

**THE CORPORATION OF THE CITY OF WINDSOR  
CHIEF FINANCIAL OFFICER - FINANCE**

**MISSION STATEMENT:**

*"The City of Windsor, with the involvement of its citizens, will deliver effective and responsive municipal services, and will mobilize innovative community partnerships"*

<b>LiveLink REPORT #: 14610</b>	<b>Report Date: March 31, 2010</b>
<b>Author's Name: Andrew Daher</b>	<b>Date to Council: April 12, 2010</b>
<b>Author's Phone: 519 255-6100 ext. 6613</b>	<b>Classification #:</b>
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**TO: Mayor and Members of City Council**

**SUBJECT: 2009 Year-End Budget Variance Report**

**1. RECOMMENDATION:**

City Wide:   X   Ward(s):         

1. THAT Council **RECEIVE FOR INFORMATION** the 2009 Year-end Operating Budget Variance Report, dated March 31, 2010.
2. THAT Council **APPROVE** the transfer of the 2009 net year end operating surplus of \$2,740,013 to the Budget Stabilization Reserve Fund.
3. THAT, in order to avoid the need to re-budget for various items, Council **APPROVE** \$8,188,460 in budget carryovers as detailed in Appendix C – 2009 Budget Carry-Forwards.
4. THAT Council **APPROVE** the balancing and transfer of capital projects, as detailed in Appendix D.
5. THAT consistent with previous reports, Council **APPROVE** the recovery from the Budget Stabilization Reserve Fund for 2009 expenditures amounting to \$4,848 related to the Interim Control Bylaw – Rail Issues; \$1,018,416 for Border Traffic Issues; and \$53,165 for DRIC Alternatives.
6. THAT pursuant to Bill 124 legislation, Council **APPROVE** the transfer of \$1,337,010 from the Building Permit Reserve to the Operating Fund, in order to recover the net Bill 124 expenditures incurred during 2009 in the Operating Fund.
7. THAT Council **APPROVE** the establishment of a Fire Small Fleet Reserve Account.
8. THAT Council **APPROVE** the following transfers, of a housekeeping nature, to/from various reserves

- a. The transfer of the excess 2009 claims costs of \$162,985 from the Self Insurance Reserve Fund to the Risk Management & Loss Prevention Operating Account (Dept. ID #0131690).
- b. The transfer of non-recurring transitional costs related to the temporary upkeep of Riverside and Adstoll Arenas and Edward Community Centre in the amount of \$155,690.52 from the Capital Expenditure Reserve Fund to Recreation's Operating Accounts.
- c. The transfer of the remaining balance of \$53,296.04 in the EnWin Recapitalization reserve account to consolidate with the Energy Reserve Fund, in order to fund corporate energy initiatives.
- d. The transfer of \$67,370.36 of expenditures from Fund 403 – Joint Justice Facility Capital Maintenance Trust Fund to Fund 139 – Budget Stabilization Fund to properly reflect the year-end fund balances in each account.
- e. The transfer of \$199,349.03 for the Landfill #3 Leachate Treatment costs to properly reflect the final 2008 EWSWA billings, from the Budget Stabilization Reserve Fund to the Environmental Services operating account.
- f. The recovery of non-union Labour Relation costs in the amount of \$25,037 from the Budget Stabilization Reserve Fund.

## **EXECUTIVE SUMMARY:**

The Corporation ended the 2009 fiscal year with an operating surplus of \$2,740,013. Consistent with prior reports to Council, the net surplus will be transferred to the Budget Stabilization Reserve Fund. These results are subject to the annual external audit. The above noted figures reflect budget carryovers in the amount of \$8,188,460 for accounts that, due to timing, were committed but not expended in 2009 and for which the related budget for those items have been carried forward in 2010. These 2009 approved carry-forwards are outlined in Appendix C.

As Council will recall, a \$1.5 million contingency (equal to approximately 0.2% of the gross operating budget) is included in the budget to mitigate the impact of changes to estimates and judgements made, in many cases with incomplete information, during the budget development process. Because the corporation ended the year in a surplus position, this contingency was not required and therefore is included in the \$2,740,013 transfer to the budget Stabilization account.

The table below provides a summary of the budgets and year-end variances for City Departments, Corporate Accounts, and Agencies & Boards for 2009 (2008 has also been included for reference purposes). The 2009 year-end variances have been sorted from largest deficit to largest surplus. Detailed variance explanations for each department can be found in Appendix A of the report.

It should be noted that the data and information presented throughout this report is based on the Phase 1 re-organization structure, as approved by Council on October 27, 2009. Therefore, when comparing year over year budgets and actuals, there may be some differences in the departments reported.

## OPERATING VARIANCE SUMMARY BY DEPARTMENT (2 Year History)

Departments	2009			2008		
	Annual Net Budget	Year End Surplus/ (Deficit)	% of Gross Budget	Annual Net Budget	Year End Surplus/ (Deficit)	% of Gross Budget
Recreation	6,331,807	(1,543,067)	-9.3%	7,443,690	(687,592)	-4.5%
Ontario Works	28,512,825	(772,867)	-0.7%	29,273,914	175,441	0.2%
Legal	3,128,679	(716,069)	-10.2%	2,112,134	181	0.0%
Parks & Facility Operations	15,250,685	(655,275)	-2.7%	15,135,269	(335,921)	-1.4%
Engineering & Corporate Projects	5,325,795	(567,533)	-7.0%	4,697,754	(866,063)	-11.9%
Licensing & Enforcement	(748,551)	(419,845)	-8.2%	(531,900)	(186,866)	-3.2%
Information Technology	4,800,953	(8,212)	-0.1%	5,051,701	20,824	0.3%
Building	418,180	(2,132)	0.0%	525,290	35,793	0.7%
Cultural Services (1)	435,113	57,232	12.4%	N/A	N/A	N/A
Planning	2,556,999	115,254	3.5%	2,683,511	383,796	11.4%
Finance	4,815,395	123,639	1.8%	4,882,751	268,769	4.1%
Human Resources	3,595,252	173,958	4.6%	3,649,457	87,417	2.3%
Council Services	3,992,597	181,255	1.7%	4,840,610	236,965	4.3%
Huron Lodge	8,385,537	212,034	1.0%	7,956,503	(2,282,624)	-11.8%
Corporate Facility Planning	1,161,431	285,555	24.4%	1,189,556	90,063	7.5%
Fire & Rescue Services	30,983,012	423,609	1.3%	31,139,962	(759,731)	-2.4%
Housing & Children's Services	21,682,505	496,418	0.6%	21,302,412	889,707	1.1%
Office of the CAO	3,751,439	705,512	14.1%	4,575,413	1,027,361	11.9%
Environmental & PW Operations (2)	26,033,309	718,702	1.1%	26,906,981	(1,120,867)	-1.7%
<b>Total City Departments</b>	<b>170,412,962</b>	<b>(1,191,832)</b>	<b>-0.3%</b>	<b>172,835,008</b>	<b>(3,023,347)</b>	<b>-0.7%</b>
<b>Corporate Accounts</b>						
Corporate Fringe Benefit Accounts	11,216,807	848,370	1.8%	9,413,647	(318,561)	-0.7%
Corporate Taxation Accounts	(317,636,857)	1,478,848	1.7%	(317,906,826)	(3,195,164)	-3.3%
Corporate Financial Accounts	51,187,974	2,068,971	2.0%	51,461,520	6,754,652	6.6%
<b>Total Corporate Accounts</b>	<b>(255,232,076)</b>	<b>4,396,189</b>	<b>1.9%</b>	<b>(257,031,659)</b>	<b>3,240,927</b>	<b>1.3%</b>
<b>Total City Dept's &amp; Corp. Accts</b>	<b>(84,819,114)</b>	<b>3,204,357</b>	<b>0.5%</b>	<b>(84,196,651)</b>	<b>217,580</b>	<b>0.0%</b>
<b>Agencies &amp; Boards</b>						
Windsor Police Services	63,428,740	(1,727,909)	-2.4%	63,339,379	(634,599)	-0.9%
Auditor General's Office	550,000	(256,303)	-46.6%	570,732	(167,175)	-29.3%
Grant to Windsor Public Library	7,729,359	0	0.0%	7,871,714	0	0.0%
Transit Windsor	11,611,015	19,868	0.0%	10,914,825	(497,182)	-1.8%
<b>Total Agencies &amp; Boards</b>	<b>83,319,114</b>	<b>(1,964,344)</b>	<b>-1.8%</b>	<b>82,696,650</b>	<b>(1,298,956)</b>	<b>-1.3%</b>
<b>Total City of Windsor</b>	<b>(1,500,000)</b>	<b>1,240,013</b>	<b>0.2%</b>	<b>(1,500,000)</b>	<b>(1,081,376)</b>	<b>-0.1%</b>
Budget Stabilization Contingency	1,500,000	1,500,000	0.2%	1,500,000	1,500,000	0.2%
<b>Grand Total</b>	<b>0</b>	<b>2,740,013</b>	<b>0.4%</b>	<b>0</b>	<b>418,624</b>	<b>0.1%</b>

(1) Prior to 2009, Cultural Services rolled up to the Office of the CAO. Therefore, no comparable data is available for 2008.

(2) Prior to 2009, Environmental Services and PW Operations were reported separately. As part of the Phase 1 re-organization, they have now been combined into one department.

## 2. BACKGROUND:

Appendix B includes a list of relevant operational and economic statistics (extracted from various sources) that have been presented in previous variance reports to Council. The data is provided as background information and is depicted graphically by quarter, by year, for ease of reference and comparison purposes.

Furthermore, the table below provides a five year historical picture of the City's year end operating variances for the corporation, as well as the percentage variance to budget. These reported year end variances all include the budget stabilization contingency account of \$1.5 million.

#### **CITY OF WINDSOR'S YEAR END REPORTED OPERATING VARIANCE**

<b>Year</b>	<b>Surplus</b>	<b>% of Gross Budget</b>
2005	\$1,458,773	0.24%
2006	\$1,693,318	0.23%
2007	\$5,422,794	0.70%
2008	\$ 418,624*	0.05%
2009	\$2,740,013	0.36%

\*After mitigating measures (deferral of \$6 million in capital costs)

### **3. DISCUSSION:**

#### **Tax Supported Variances**

As explained in the background section, the overall operating year-end surplus is \$2,740,013 or 0.36% of the 2009 gross approved budget. These numbers are still subject to the results of the external audit. Appendix A provides detailed comments and explanations of the departments variances. The comments are based on departmental input as well as a review from the Finance Department.

Included in arriving at the above noted figures are budget carryovers in the amount of \$8,188,460 for accounts that, due to timing, were committed but not expended in 2009. The carryovers allow the related budget to be carried to 2009 in order to avoid the need to re-budget for these items. Appendix C contains a detailed listing of the approved budget carryovers.

In a normal year, Administration provides Council with detailed variance reports and projections at the end of each quarter. Due to the disruption caused by the three and a half month long strike and the workload required in order to catch up after the work stoppage, administration was only able to provide Council with a **very high-level** variance analysis for the period January 1st to August 31<sup>st</sup>. That analysis was prepared in September / October and came to Council in November. At that time, Administration projected a \$3.9 million surplus. That report, however, identified significant risks to departmental projections and indicated that due to the high level nature of the analysis, "material fluctuations in the projected variances can occur...."

It should be further emphasized that the financial results of the Corporation often depends upon the existing economic environment and can be influenced by uncontrollable variables such as inflation rates, interest rates, unemployment rates, and social assistance caseloads. Consequently, material fluctuations in prior period projected variances can occur if any unforeseen activity is experienced.

#### **Work Stoppage & Organizational Changes in 2009**

The strike savings previously reported to Council on October 26<sup>th</sup>, amounting to \$5,716,209, was excluded from this analysis and does not form part of the 2009 year end surplus. Consistent with Council's direction, that amount was returned back to the tax payers, resulting in a cheque of \$72 per property.

