to reserves as the average balance has declined from the original budget.

Capacity of Institutions: (\$8,800)

There is a slight deficit of (\$8,800) in the capacity of University & Colleges, Hospitals, Jails & Other Lieu Grants accounts due to the timing and difficulty in estimating the number of heads and beds.

Utilities: \$510,000

Based on a review of information available for the months of January to April 2017 a decrease in overall consumption, primarily a result of the energy measures implemented in 2016 which include: LED lighting conversion, refrigeration and dehumidification upgrades at the WFCU Center, City Streetlights LED lighting conversion, and Windsor Justice Facility humidification upgrades is being experienced. This combined with decreases in costs is contributing to favourable variances in the utility accounts. It is expected that utility accounts will end the year with a surplus of approximately \$510,000. This surplus also takes into account approximately \$1.4 million of capital transfer anticipated at year end. Efforts to reduce consumption and contain operating costs are critical and continue to be a central focus of the Corporate Energy Initiatives Division of Finance.

Casino Hosting Fee: \$0

There is a projected surplus of approximately \$490,000 based on amounts received from the Casino for the first and second quarter and assuming the third and fourth quarter installments are consistent with 2016. As per past practice and previous council direction this excess amount will be transferred to the Tax Appeals Reserve fund at year-end.

Enwin Contribution Dividend: \$1,000,000

The 2017 approved budget included a \$4M dividend from Enwin for which the City is the sole shareholder. Due to positive 2016 financial results, the Enwin board approved a special dividend of \$1M, resulting in a surplus of \$1M for the current year

Summary of Description

	Category	Amount
<i>Corporate Accounts</i>		
1. Corporate Salary Provisions	Salaries & Benefits	\$ 1,104,897
2. Sewer Surcharge Recovery	Recovery of Expenditures	8,810
3. MPAC Requirement	Financial Expenses	45,836
4. Interest and Penalties on Receivables	Other Miscellaneous Revenue	(11,771)
5. Interest Earned on Investments	Investment Income & Dividends	400,000
6. Interest Paid to Reserves	Investment Income & Dividends	(230,000)
7. Capacity of Institutions	Taxes - Municipal	(8,800)
8. EnWin Dividend	Other Miscellaneous Revenue	1,000,000
Total Corporate Accounts		<u>\$ 2,308,972</u>
<i>Corporate Utilities</i>		
8. Utilities	Utilities, Insurance & Taxes	\$ 510,000
Total Corporate Utilities		<u>\$ 510,000</u>
Net Year End Surplus/(Deficit)		<u>\$ 2,818,972</u>

Mitigating Steps

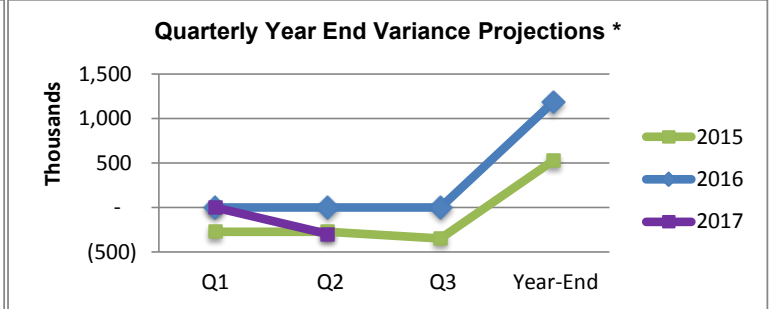
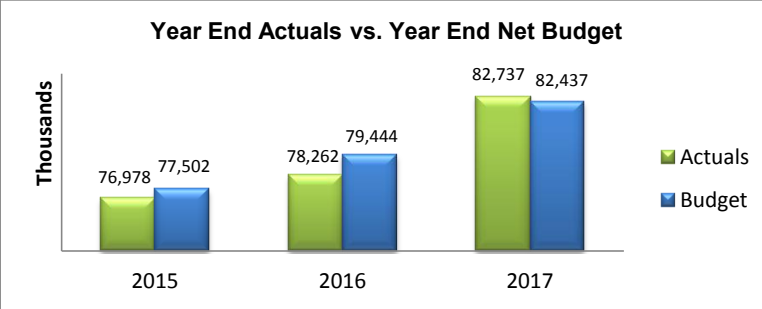
WINDSOR POLICE SERVICES

Financial Summary

	2015 Financials	2016 Financials	2017 Financials
Annual Gross Budget (GB)	86,783,914	88,950,982	92,773,764
Annual Net Budget	77,501,516	79,444,014	82,437,022
Annual Net Expenditures	76,978,456	78,262,481	82,737,022
Year End Variance	523,060	1,181,533	(300,000)
Variance as % of GB	0.6%		-0.3%

	2015 Est. Variance	2016 Est. Variance	2017 Est. Variance
First Quarter (Q1)	(275,000)	-	-
Second Quarter (Q2)	(275,000)	-	(300,000)
Third Quarter (Q3)	(350,000)	-	-
Year-End (Q4)*	523,060	1,181,533	-

* Note: Year-end numbers are based on actual results, not projections.



Description

As of this point in time at 2nd quarter, the Windsor Police Service projects to be over budget for the end of 2017 by approx. \$300,000 or 0.3% of gross budget due to overtime and minor equipment variances.