As mentioned above, the 2009 year end financial summary is based on the new Phase 1 organization structure, as approved by Council on October 27, 2009. As a result, the Corporation's reporting structure has changed, some departments that previously reported separately are now consolidated into one and some divisions are now identified as departments. It should be emphasized that budgets have also been adjusted to reflect these changes and therefore for some departments the 2008 and 2009 budgets are not comparable. Although Council has recently approved the Phase 2 structure of the Corporation, due to the timing of approval, these changes in structure will be reflected going forward in the quarterly variance reports throughout 2010.

#### Establishment of a Fire Small Fleet Reserve Account

Fire has received carry forward dollars for the unspent small fleet depreciation money in both 2009 & 2010. This is because of the freeze placed on fleet replacements back in 2008. Fire has been behind in their replacement schedule for the past 3 years. In order to avoid the need to carry forward savings in depreciation costs year over year, the department feels that it is prudent to establish a reserve account that can be used towards the purchase of these small fleet vehicles as needed.

#### Miscellaneous Housekeeping Transfers To/From Reserves

Throughout the course of the year, costs related to certain initiatives are captured in operating accounts and are then transferred at year-end to reserves. The following miscellaneous housekeeping transfers to/from reserves have occurred and further descriptions are provided:

- The City maintains a self insurance reserve fund to deal with costs above and beyond the budgeted amounts. In 2009, claim costs exceeded budget by \$162,985. Therefore, a transfer in that amount is needed from the Self Insurance Reserve Fund to the Risk Management & Loss Prevention Operating Account.
- Certain temporary and non-recurring transitional costs have been incurred related to the temporary upkeep of Riverside and Adstoll Arenas and Edward Community Centre in the amount of \$155,690.52. Therefore, a transfer in this amount from the Capital Expenditure Reserve Fund to the Recreation's Operating Accounts will be made.
- The EnWin Recapitalization funds were initially deposited into a reserve account and used to implement the pay as you go concept. The \$53,296.04 remaining in that reserve account is no longer required for that purpose and therefore it is recommended that this amount be transferred and consolidated into the Energy Reserve Fund, in order to fund corporate energy initiatives.
- During the year, Facility Operations undertook work at the Joint Justice Facility for the Ministry of the Attorney General's Office. These expenses were inadvertently charged to Fund 403 which is a shared capital trust account between Windsor Police Services and the Ontario Realty Corporation. The transfer of \$67,370.36 in expenditures from Fund 403 to Fund 139 will provide for the proper year-end fund balances in each account.
- The final EWSWA 2008 invoice flowed through the Environmental Services operating account. It more properly should have been charged to the Solid Waste division. Therefore, a transfer of \$199,349.03 is being recommended from the Budget Stabilization Reserve Fund to the Environmental Services operating account.
- Certain costs were incurred related to the issues surrounding the non-union labour relations occurred during the year and therefore it is being recommended that \$25,037 be taken from the Budget Stabilization Reserve Fund.

## Non-Tax Supported Variances

### **Building Permit Reserve**

The year-end building permit revenue deficit of (\$1,337,010), net of building permit operating strike savings of \$408,643 has not been included in the City's year-end position. This is consistent with the Ontario Building Code Act, which requires that any year-end variances in the building permit area be closed out to a separate reserve account. The intent of the legislation is for permit revenue to only fund expenditures related to issuing permits. In order to smooth out the peaks and valleys inherent with the economic cycles associated with the building industry a reserve has been set up to receive surpluses and fund deficits.

The Building Department staff continue to undertake significant ongoing mitigating efforts in order to manage all costs within their control. This is demonstrated by the fact that the actual expenses for 2009 were below budget. As a result, the majority of the reserve draw is attributed to the significant decline in permit revenues.

After this transfer is taken into consideration, the current deficit balance in the Building Permit Reserve Fund is (\$5,660,033). The deficit in the reserve can be addressed by increasing permit fees, reducing expenditures, a subsidization from the general tax base, or a combination of all three.

The future forecast of building permit revenue suggests no change to revenue levels in 2010. As early as 2013, the Department is cautiously optimistic that it may approach or exceed a break even status in its operations. Additional mitigating measures are currently being explored by the Building Staff in order to implement a phased reduction of the accumulated deficit.

The table below reveals the recent increase in the number of building permits from 2008 and also the significant increase in the dollar value of construction in the City.

Year	Value of Construction	YOY % chg.	# of Permits	YOY % chg.
2004	\$ 336,235,650	N/A	4006	N/A
2005	305,783,636	-9.1%	2453	-38.8%
2006	337,195,825	10.3%	1769	-27.9%
2007	231,083,505	-31.5%	1624	-8.2%
2008	115,056,950	-50.2%	1382	-14.9%
2009	235,253,356	104.5%	1473	6.6%

Source: City of Windsor, Building & Development Department

### **Off Street Parking Reserve**

The year-end transfer to the Off Street Parking Reserve, reflecting the net profit for the year, amounted to \$134,791. It should be noted that the transfer of \$134,791 is net of parking related strike costs of \$592,116. This transfer to the Off Street Parking Reserve from the operating account does not impact the levy-supported budget.

After taking into account the actual 2009 year end transfer and other activity throughout 2009, the year-end deficit balance in the On-Off Street Parking Reserve is (\$1,086,443). Therefore, the latest projection indicates that the Off Street Parking Reserve should be in a surplus position in early 2013.

### **Sewer Surcharge Reserve**

The 2009 approved budget for sewer surcharge operations called for a net contribution from the sewer surcharge reserve fund of \$1,520,084. The actual results were such that only \$1,488,432 was required to be transferred. Therefore, the operations ended the year with a surplus of \$31,652, compared to the approved budget. This surplus is based on lower than projected revenues from the surcharge on the water bill (\$1,051,896) offset by an even larger reduction in the operating expenditures (\$1,083,548).

Following the noted transfer, the balance in the sewer surcharge reserve fund is approximately \$2.2 million.

### **Year End Capital Closeouts**

Appendix D has been attached providing a detailed list of all capital projects closed out throughout the year. This includes the breakdown of all capital projects that were balanced via transfers to/from other capital projects as well as other capital projects that were balanced via transfers to/from the original funding sources. There were a total of 45 capital projects that were consolidated and/or closed in 2009, which amounted to a total surplus of \$1,549,058.

## **4. FINANCIAL MATTERS:**

Discussed throughout the report.

## **5. CONSULTATIONS:**

All City Departments provided comments to augment the analysis performed by the Finance Department.

## **6. CONCLUSION:**

While there were many variances within the individual accounts, overall the Corporation ended the 2009 year with a net surplus of \$2,740,013.

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**Onorio Colucci**  
**Chief Financial Officer**

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**George Wilkki**  
**City Clerk**

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**Mario Sonogo**  
**City Engineer**

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**Ronna Warsh**  
**Community Development & Health**  
**Commissioner**

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**Valerie Critchley**  
**City Clerk**

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**Helga Reidel**  
**Chief Administrative Officer**

**APPENDICES:**

**Appendix A – Components of the 2009 Year End Variance**

**Appendix B – 2009 Operational & Economic Stats**

**Appendix C – 2009 Budget Carry Forwards**

**Appendix D – 2009 Capital Closeouts for Year-End**

**DEPARTMENTS/OTHERS CONSULTED:**

**Name:**

**Phone #: 519                      ext.**

**NOTIFICATION :**

Name	Address	Email Address	Telephone	FAX

## OPERATING YEAR-END VARIANCE SUMMARY BY DEPARTMENT

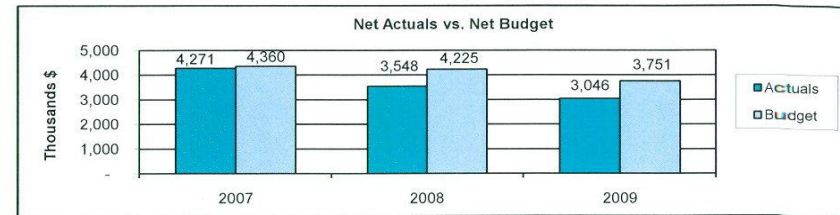
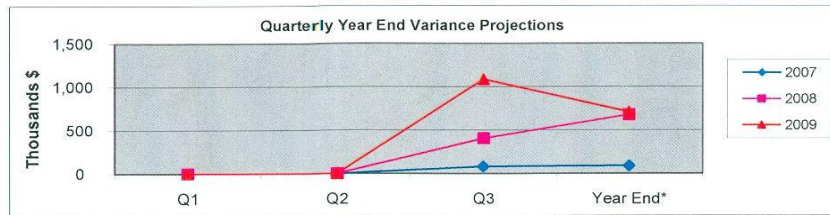
Departments	Page #	2007			2008			2009		
		Annual Net Budget	Year End As at Dec 31	% Var. of Gross Budget	Annual Net Budget	Year End As at Dec 31	% Var. of Gross Budget	Annual Net Budget	Year End As at Dec 31	% Var. of Gross Budget
<b>Corporate Administration</b>										
Office of the CAO	1	4,359,796	88,317	1.7%	4,575,413	1,027,361	11.9%	3,751,439	705,512	14.1%
<b>Total Corporate Administration</b>		<b>4,359,796</b>	<b>88,317</b>	<b>1.7%</b>	<b>4,575,413</b>	<b>1,027,361</b>	<b>11.9%</b>	<b>3,751,439</b>	<b>705,512</b>	<b>14.1%</b>
<b>Community Development &amp; Health</b>										
Housing & Children's Services	2	20,033,447	582,046	0.8%	21,302,412	889,707	1.1%	21,682,505	496,418	0.6%
Ontario Works	3	32,330,552	844,014	0.7%	29,273,914	175,441	0.2%	28,512,825	(772,867)	-0.7%
Huron Lodge	4	8,209,574	(720,395)	-3.8%	7,956,503	(2,282,624)	-11.8%	8,385,537	212,034	1.0%
Recreation	5	7,321,406	35,702	0.2%	7,443,690	(687,592)	-4.5%	6,331,807	(1,543,067)	-9.3%
Cultural Services	6	N/A	N/A	0.0%	N/A	N/A	N/A	435,113	57,232	12.4%
<b>Total Community Development &amp; Health</b>		<b>67,894,979</b>	<b>741,367</b>	<b>0.3%</b>	<b>65,976,519</b>	<b>(1,905,068)</b>	<b>-0.8%</b>	<b>65,347,787</b>	<b>(1,550,250)</b>	<b>-0.7%</b>
<b>Office of City Clerk</b>										
Council Services	7	4,533,878	100,525	2.0%	4,840,610	236,965	4.3%	3,992,597	181,255	1.7%
Human Resources	8	3,317,880	187,869	5.5%	3,649,457	87,417	2.3%	3,595,252	173,958	4.6%
<b>Total Office of City Clerk</b>		<b>7,851,758</b>	<b>288,394</b>	<b>3.4%</b>	<b>8,490,067</b>	<b>324,382</b>	<b>3.5%</b>	<b>7,587,849</b>	<b>355,213</b>	<b>2.4%</b>
<b>Office of the Chief Financial Officer</b>										
Finance	9	4,736,502	411,824	6.6%	4,882,751	268,769	4.1%	4,815,395	123,639	1.8%
Information Technology	10	4,677,014	47,297	0.8%	5,051,701	20,824	0.3%	4,800,953	(8,212)	-0.1%
Corporate Facility Planning	11	1,380,894	(5,788)	-0.4%	1,189,556	90,063	7.5%	1,161,431	285,555	24.4%
<b>Total Office of the Chief Financial Officer</b>		<b>10,794,410</b>	<b>453,333</b>	<b>3.3%</b>	<b>11,124,008</b>	<b>379,656</b>	<b>2.7%</b>	<b>10,777,779</b>	<b>400,982</b>	<b>2.8%</b>
<b>Office of the City Engineer</b>										
Engineering & Corporate Projects	12	4,852,430	87,510	1.2%	4,697,754	(866,063)	-11.9%	5,325,795	(567,533)	-7.0%
Parks & Facility Operations	13	14,452,665	(107,751)	-0.5%	15,135,269	(335,921)	-1.4%	15,250,685	(655,275)	-2.7%
Environmental & PW Operations	14	26,822,916	800,582	1.0%	26,906,981	(1,120,867)	-1.7%	26,033,309	718,702	1.1%
<b>Total Office of the City Engineer</b>		<b>46,128,011</b>	<b>780,341</b>	<b>0.7%</b>	<b>46,740,004</b>	<b>(2,322,851)</b>	<b>-2.4%</b>	<b>46,609,789</b>	<b>(504,106)</b>	<b>-0.5%</b>
<b>Office of the City Solicitor</b>										
Legal	15	2,272,393	(680,507)	-5.8%	2,112,134	181	0.0%	3,128,679	(716,069)	-10.2%
Licensing & Enforcement	16	(946,593)	10,962	0.2%	(531,900)	(186,866)	-3.2%	(748,551)	(419,845)	-8.2%
Fire & Rescue Services	17	30,383,328	(699,910)	-2.2%	31,139,962	(759,731)	-2.4%	30,983,012	423,609	1.3%
Building	18	1,100,788	(680,415)	-10.7%	525,290	35,793	0.7%	418,180	(2,132)	0.0%
Planning	19	1,478,687	209,345	14.2%	2,683,511	383,796	11.4%	2,556,999	115,254	3.5%
<b>Total Office of the City Solicitor</b>		<b>34,288,603</b>	<b>(1,840,525)</b>	<b>-3.2%</b>	<b>35,928,997</b>	<b>(526,827)</b>	<b>-0.9%</b>	<b>36,338,319</b>	<b>(599,183)</b>	<b>-1.1%</b>
<b>Total City Departments</b>		<b>171,317,557</b>	<b>511,227</b>	<b>0.1%</b>	<b>172,835,008</b>	<b>(3,023,347)</b>	<b>-0.7%</b>	<b>170,412,962</b>	<b>(1,191,832)</b>	<b>-0.3%</b>
<b>Corporate Accounts</b>										
Corporate Financial Accounts	20, 21	50,007,958	2,275,924	2.1%	51,461,520	6,754,652	6.6%	51,187,974	2,068,971	2.0%
Corporate Fringe Benefit Accounts	22	10,029,463	1,297,017	3.0%	9,413,647	(318,561)	-0.7%	11,216,807	848,370	1.8%
Corporate Taxation Accounts	23	(312,246,981)	807,700	0.8%	(317,906,826)	(3,195,164)	-3.3%	(317,636,857)	1,478,848	1.7%
<b>Total Corporate Accounts</b>		<b>(252,209,560)</b>	<b>4,380,641</b>		<b>(257,031,659)</b>	<b>3,240,927</b>	<b>1.3%</b>	<b>(255,232,076)</b>	<b>4,396,189</b>	<b>1.9%</b>
<b>Total City Departments &amp; Corp. Accounts</b>		<b>(80,892,003)</b>	<b>4,891,868</b>	<b>0.7%</b>	<b>(84,196,651)</b>	<b>217,580</b>	<b>0.0%</b>	<b>(84,819,114)</b>	<b>3,204,357</b>	<b>0.5%</b>
<b>Agencies &amp; Boards</b>										
Windsor Police Services	24	59,863,175	(1,366,688)	-2.0%	63,339,379	(634,599)	-0.9%	63,428,740	(1,727,909)	-2.4%
Transit Windsor	25	10,879,943	267,608	1.0%	10,914,825	(497,182)	-1.8%	11,611,015	19,868	0.1%
Auditor General's Office	26	542,097	130,006	24.0%	570,732	(167,175)	-29.3%	550,000	(256,303)	-46.6%
Grant to Windsor Public Library		8,106,788	0	0.0%	7,871,714	0	0.0%	7,729,359	0	0.0%
<b>Total Agencies &amp; Boards</b>		<b>79,392,003</b>	<b>(969,074)</b>	<b>-1.0%</b>	<b>82,696,650</b>	<b>(1,298,956)</b>	<b>-1.3%</b>	<b>83,319,114</b>	<b>(1,964,344)</b>	<b>-1.8%</b>
<b>Total</b>		<b>(1,500,000)</b>	<b>3,922,794</b>	<b>0.5%</b>	<b>(1,500,000)</b>	<b>(1,081,376)</b>	<b>-0.1%</b>	<b>(1,500,000)</b>	<b>1,240,013</b>	<b>0.2%</b>
Budget Stabilization Contingency Acct.		1,500,000	1,500,000		1,500,000	1,500,000		1,500,000	1,500,000	
<b>Grand Total</b>		<b>0</b>	<b>5,422,794</b>	<b>0.7%</b>	<b>0</b>	<b>418,624</b>	<b>0.1%</b>	<b>0</b>	<b>2,740,013</b>	<b>0.4%</b>

**OFFICE OF THE CAO****Financial Summary**

	2007				2008				2009			
	Q1	Q2	Q3	Year End*	Q1	Q2	Q3	Year End*	Q1	Q2	Q3	Year End*
	As at Mar 31	As at Jun 30	As at Sep 30	As at Dec 31	As at Mar 31	As at Jun 30	As at Sep 30	As at Dec 31	As at Mar 31	As at Jun 30	As at Aug 31	As at Dec 31
Annual Gross Budget				5,316,235				5,691,352				4,987,516
Annual Net Budget				4,359,796				4,225,413				3,751,439
Year to Date Net Expenditures	1,265,765	1,607,238	2,833,626	4,271,479	914,883	1,454,541	2,389,379	3,548,052	-	-	-	3,045,927
<b>Projected Year End Variance*</b>	<b>0</b>	<b>0</b>	<b>80,000</b>	<b>88,317</b>	<b>0</b>	<b>0</b>	<b>406,000</b>	<b>677,361</b>	<b>0</b>	<b>0</b>	<b>1,086,000</b>	<b>705,512</b>
Variance as % of Gross Budget			1.5%	1.7%			7.1%	11.9%			21.8%	14.1%

\* Projected Year End Variance (as at Dec. 31st) are actuals, not projections.

Q3 variance projection date amended due to work stoppage

**Description**

There is a change to the reporting structure of the Office of the CAO between Q3 and year end, the Communications department has been realigned to Council Services and Cultural Affairs is presented as it's own department. These changes also support the budget reduction when comparing between 2008 and 2009. At Q3 these Departments projected a combined surplus of \$285,000 to year end.

The Office of Continuous Improvement (OCI) and Corporate Consulting accounts ended the year in a surplus position of \$450,856 primarily due to the competing priorities of the Corporation in 2009. The OCI format has been approved by City Council and has been reported publicly on the communications agenda. The Department will be taking steps to fill the vacant positions by the Summer of 2010.

The Service Delivery Review resulted in the reorganization of the Senior Leadership team and the elimination of the following positions, General Manager of Corporate Services and Public Works in the 3rd quarter and the General Manager of Client Services in the 4th quarter of the year, yielding a surplus of \$169,578. Operational efficiencies and expenditure controls resulted in a savings of \$67,980 among all four of the General Manager Administration departments. The Convention and Visitors Bureau ended their operations in 2009 with a surplus of \$22,340 due to expenditure controls. Further, the Office of the CAO had minor variances in multiple accounts of \$5,242.

**Summary of Description**

In summary, the year end variance is comprised of the following:

1. Office of Continuous Improvement
2. Corporate Consulting
3. Staffing vacancies
4. Operational efficiencies in GM Administration Departments
5. Convention and Visitors Bureau
6. Minor variances in multiple accounts

**Amount**  
\$ 250,000  
200,856  
169,578  
67,980  
22,340  
(5,242)

**Net Year End Surplus**

**\$ 705,512**

**Mitigating Steps**

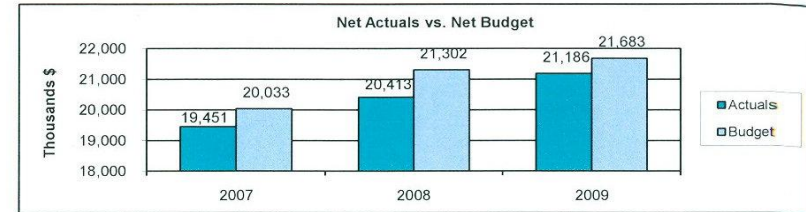
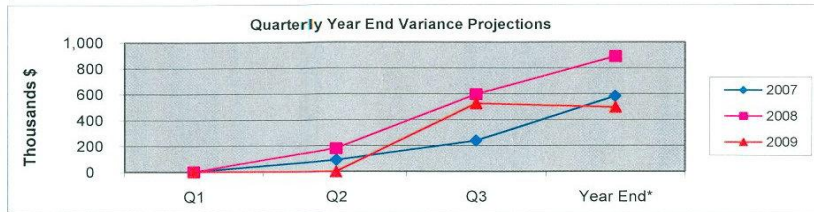
The General Manager and Executive Assistant vacant positions have been eliminated in the 2010 Budget. The Convention and Visitors Bureau has been transitioned to the Tourism Windsor Essex and Pelee Island organization effective January 1, 2010.

**HOUSING & CHILDREN'S SERVICES****Financial Summary**

	2007				2008				2009			
	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Aug 31	Year End* As at Dec 31
Annual Gross Budget				75,630,584				81,018,998				83,925,339
Annual Net Budget				20,033,447				21,302,412				21,682,505
Year to Date Net Expenditures	4,301,929	9,138,619	14,409,152	19,451,401	3,062,061	9,892,081	14,136,730	20,412,705	-	-	-	21,186,087
<b>Projected Year End Variance*</b>	<b>0</b>	<b>90,000</b>	<b>239,000</b>	<b>582,046</b>	<b>0</b>	<b>179,000</b>	<b>597,000</b>	<b>889,707</b>	<b>0</b>	<b>0</b>	<b>526,000</b>	<b>496,418</b>
Variance as % of Gross Budget		0.1%	0.3%	0.8%		0.2%	0.7%	1.1%			0.6%	0.6%

\* Projected Year End Variance (as at Dec. 31st) are actuals, not projections.

Q3 variance projection date amended due to work stoppage

**Description**

Housing and Children's Services ended the year with a surplus of \$496,418 for the following program areas:

Physician Recruitment - Surplus of \$40,466 was due to a refund for the reconciliation of prior year's expenditures received in year.

Housing Administration/Residential Support ended the year with a surplus of \$185,809. Lower than projected demand for Domiciliary Homes and Hostels services resulted in a \$149,797 surplus. Funds budgeted for Pandemic Planning were not fully expended due to time constraints which resulted in a surplus of \$49,660. These surpluses were offset by a small deficit in Housing Administration (\$13,648).

Children's Services - Child Care Purchase of Service ended the year with a surplus of \$92,722 as a result of lower than budgeted demand for subsidies, and lower than anticipated administrative costs.

Pathway to Potential - the delay in transitioning into the Pathway to Potential program resulted in a \$150,202 surplus.

Municipal Child Care Centres - surplus of \$27,219 as a result of Minor Capital not being utilized due to time constraints.