Summary of Description

	Category	Amount
1 Overtime	Salaries & Benefits	\$ (150,000)
2 Minor Equipment	Minor Capital	(150,000)
Net Year End Surplus/(Deficit)		\$ (300,000)

Mitigating Steps

- 1) The WPS continues to aggressively monitor and control overtime costs which have slowly been decreasing over the past few years, however, with the occurrence of unforeseen major crimes, investigation and corresponding court costs overtime will rise accordingly. for 2017 to date the WPS has already had 3 code 200 occurrences which are highly resource intensive.
- 2) The Service has also been very diligent in delaying the replacement of equipment and trying to extend the life through repairs and maintenance, unfortunately however, we have begun to reach the point where equipment has become obsolete with service and parts no longer available. This is forcing the resulting replacements in order to continue to provide service and to ensure the health and safety of our employees. All purchasing is done in accordance with the City Purchasing By-law.

AGENCY GRANTS

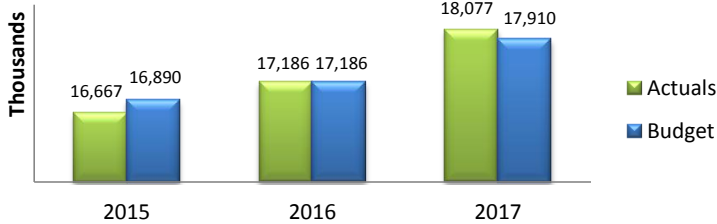
Financial Summary

	2015 Financials	2016 Financials	2017 Financials
Annual Gross Budget (GB)	16,991,096	17,286,927	18,010,674
Annual Net Budget	16,890,498	17,186,329	17,910,076
Annual Net Expenditures	16,667,034	17,186,329	18,076,946
Year End Variance	223,464	0	(166,870)
Variance as % of GB	1.3%		-0.9%

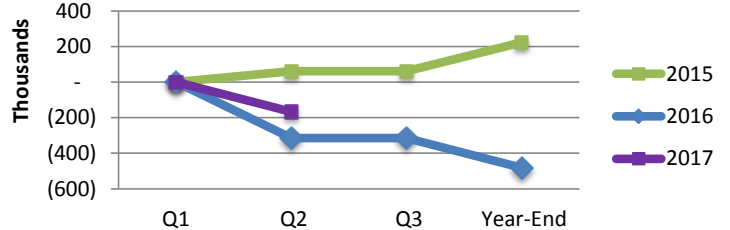
	2015 Est. Variance	2016 Est. Variance	2017 Est. Variance
First Quarter (Q1)	-	-	-
Second Quarter (Q2)	62,000	(314,000)	(166,870)
Third Quarter (Q3)	62,000	(314,000)	-
Year-End (Q4)*	223,464	(481,970)	-

* Note: Year-end numbers are based on actual results, not projections.

Year End Actuals vs. Year End Net Budget



Quarterly Year End Variance Projections *



Description

Land Ambulance: (\$166,870)

The approved land ambulance budget was not available from the County when the City's budget was approved in January 2017, and a budget estimate was made for the City's share of costs. Based on the 2017 Land Ambulance budget approved by the County, the City's share is expected to be \$10,258,680, which is \$241,190 higher than budgeted. However, the County is projecting the City's share to be \$10,459,000 due to operational costs trending over budget for 2017, which is a net difference of \$441,510 over the City's approved budget. In addition, the final 2016 reconciliation was lower than originally estimated by approximately \$274,640, which will result in a net deficit of (\$166,870).

Summary of Description

	Category	Amount
1. Land Ambulance	Transfers to External Agencies	\$ (166,870)
Net Year End Surplus/(Deficit)		\$ (166,870)

Mitigating Steps

N/A

COMMITTEES OF COUNCIL

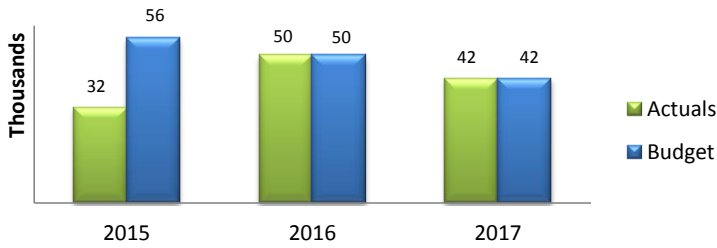
Financial Summary

	2015	2016	2017
	Financials	Financials	Financials
Annual Gross Budget (GB)	55,920	49,920	42,120
Annual Net Budget	55,920	49,920	42,120
Annual Net Expenditures	32,314	49,920	42,120
Year End Variance	23,606	0	0
Variance as % of GB	42.2%		

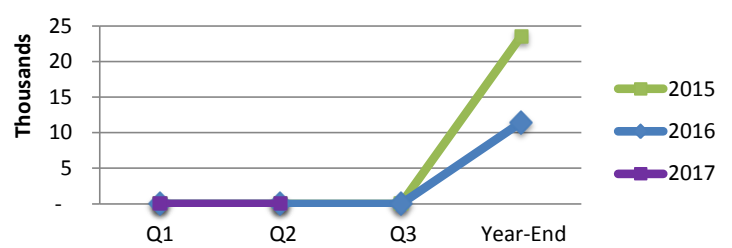
	2015	2016	2017
	Est. Variance	Est. Variance	Est. Variance
First Quarter (Q1)	-	-	-
Second Quarter (Q2)	-	-	-
Third Quarter (Q3)	-	-	-
Year-End (Q4)*	23,606	11,460	-

* Note: Year-end numbers are based on actual results, not projections.

Year End Actuals vs. Year End Net Budget



Quarterly Year End Variance Projections *



Description

No significant variances projected at this time.

Summary of Description

1. Projected to end the year within budget estimates

Category

Amount

\$ -

Net Year End Surplus/(Deficit)

\$ -

Mitigating Steps