**Summary of Description**

In summary, the year end variance is comprised of the following:

1. Community Support Programs (Physician Recruitment)
2. Housing Administration and Residential Support
3. Child Care Purchase of Services
4. Pathway to Potential
5. Municipal Child Care Centres

Amount
\$ 40,466
185,809
92,722
150,202
27,219

**Net Year End Surplus**

**\$ 496,418**

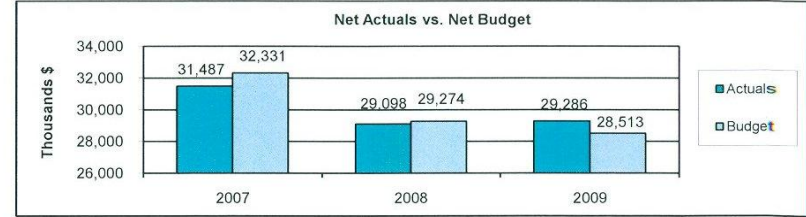
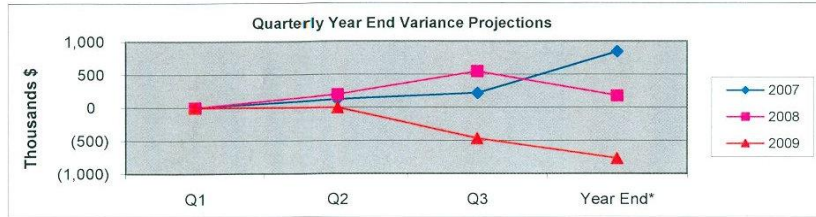
**Mitigating Steps**

**ONTARIO WORKS****Financial Summary**

	2007				2008				2009			
	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Aug 31	Year End* As at Dec 31
Annual Gross Budget				119,165,588				115,284,829				116,766,518
Annual Net Budget				32,330,552				29,273,914				28,513,825
Year to Date Net Expenditures	9,765,519	16,978,343	23,723,186	31,486,538	17,534,020	13,182,378	21,186,613	29,098,473	-	-	-	29,286,692
<b>Projected Year End Variance*</b>	<b>0</b>	<b>126,000</b>	<b>219,000</b>	<b>844,014</b>	<b>0</b>	<b>197,000</b>	<b>545,000</b>	<b>175,441</b>	<b>0</b>	<b>0</b>	<b>(470,000)</b>	<b>(772,867)</b>
Variance as % of Gross Budget		0.1%	0.2%	0.7%		0.2%	0.5%	0.2%			-0.4%	-0.7%

\* Projected Year End Variance (as at Dec. 31st) are actuals, not projections.

Q3 variance projection date amended due to work stoppage

**Description**

The Ontario Works (OW) Department ended with a total variance of (\$772,867) and is broken down by program as follows:

OW Financial Assistance ended with a variance of (\$368,407). OW caseloads across the province increased significantly during 2009. Windsor's caseload grew by 16.1% which was higher than budgeted.

ODSP incurred a deficit of (\$141,902), due to a 5.2% caseload increase which was also higher than budgeted.

Municipally funded Assistance shows a variance of (\$141,106). Assistance is provided to low income residents for emergency or medical needs. The largest variance is related to increased claims to support low income lodging home residents with various medical needs. The other significant increase is the result of the retroactive rate increase for funeral and burial services.

OW Employment Assistance program ended with a variance of (\$178,215). This program is cost shared with the Province at 80%. At year end this budget was under expended. The Province's share will be carried over to 2010 to be utilized for employment. The corresponding municipal share was also required to be carried over to 2010. This resulted in a fringe benefit variance.

OW Administration and Immigration ended with a minor surplus of \$56,763 mainly due to cost containment.

**Summary of Description**

In summary, the year end variance is comprised of the following:

1. Ontario Works Financial Assistance
2. Ontario Disability Support Program (ODSP)
3. Municipally Funded Assistance
4. OW Employment Assistance
5. OW Administration & Immigration

**Amount**  
\$ (368,407)  
(141,902)  
(141,106)  
(178,215)  
56,763

**Net Year End Deficit**

**\$ (772,867)**

**Mitigating Steps**

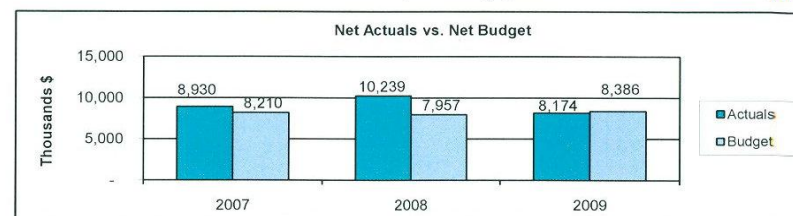
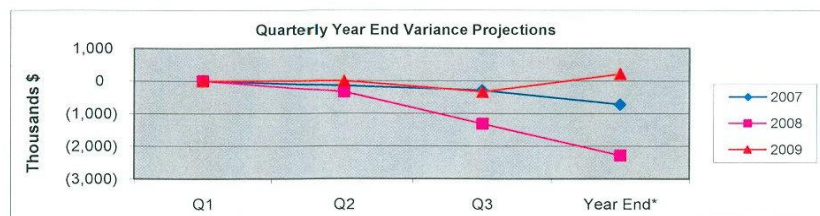
Case load projections are based on current available data such as caseload trends, provincial estimates of caseload growth, and economic outlook. Expenditure mitigation is very difficult given the tremendous workload caused by the increasing caseloads. The Municipally Funded Assistance budget for 2010 has been increased to match expenditure levels and to address the Funeral and Burial Homes rate increase recently approved.

**HURON LODGE****Financial Summary**

	2007				2008				2009			
	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Aug 31	Year End* As at Dec 31
Annual Gross Budget				19,102,674				19,385,351				20,435,932
Annual Net Budget				8,209,574				7,956,503				8,385,537
Year to Date Net Expenditures	1,890,301	4,636,684	6,874,077	8,929,969	2,075,991	5,216,940	7,744,151	10,239,127	-	-	-	8,173,503
<b>Projected Year End Variance*</b>	<b>0</b>	<b>(150,000)</b>	<b>(287,000)</b>	<b>(720,395)</b>	<b>0</b>	<b>(335,000)</b>	<b>(1,314,000)</b>	<b>(2,282,624)</b>	<b>0</b>	<b>0</b>	<b>(340,000)</b>	<b>212,034</b>
Variance as % of Gross Budget		-0.8%	-1.5%	-3.8%		-1.7%	-6.8%	-11.8%			-1.7%	1.0%

\* Projected Year End Variance (as at Dec. 31st) are actuals, not projections.

Q3 variance projection date amended due to work stoppage

**Description**

Huron Lodge ended the year with a surplus of \$212,034.

Huron Lodge continued to be proactive in 2009 by implementing various cost reduction strategies. Huron Lodge has reduced prior year budget variances in accounts such as incontinence & linens, WSIB, and salaries. In 2009, there was a cost avoidance of approximately \$432,000 in staff scheduling protocols. A proactive attendance at work regimen was implemented that resulted in attendance improvements and assisted the department in meeting budget estimates for salaries and benefits.

As previously communicated, the department has a continued obligation to pay WSIB expenses, which were over budget by (\$213,000). Incontinence and linens experienced a budget shortfall of (\$61,000). Incontinence products are an essential item that improves the quality of life for residents. The usage of incontinence supplies is a variable that can fluctuate with the general health of the resident, short term illness, skin breakdown, medical conditions, etc. The department will continue to work towards reducing this variance in 2010.

Resident revenues resulted in a surplus of \$147,000 for 2009. Funding announcements made in 2009 as well as prior year assessments contributed to higher than anticipated subsidies by approximately \$333,000.

Other miscellaneous accounts experienced a net surplus of approximately \$6,034.

**Summary of Description**

In summary, the year end variance is comprised of the following:

1. WSIB Payments
2. Incontinence & Linens
3. Resident Revenues
4. MOH Subsidy & Prior Year Assessments
5. Other miscellaneous accounts

Amount
\$ (213,000)
(61,000)
147,000
333,000
6,034

**Net Year End Surplus**

\$ 212,034

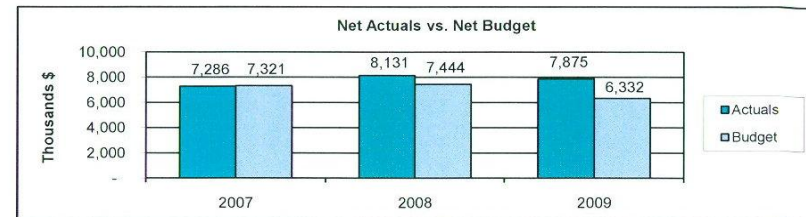
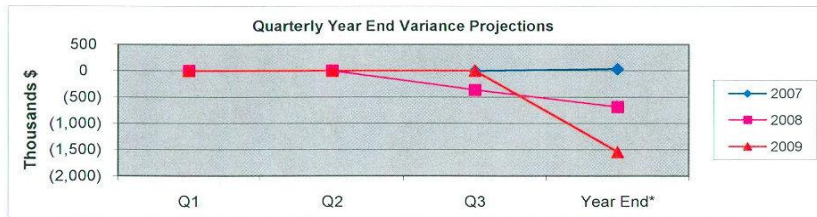
**Mitigating Steps**

**RECREATION****Financial Summary**

	2007				2008				2009			
	Q1	Q2	Q3	Year End*	Q1	Q2	Q3	Year End*	Q1	Q2	Q3	Year End*
	As at Mar 31	As at Jun 30	As at Sep 30	As at Dec 31	As at Mar 31	As at Jun 30	As at Sep 30	As at Dec 31	As at Mar 31	As at Jun 30	As at Aug 31	As at Dec 31
Annual Gross Budget				14,837,591				15,211,879				16,627,353
Annual Net Budget				7,321,406				7,443,690				6,331,807
Year to Date Net Expenditures	1,203,263	3,148,383	5,208,012	7,285,704	1,494,321	3,379,742	5,845,656	8,131,282	-	-	-	7,874,874
<b>Projected Year End Variance*</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>35,702</b>	<b>0</b>	<b>0</b>	<b>(365,000)</b>	<b>(687,592)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,543,067)</b>
<b>Variance as % of Gross Budget</b>				<b>0.2%</b>			<b>-2.4%</b>	<b>-4.5%</b>				<b>-9.3%</b>

\* Projected Year End Variance (as at Dec. 31st) are actuals, not projections.

Q3 variance projection date amended due to work stoppage

**Description**

The combined impacts of the unique circumstances that transpired during 2009 have resulted in this unusually large variance. The noted circumstances included:

- The challenging economic climate facing our region which impacted the revenues across the broad spectrum of recreation facilities
- The increase in regional supply of ice pads and recreation facilities, and
- The lingering impact of the work stoppage that was difficult to quantify at the time the high level 2009 budget variance report was prepared in the fall.

An analysis of the operations over the last 3 years indicates that the recreation revenues have generally been declining across all facilities, primarily due to the economic challenges of the region. Over those years, the decline has largely been mitigated by way of expenditure reductions. Given the decreasing expense budgets and the magnitude of the decrease in revenues, the variance could not be fully absorbed in 2009 and is not sustainable without an improvement in the revenue stream.

Community centre programming can react quickly to a decrease in registrations. The class is cancelled, there are no instructor wages required, and a recovery can occur in the next session (8-10 weeks). However, the arena budgets cannot be managed as easily. Seemingly minor service demand reductions have significant revenue implications. For example, one lost hour of rental in one arena, translates in some \$4,200 dollars lost over a rental season (28 weeks). This loss of rental income will be further compounded by additional decreases in concession revenues. On the expense side, however, overhead for operating the facilities remain relatively the same and are much more difficult to manage in the short term. A review of the budget variances for the Recreation Department over the last several years shows that the department has done a good job of managing its approved budget. During the 5-year period 2004 to 2008, the department had 2 years with surpluses and 3 years with generally small deficits. In 4 of those 5 years budget variances were within 2% of approved budgets.

The table below itemizes the issues. It should be noted that examples of the one time impacts highlighted in the table primarily included very conservative estimates for strike savings calculation and the National Child Benefit Supplement where demand exceeded supply (an increase in funding for 2010 has been obtained through the Pathway to Potential Program).

**Summary of Description**

In summary, the year end variance is comprised of the following:

1. Loss of Rental Revenue Across All Facilities
2. Programming Revenue Impacts
3. One Time Impacts
4. Concession Revenue Loss
5. Net Expenditure Reductions

**Net Year End Deficit**

Amount
\$ (604,000)
(460,000)
(370,500)
(290,000)
181,433
<b>\$ (1,543,067)</b>

**Mitigating Steps**

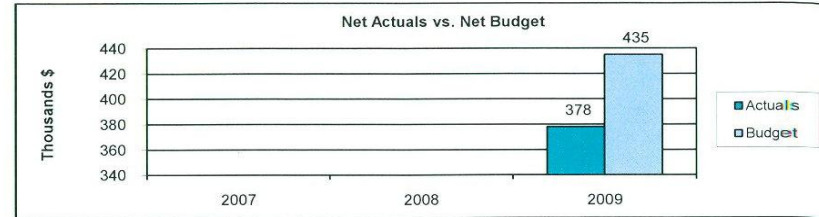
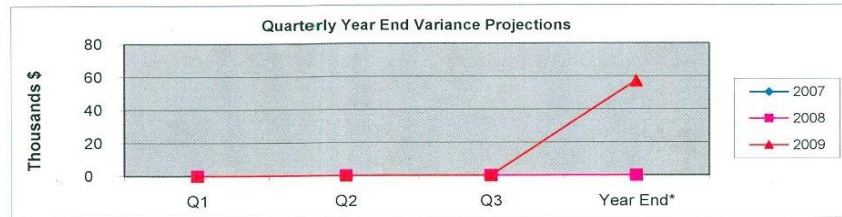
Recreation in 2010 is closely monitoring the monthly financial statements and will bring forward any concerns or anticipated variances as part of the quarterly variance report to Council. In addition, Administration will continue to aggressively pursue the return of previous and new revenue streams along with internal adjustments to operations to mitigate the current challenges. Furthermore, Council approved additional departmental budget changes in 2010 to reflect the revenue challenges going forward. This will help mitigate future variances.

**CULTURAL AFFAIRS (PREVIOUSLY REPORTED UNDER THE CAO'S OFFICE)****Financial Summary**

	2007				2008				2009			
	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Aug 31	Year End* As at Dec 31
Annual Gross Budget												460,513
Annual Net Budget												435,113
Year to Date Net Expenditures									-	-	-	377,881
<b>Projected Year End Variance*</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>57,232</b>
<b>Variance as % of Gross Budget</b>												<b>12.4%</b>

\* Projected Year End Variance (as at Dec. 31st) are actuals, not projections.

Q3 variance projection date amended due to work stoppage

**Description**

The Cultural Affairs department (which after the Phase 2 reorganization will be a division of the Recreation department) has ended the year in a slight surplus position. Most of the savings are attributable to the gapping of wages and salaries. Other minor savings are itemized in the table below.

**Summary of Description**

In summary, the year end variance is comprised of the following:

1. Operational savings
2. Salary gapping and vacant savings
3. Art Cart position
4. Brochure publication for Riverfront Sculpture Garden
5. Minor variances in multiple accounts

Amount
\$ 11,499
24,060
13,052
4,531
4,090

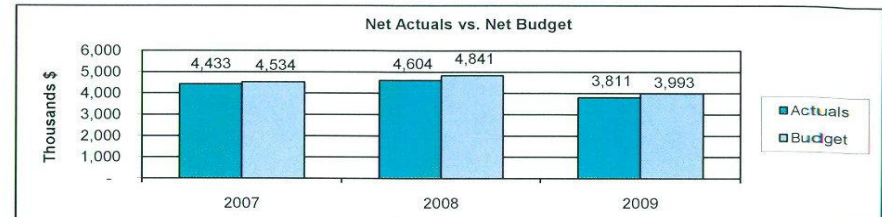
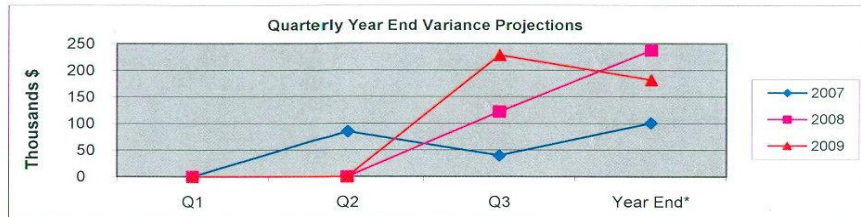
**Net Year End Surplus****\$ 57,232****Mitigating Steps**

**COUNCIL SERVICES****Financial Summary**

	2007				2008				2009			
	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Aug 31	Year End* As at Dec 31
Annual Gross Budget				5,115,809				5,561,157				10,959,889
Annual Net Budget				4,533,878				4,840,610				3,992,597
Year to Date Net Expenditures	812,310	1,677,441	2,961,514	4,433,353	594,076	1,502,838	2,939,520	4,603,645	-	-	-	3,811,342
<b>Projected Year End Variance*</b>	<b>0</b>	<b>85,000</b>	<b>40,000</b>	<b>100,525</b>	<b>0</b>	<b>0</b>	<b>122,000</b>	<b>236,965</b>	<b>0</b>	<b>0</b>	<b>228,000</b>	<b>181,255</b>
Variance as % of Gross Budget		1.7%	0.8%	2.0%			2.2%	4.3%			2.1%	1.7%

\* Projected Year End Variance (as at Dec. 31st) are actuals, not projections.

Q3 variance projection date amended due to work stoppage

**Description**

The Council Services Administration division had a surplus of \$65,920 due to a vacant Policies and Procedures Co-ordinator position for most of the year. Additionally, the Customer Services & Support Division's surplus of \$38,818 is a result of additional, unbudgeted revenue from the province for 211 as well as operational efficiencies. In the Communications division, Step 2 of the SDR for Communications has not yet been implemented. Although \$100,000 was carried forward to next year to aid in this implementation, a surplus of \$117,912 still resulted. In the POA division there is a (\$38,822) deficit due to a number of items, namely a deficit in fine collection revenues. The fine revenue collected for 2009 was less than forecasted, due primarily to the current economy and the inability of people to pay their fines. Also contributing to the deficit amount were increased bank charges for 2009, due to online banking payment fees and increased collection agency charges in an effort to increase the amount of overdue fines collected. The cumulative deficit was offset by departmental salary gapping savings, telephone equipment savings and a proportionate reduction in the amount of revenue needed to be remitted to the County of Essex. The remaining divisions have a combined immaterial deficit of (\$2,573).

**Summary of Description**

In summary, the year end variance is comprised of the following:

1. Salary Gapping
2. Unbudgeted Revenue from the Province for 211
3. Lower Expenditures than Budgeted
4. POA
5. Other Divisions deficit's

Amount	
\$	65,920
	38,818
	117,912
	(38,822)
	(2,573)

**Net Year End Surplus**

\$	181,255
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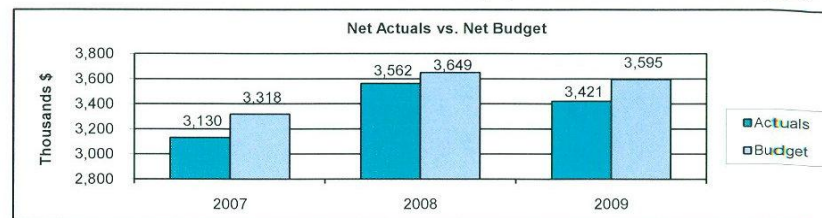
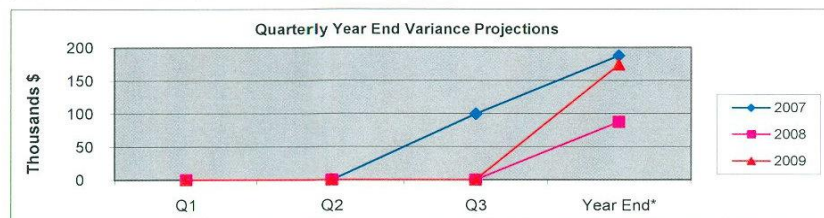
**Mitigating Steps**

**HUMAN RESOURCES**Financial Summary

	2007				2008				2009			
	Q1	Q2	Q3	Year End*	Q1	Q2	Q3	Year End*	Q1	Q2	Q3	Year End*
	As at Mar 31	As at Jun 30	As at Sep 30	As at Dec 31	As at Mar 31	As at Jun 30	As at Sep 30	As at Dec 31	As at Mar 31	As at Jun 30	As at Aug 31	As at Dec 31
Annual Gross Budget				3,387,680				3,780,215				3,791,910
Annual Net Budget				3,317,880				3,649,457				3,595,252
Year to Date Net Expenditures	630,486	1,971,800	2,324,667	3,130,011	536,860	1,617,463	2,553,547	3,562,040	-	-	-	3,421,294
Projected Year End Variance*	0	0	100,000	187,869	0	0	0	87,417	0	0	0	173,958
Variance as % of Gross Budget			3.0%	5.5%				2.3%				4.6%

\* Projected Year End Variance (as at Dec. 31st) are actuals, not projections.

Q3 variance projection date amended due to work stoppage

Description

The Human Resources Department ended the year with a surplus of \$173,958. Included in this surplus is salary gapping of \$62,189 in the Diversity & Accessibility area and overall savings of \$45,000 in Training and Travel for Human Resource staff.

In addition, there was a surplus in the overall Corporate Training budget of \$62,122 primarily due an increase in revenue from regional partners far exceeding expectations and historical actuals. The total revenue generated from Corporate Training for 2009 was \$33,614 of which approximately \$10,000 related to AODA training and \$23,000 from other corporate training courses.

There were also some cost savings within the Employee Family Assistance Program (EFAP) in the amount of \$45,000.

A surplus of \$4,647 was also realized in the Health & Safety department due to lower expenses given that some courses were taught in-house as well as an increase in revenue generated from courses being offered to third parties.

The overall surplus is offset by a shortfall of (\$15,000) in revenue from user fees for Firefighter Recruitment that did not occur in 2009.

Summary of Description

In summary, the year end variance is comprised of the following:

	Amount
1. Corporate Training	\$ 62,189
2. Diversity & Accessibility Salaries savings	62,122
3. Training/Travel for HR Staff	45,000
4. EFAP Savings	15,000
5. Savings in Health & Safety	4,647
6. Shortfall in User Fee revenue from Firefighter Recruitment	(15,000)

Net Year End Surplus

\$ 173,958

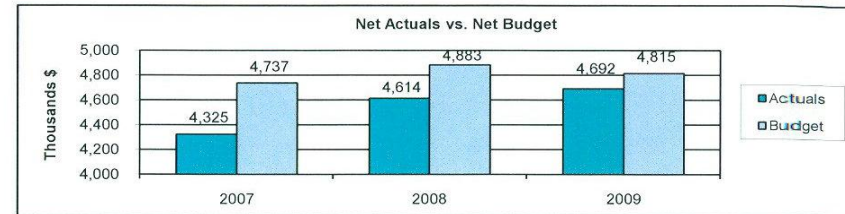
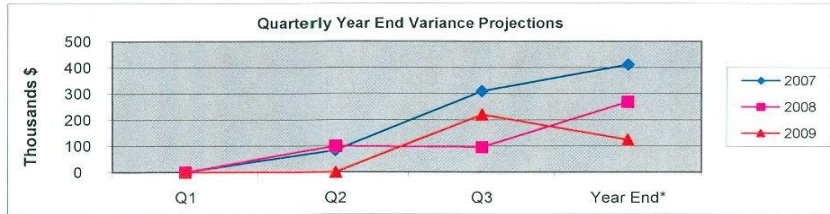
Mitigating Steps

**FINANCE****Financial Summary**

	2007				2008				2009			
	Q1	Q2	Q3	Year End*	Q1	Q2	Q3	Year End*	Q1	Q2	Q3	Year End*
	As at Mar 31	As at Jun 30	As at Sep 30	As at Dec 31	As at Mar 31	As at Jun 30	As at Sep 30	As at Dec 31	As at Mar 31	As at Jun 30	As at Aug 31	As at Dec 31
Annual Gross Budget				6,265,754				6,563,784				6,928,846
Annual Net Budget				4,736,502				4,882,751				4,815,395
Year to Date Net Expenditures	865,736	2,217,800	2,186,209	4,324,678	756,914	3,002,731	3,600,555	4,613,982	-	-	-	4,691,756
<b>Projected Year End Variance*</b>	<b>0</b>	<b>84,000</b>	<b>310,000</b>	<b>411,824</b>	<b>0</b>	<b>100,000</b>	<b>95,000</b>	<b>268,769</b>	<b>0</b>	<b>0</b>	<b>220,000</b>	<b>123,639</b>
<b>Variance as % of Gross Budget</b>		1.3%	4.9%	6.6%		1.5%	1.4%	4.1%			3.2%	1.8%

\* Projected Year End Variance (as at Dec. 31st) are actuals, not projections.

Q3 variance projection date amended due to work stoppage

**Description**

The surplus in this area is attributable primarily to gapping of vacant positions and associated costs such as savings in training and travel budgets. This overall savings is lower than projected at August 31, 2009.

This is primarily due to:

- the overlapping transition of the payroll manager position.
- the replacement of the two aged printers that were being used in the Accounts Payable function. These printers were required to avoid interruption of service.
- a larger surplus projected from the Ownership Changes user fee also did not materialize at year end.

**Summary of Description**

In summary, the year end variance is comprised of the following:

1. Gapping of Vacant Positions
2. Savings in Training and Travel
3. Shortfall in Postage
4. Other Miscellaneous

Amount
\$ 149,471
20,939
(15,987)
(30,784)

**Net Year End Surplus**

**\$ 123,639**

**Mitigating Steps**

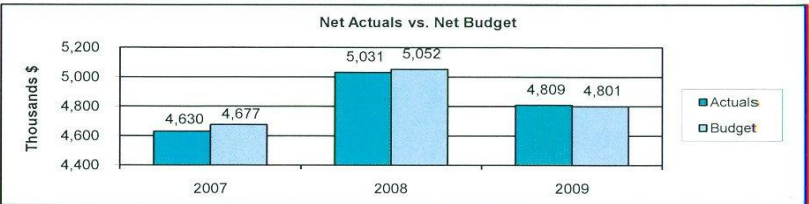
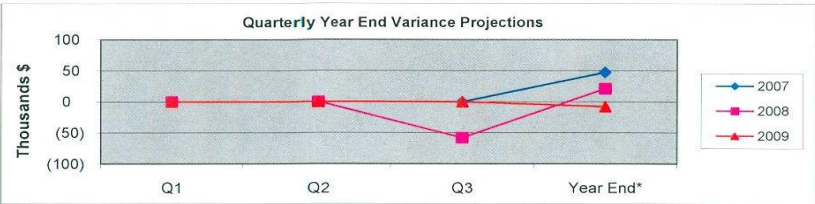
INFORMATION TECHNOLOGY

Financial Summary

	2007				2008				2009			
	Q1	Q2	Q3	Year End*	Q1	Q2	Q3	Year End*	Q1	Q2	Q3	Year End*
	As at Mar 31	As at Jun 30	As at Sep 30	As at Dec 31	As at Mar 31	As at Jun 30	As at Sep 30	As at Dec 31	As at Mar 31	As at Jun 30	As at Aug 31	As at Dec 31
Annual Gross Budget				6,270,890				6,330,434				6,102,602
Annual Net Budget				4,677,014				5,051,701				4,800,953
Year to Date Net Expenditures	63,335	3,345,651	2,589,973	4,629,717	10,225	3,756,842	3,320,717	5,030,877	-	-	-	4,809,165
Projected Year End Variance*	0	0	0	47,297	0	0	(58,000)	20,824	0	0	0	(8,212)
Variance as % of Gross Budget				0.8%			-0.9%	0.3%				-0.1%

\* Projected Year End Variance (as at Dec. 31st) are actuals, not projections.

Q3 variance projection date amended due to work stoppage



Description

No materially significant variance.

Summary of Description

In summary, the year end variance is comprised of the following:  
I. Minor variances in multiple accounts.

Amount  
\$ (8,212)

Net Year End Deficit

\$ (8,212)

Mitigating Steps

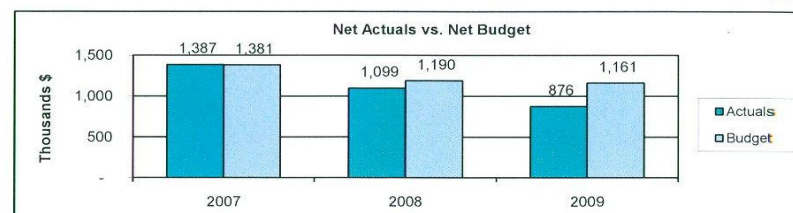
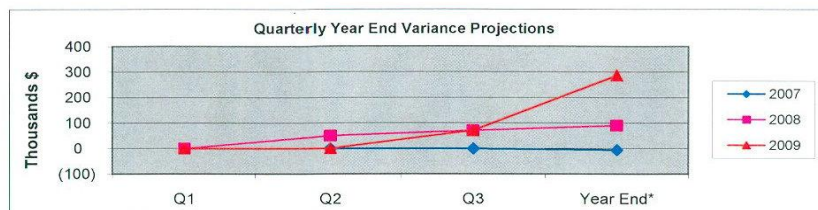
Continue regular budget monitoring.

**CORPORATE FACILITY PLANNING**Financial Summary

	2007				2008				2009			
	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Aug 31	Year End* As at Dec 31
Annual Gross Budget				1,380,894				1,199,502				1,171,377
Annual Net Budget				1,380,894				1,189,556				1,161,431
Year to Date Net Expenditures	549,265	984,657	1,148,608	1,386,682	417,536	276,805	696,234	1,099,493	-	-	-	875,876
<b>Projected Year End Variance*</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(5,788)</b>	<b>0</b>	<b>50,000</b>	<b>70,000</b>	<b>90,063</b>	<b>0</b>	<b>0</b>	<b>70,000</b>	<b>285,555</b>
Variance as % of Gross Budget				-0.4%		4.2%	5.8%	7.5%			6.0%	24.4%

\* Projected Year End Variance (as at Dec. 31st) are actuals, not projections.

Q3 variance projection date amended due to work stoppage

Description

Corporate Facility Planning has finished 2009 with a surplus of \$285,555. This overall surplus is the net result of several variances related to corporate utilities, salary gapping, and other immaterial line-by-line variances. A more detailed explanation of each variance is provided below:

Corporate utilities have resulted in an overall surplus of \$239,049 for 2009. This surplus is attributed to improved analysis and forecasting of budget to actual utility expenditures with dedicated energy staff in place effective 2008.

Salary gapping has resulted in a surplus of \$70,269 for an unfilled Energy Analyst position.

Line-by-line miscellaneous variances department wide have resulted in an overall deficit of (\$23,763).

Summary of Description

In summary, the year end variance is comprised of the following:

1. Corporate Utilities
2. Salary Gapping
3. Miscellaneous line-by-line

Amount
\$ 239,049
70,269
(23,763)

**Net Year End Surplus**

**\$ 285,555**

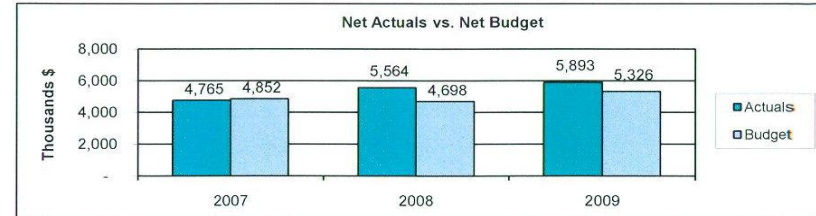
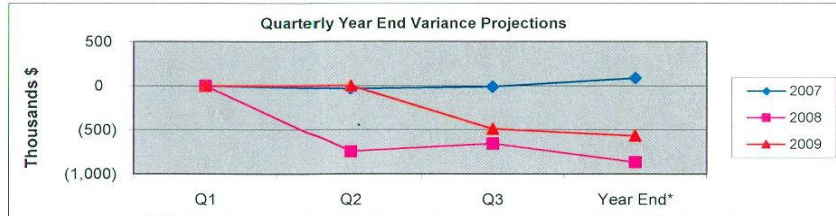
Mitigating Steps

**ENGINEERING & CORPORATE PROJECTS****Financial Summary**

	2007				2008				2009			
	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Aug 31	Year End* As at Dec 31
Annual Gross Budget				7,472,377				7,268,826				8,080,431
Annual Net Budget				4,852,430				4,697,754				5,325,795
Year to Date Net Expenditures	1,334,008	2,197,864	3,537,015	4,764,920	1,291,516	2,458,496	4,037,288	5,563,817	-	-	-	5,893,328
Projected Year End Variance*	0	(31,000)	(10,000)	87,510	0	(745,000)	(656,000)	(866,063)	0	0	(489,000)	(567,533)
Variance as % of Gross Budget		-0.4%	-0.1%	1.2%		-10.2%	-9.0%	-11.9%			-6.1%	-7.0%

\* Projected Year End Variance (as at Dec. 31st) are actuals, not projections.

Q3 variance projection date amended due to work stoppage

**Description**

The year-end deficit in the Engineering and Corporate Projects Department of (\$567,533) can be attributed to the cost of street light service and a reduction in overall revenue. Offsetting these amounts are savings on account of operating expenses, higher than anticipated recoveries from Capital projects and salary gapping savings.

Due to the legislated requirement that EnWin recover the full costs of the services it provides, the City incurred additional charges of approximately (\$750,000) in 2009 for the street lighting service. The issue was discussed during the 2009 Operating Budget deliberations, an adjustment to the budget was made to the extent of \$375,000 (which represents half of the total annual service fees of \$750,000), on the basis that SDR review would be conducted in 2009 and which could probably lead to the discontinuation of service fees. However due to the strike, the SDR review was delayed and as a result the city continues to pay the full EnWin service fees. An Ontario Energy Board decision is pending whether streetlight operation and maintenance should remain with the electric authority, which may change the issue. The City Engineer is currently in discussions with EnWin to determine a go forward strategy. In the interim, the 2010 budget has been adjusted to address the shortfall.

There has been an overall increase in the EnWin street light maintenance costs of (\$155,155) due to greater than anticipated maintenance requirements, including repairs to underground wiring.

To fund the E.I.S system, there is a 5% surcharge on the Right Of Way (ROW) and Building permits and Geomatic products. The number of building permits issued in 2009 continues to be weak and this has a direct impact on the revenue in the ROW division and the GIS surcharge revenue in the Geomatics division. There was also a drop in other sales in the Geomatics division. As a result, the revenue shortfall for 2009 was (\$194,135).

Offsetting the above-noted deficit are savings in operating expenses, higher than anticipated recoveries from capital projects and short term salary gapping savings. There has been reduction in operating expenses of \$59,540 mainly due to reduced travel, training and consulting services. In addition, further savings of \$ 90,040 were realized due to higher than anticipated recoveries from capital projects mainly in the Corporate Projects area, which are considered to be sustainable. This increase has been incorporated in the 2010 Operating Budget. In addition, further savings in salary expenditures of approximately \$7,177 were realized due to short term gapping.

**Summary of Description**

In summary, the year end variance is comprised of the following:

1. Street Lighting services fees
2. Street Lighting -Maintenance Expenses
3. Revenue shortfall
4. Savings in operating expenditures
5. Higher recovery related to wages
6. Salary gapping savings

**Net Year End Deficit**

Amount
\$ (375,000)
(155,155)
(194,135)
59,540
90,040
7,177
<b>\$ (567,533)</b>

**Mitigating Steps**

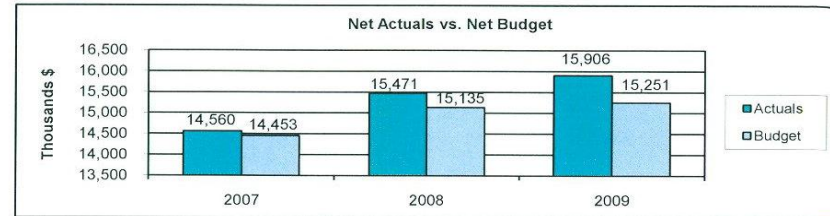
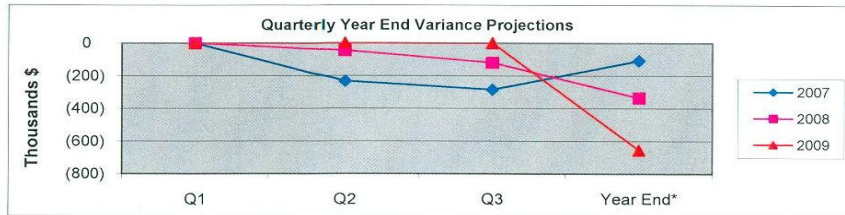
The budgeted shortfall of (\$375,000) related to EnWin Services Fees, along with the increased recoveries related to capital projects have been factored into the development of the 2010 Operating Budget. This will help mitigate known and uncontrollable deficits in future years.

**PARKS & FACILITY OPERATIONS****Financial Summary**

	2007				2008				2009			
	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Aug 31	Year End* As at Dec 31
Annual Gross Budget				22,195,192				23,857,293				24,099,885
Annual Net Budget				14,452,665				15,135,269				15,250,685
Year to Date Net Expenditures	2,615,841	7,391,645	11,420,041	14,560,416	2,220,976	7,712,500	12,164,867	15,471,190	-	-	-	15,905,960
<b>Projected Year End Variance*</b>	<b>0</b>	<b>(232,000)</b>	<b>(284,000)</b>	<b>(107,751)</b>	<b>0</b>	<b>(45,000)</b>	<b>(120,000)</b>	<b>(335,921)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(655,275)</b>
<b>Variance as % of Gross Budget</b>		<b>-1.0%</b>	<b>-1.3%</b>	<b>-0.5%</b>		<b>-0.2%</b>	<b>-0.5%</b>	<b>-1.4%</b>				<b>-2.7%</b>

\* Projected Year End Variance (as at Dec. 31st) are actuals, not projections.

Q3 variance projection date amended due to work stoppage

**Description**

The Parks & Facility Operations Department ended the year with a deficit of (\$655,275). This deficit is comprised of a (\$245,000) shortfall as a result of cost associated with repairs and maintenance required to restore the sports fields and parks to their original condition after the work stoppage. There was also a budget shortfall of (\$189,000) in the internal vehicle rental account, which is ultimately offset corporately within the Public Works Operations Department. Also contributing to this deficit is a shortfall of (\$115,000) in unrecoverable labour and material expenses. The department worked diligently throughout the second half of the year to mitigate this amount, however was unable to offset the full amount.

Furthermore, the winter control account was also in a deficit position of (\$114,000) due to more frequent snow events in 2009. Although total snow accumulation was less than expected, a key driver to this deficit was the cost associated with the salt to de-ice parks & recreation parking lots and sidewalks. Offsetting the overall deficit was a net surplus of \$7,725 in other miscellaneous accounts throughout the department.

**Summary of Description**

In summary, the year end variance is comprised of the following:

1. Salvaging Parks & Sports Fields - Post-Strike
2. Internal Vehicle Rental Budget Shortfall
3. Post-Strike Unrecoverable Work
4. Winter Control
5. Other Miscellaneous Accounts

Amount
\$ (245,000)
(189,000)
(115,000)
(114,000)
7,725

**Net Year End Deficit**

<b>\$ (655,275)</b>
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**Mitigating Steps**

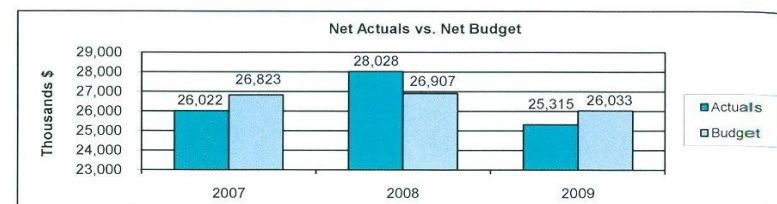
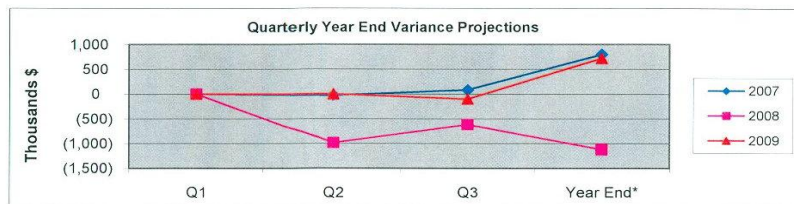
The department continues to monitor revenues and expenditures closely and has adjusted the 2010 operating budget to better match budget to actuals.

**ENVIRONMENTAL & PW OPERATIONS****Financial Summary**

	2007				2008				2009			
	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Aug 31	Year End* As at Dec 31
Annual Gross Budget				66,456,480				67,153,251				68,009,930
Annual Net Budget				26,822,916				26,906,981				26,033,309
Year to Date Net Expenditures	4,840,748	13,613,093	20,769,699	26,022,334	6,678,549	13,882,049	20,482,872	28,027,848	-	-	-	25,314,607
<b>Projected Year End Variance*</b>	<b>0</b>	<b>(25,000)</b>	<b>84,200</b>	<b>800,582</b>	<b>0</b>	<b>(983,000)</b>	<b>(615,000)</b>	<b>(1,120,867)</b>	<b>0</b>	<b>0</b>	<b>(100,000)</b>	<b>718,702</b>
Variance as % of Gross Budget		0.0%	0.1%	1.2%		-1.5%	-0.9%	-1.7%			-0.1%	1.1%

\* Projected Year End Variance (as at Dec. 31st) are actuals, not projections.

Q3 variance projection date amended due to work stoppage

**Description**

A major component of the net year end surplus in the PW Operations & Environmental Department stem from lower than expected landfill tipping fees paid during 2009. As a result of a sluggish local economy, less garbage tonnage was produced by the public resulting in less tonnage heading to the landfill. In addition, costs for the perpetual care of Landfill No. 3 were lower than expected and the 2010 budget for these costs have been re-adjusted to better reflect the anticipated costs. Containerized collection revenues as projected during the previous variance report as at August 31st, 2009 were down at year-end due to fewer customers utilizing this service. The revenue projection was revised during the 2010 budget and will continue to be monitored going forward.

The Fleet Division experienced lower than budgeted depreciation contribution as well as salary gapping due to vacant positions. These items more than offset lower than expected third party recoveries. The Winter Control Division responded to a greater number of winter events than expected in the first part of 2009. It should be noted that a significant portion of the Winter Control Division's budget is paid out to contractors even if no winter weather events are experienced.

**Summary of Description**

In summary, the year end variance is comprised of the following:

1. Waste Disposal - Landfill Tipping Fee Charges
2. Fleet Division
3. Winter Control Division
4. Waste Disposal - Landfill Perpetual Care
5. Waste Collection
6. Other Operations Divisions
7. Other Environmental Divisions

**Net Year End Surplus**

Amount
\$ 640,100
302,900
(294,900)
236,400
(196,300)
20,900
9,602
<b>\$ 718,702</b>

**Mitigating Steps**

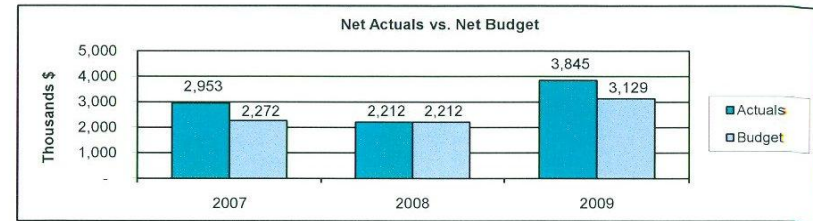
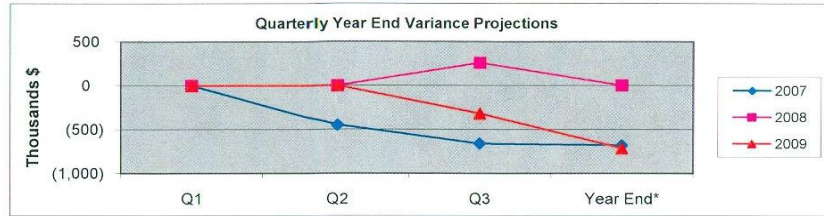
The preparation of the 2010 Operating Budget for Environmental & PW Operations is expected to mitigate the most significant sources of the 2009 surplus. Budget issues were prepared for the Solid Waste and Fleet Divisions that recognized various opportunities for cost savings. These budget issues were approved by City Council in the 2010 Operating Budget. It is inherently difficult to mitigate any anticipated Winter Control deficit due to the unpredictable nature of winter weather and the necessity of clearing snow-filled streets whenever storms occur.

**LEGAL****Financial Summary**

	2007				2008				2009			
	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Aug 31	Year End* As at Dec 31
Annual Gross Budget				11,636,284				12,325,926				6,992,276
Annual Net Budget				2,272,393				2,212,134				3,128,679
Year to Date Net Expenditures	3,16,526	4,018,641	2,007,392	2,952,900	1,829,519	4,436,510	2,178,840	2,211,953	-	-	-	3,844,748
<b>Projected Year End Variance*</b>	<b>0</b>	<b>(447,000)</b>	<b>(659,000)</b>	<b>(680,507)</b>	<b>0</b>	<b>0</b>	<b>258,000</b>	<b>181</b>	<b>0</b>	<b>0</b>	<b>(320,000)</b>	<b>(716,069)</b>
Variance as % of Gross Budget		-3.8%	-5.7%	-5.8%			2.1%	0.0%			-4.6%	-10.2%

\* Projected Year End Variance (as at Dec. 31st) are actuals, not projections.

Q3 variance projection date amended due to work stoppage

**Description**

The deficit variance is primarily the result of external legal and/or consulting costs as they relate to legal counsel, litigation costs and labour arbitration costs. These costs are incurred as a result of Corporate and departmental issues, projects and work; however are funded through the Legal department, as it is often Legal department staff who communicate and liaise with the external parties. It is difficult to budget for these amounts as the annual costs incurred can fluctuate depending on the issues, projects and work being done at the City. The total deficit amount is partially offset by miscellaneous operating account surpluses and salary gapping savings. A detailed report was provided to Council as part of the March 10th budget deliberation meeting.

**Summary of Description**

In summary, the year end variance is comprised of the following:

1. External legal costs
2. Litigation costs
3. Labour arbitration costs
4. Miscellaneous surplus

Amount
\$ (626,860)
(54,922)
(153,729)
119,442

**Net Year End Deficit**

**\$ (716,069)**

**Mitigating Steps**

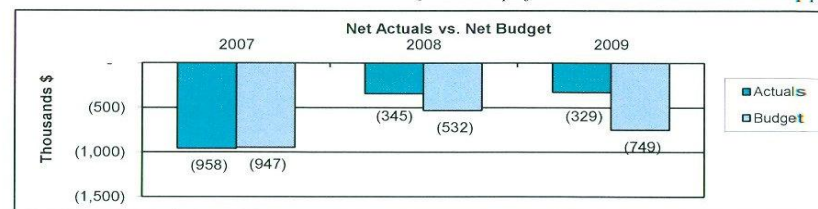
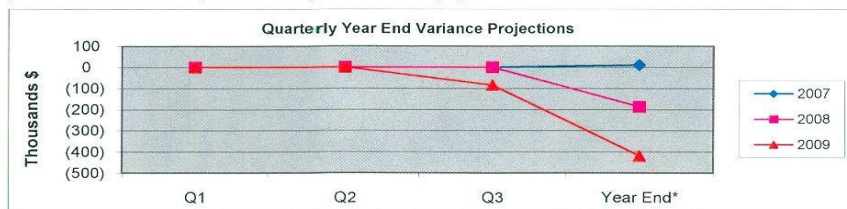
1. Use internal legal resources when possible.
2. Work with external legal counsel and consultants to ensure the best value is received for the taxpayer.

**LICENSING & ENFORCEMENT****Financial Summary**

	2007				2008				2009			
	Q1	Q2	Q3	Year End*	Q1	Q2	Q3	Year End*	Q1	Q2	Q3	Year End*
	As at Mar 31	As at Jun 30	As at Sep 30	As at Dec 31	As at Mar 31	As at Jun 30	As at Sep 30	As at Dec 31	As at Mar 31	As at Jun 30	As at Aug 31	As at Dec 31
Annual Gross Budget				5,603,375				5,923,100				5,140,804
Annual Net Budget				(946,593)				(531,900)				(748,551)
Year to Date Net Expenditures	(545,040)	203,677	226,425	(957,555)	(699,469)	816,435	651,295	(345,034)	-	-	-	(328,706)
<b>Projected Year End Variance*</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,962</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(186,866)</b>	<b>0</b>	<b>0</b>	<b>(84,200)</b>	<b>(419,845)</b>
Variance as % of Gross Budget				0.2%				-3.2%			-1.6%	-8.2%

\* Projected Year End Variance (as at Dec. 31st) are actuals, not projections.

Q3 variance projection date amended due to work stoppage

**Description**

A revenue shortfall of \$360,637 can be attributed to lower than expected fees. Parking fine revenue was underbudget by \$333,935 as result of a reduction in parking fines issued and collected. One of the 4 bingo halls closed for 5 months of 2009 in order to prepare for the conversion to deliver E-bingo services, this yielded a shortfall of \$65,311 in lottery license fees.

A year end savings of \$267,834 due to regulatory changes that will be reallocated in 2010. The School Crossing Guard program ended the year in a surplus position of \$80,905 due to operational savings and efficiencies identified in providing this service. An operating budget reduction was accepted for 2010 to recognize the savings achieved by this program over the last couple of years.

**Summary of Description**

In summary, the year end variance is comprised of the following:

1. Revenue shortfall due to fees
2. Parking fine shortfall
3. Savings due to regulatory changes
4. School Crossing Guard program
5. 5 month closure of 1 bingo hall
6. Minor variances in multiple accounts

Amount
\$ (360,637)
(333,935)
267,834
80,905
(65,311)
(8,701)

**Net Year End Deficit**

**\$ (419,845)**

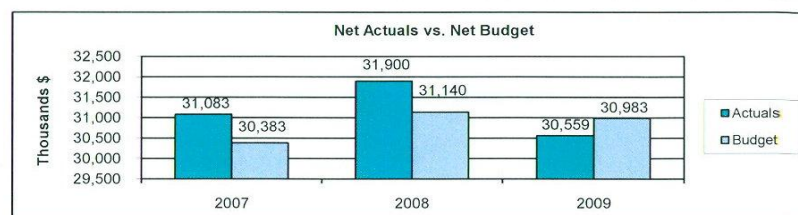
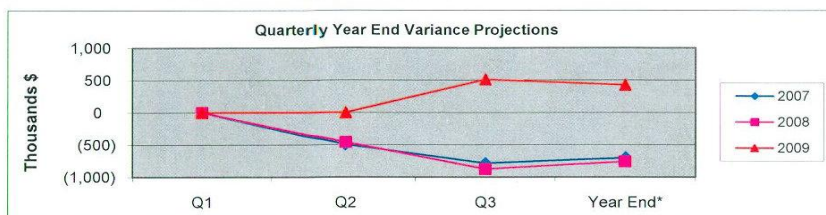
**Mitigating Steps**

**FIRE & RESCUE SERVICES****Financial Summary**

	2007				2008				2009			
	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Aug 31	Year End* As at Dec 31
Annual Gross Budget				31,113,578				31,878,712				31,985,307
Annual Net Budget				30,383,328				31,139,962				30,983,012
Year to Date Net Expenditures	7,142,400	14,254,084	22,789,340	31,083,238	6,522,975	15,544,259	24,173,424	31,899,693	-	-	-	30,559,403
<b>Projected Year End Variance*</b>	<b>0</b>	<b>(495,000)</b>	<b>(785,000)</b>	<b>(699,910)</b>	<b>0</b>	<b>(457,000)</b>	<b>(875,000)</b>	<b>(759,731)</b>	<b>0</b>	<b>0</b>	<b>511,000</b>	<b>423,609</b>
Variance as % of Gross Budget		-1.6%	-2.5%	-2.2%		-1.4%	-2.7%	-2.4%			1.6%	1.3%

\* Projected Year End Variance (as at Dec. 31st) are actuals, not projections.

Q3 variance projection date amended due to work stoppage

**Description**

Fire has finished 2009 with a surplus of \$423,609. This overall surplus is the net result of several variances related to salary gapping, retirement payouts, WSIB, overtime, fuel and Apparatus revenue. A more detailed explanation of each variance is provided below:

- ~ Salary gapping has resulted in a surplus of \$535,202 due to retirements, new hires, WSIB, transfers, promotions, and unpaid leaves of absence.
- ~ Retirement payouts have resulted in a deficit of (\$223,155) consisting of one-time payouts for statutory holidays, vacation, and sick leave.
- ~ WSIB costs have resulted in a deficit of (\$113,460) consisting of a deficit of (\$192,655) related to the March 2/07 accident, and a \$79,195 surplus related to all other WSIB claims and pensions. A 2010 budget increase of \$95,000 has been approved by Administration and the Operating Budget Committee that will bring Fire's WSIB budget in a position to better reflect a full year of actual expected costs.
- ~ Overtime savings have resulted in a surplus of \$62,085 in the Fire Rescue Division resulting from Fire's ability to take a truck out of service when the complement falls below 57 people rather than paying overtime to keep the truck in service, and due to improvements in Fire's attendance management program.
- ~ Fuel consumption reductions have resulted in a surplus of \$47,754 due in part to a reduction in call volume for 2009 (down 1,700 calls from 2008), newly enforced usage restrictions on the Fire fleet, vacant positions, and having the ability to take a truck out of service when the complement falls below 57 people.
- ~ Revenue increases have resulted in a surplus of \$53,787 in the Apparatus Division consisting of a surplus of \$37,402 related to insurance recoveries and \$16,385 related to County billings for repairs and maintenance.
- ~ Line-by-line miscellaneous variances department wide have resulted in an overall surplus of \$61,396.

**Summary of Description**

In summary, the year end variance is comprised of the following:

	Amount
1. Salary Gapping	\$ 535,202
2. Retirement Payouts	(223,155)
3. WSIB	(113,460)
4. Overtime - Fire Rescue Division	62,085
5. Motor fuel & lubricants	47,754
6. Revenue - Apparatus Division	53,787
7. Miscellaneous line-by-line	61,396
<b>Net Year End Surplus</b>	<b>\$ 423,609</b>

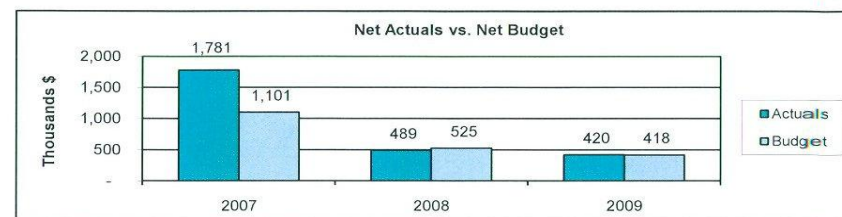
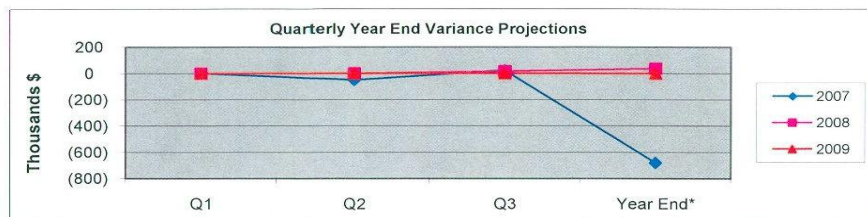
**Mitigating Steps**

**BUILDING & DEVELOPMENT****Financial Summary**

	2007				2008				2009			
	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Aug 31	Year End* As at Dec 31
Annual Gross Budget				6,336,749				4,809,010				4,752,084
Annual Net Budget				1,100,788				525,290				418,180
Year to Date Net Expenditures	2,248,370	1,613,567	2,294,286	1,781,203	974,548	373,330	641,118	489,497	-	-	-	420,312
<b>Projected Year End Variance*</b>	<b>0</b>	<b>(50,000)</b>	<b>25,000</b>	<b>(680,415)</b>	<b>0</b>	<b>0</b>	<b>16,000</b>	<b>35,793</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2,132)</b>
Variance as % of Gross Budget		-0.8%	0.4%	-10.7%			0.3%	0.7%				0.0%

\* Projected Year End Variance (as at Dec. 31st) are actuals, not projections.

Q3 variance projection date amended due to work stoppage

**Description**

No materially significant variance. Building Permit Reserve section addressed within the report.

**Summary of Description**

In summary, the year end variance is comprised of the following:

1. Minor variances in multiple accounts.

Amount  
\$ (2,132)

Net Year End Deficit

\$ (2,132)

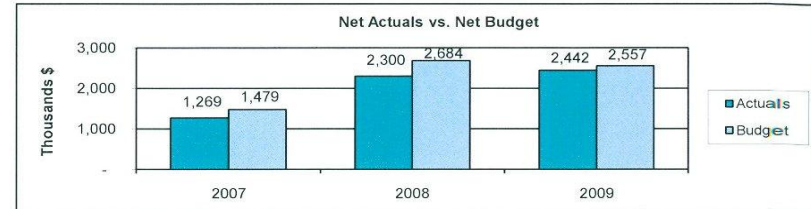
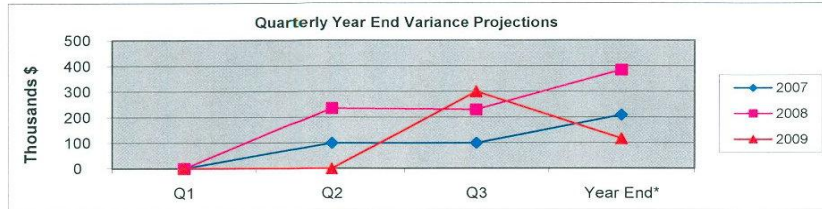
**Mitigating Steps**

**PLANNING****Financial Summary**

	2007				2008				2009			
	Q1	Q2	Q3	Year End*	Q1	Q2	Q3	Year End*	Q1	Q2	Q3	Year End*
	As at Mar 31	As at Jun 30	As at Sep 30	As at Dec 31	As at Mar 31	As at Jun 30	As at Sep 30	As at Dec 31	As at Mar 31	As at Jun 30	As at Aug 31	As at Dec 31
Annual Gross Budget				1,479,187				3,356,011				3,330,816
Annual Net Budget				1,478,687				2,683,511				2,556,999
Year to Date Net Expenditures	309,297	615,243	1,011,142	1,269,342	441,794	998,892	1,651,089	2,299,715	-	-	-	2,441,745
<b>Projected Year End Variance*</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>	<b>209,345</b>	<b>0</b>	<b>235,000</b>	<b>229,000</b>	<b>383,796</b>	<b>0</b>	<b>0</b>	<b>300,000</b>	<b>115,254</b>
Variance as % of Gross Budget		6.8%	6.8%	14.2%		7.0%	6.8%	11.4%			9.0%	3.5%

\* Projected Year End Variance (as at Dec. 31st) are actuals, not projections.

Q3 variance projection date amended due to work stoppage

**Description**

The Planning Department concluded 2009 with a net operating surplus of \$115,254. Staff gapping through delayed filling of vacant positions combined with staff on maternity leave during the year resulted in payroll savings of \$436,500. These savings were offset however by a greater than expected shortfall (\$350,000) in the key revenue generating areas of development applications, alley closings, and committee of adjustment. The lower revenue results are being attributed to the state of the local economy as well as suspended/delayed activity by customers due to the 2009 work stoppage. The 2009 surplus also reflected \$28,754 unused funds in the purchase of external professional services.

**Summary of Description**

In summary, the year end variance is comprised of the following:

1. Revenue shortfall
2. Net savings due to staff gapping
3. Lower than expected expenditure on purchases

Amount
\$ (350,000)
436,500
28,754

**Net Year End Surplus**

**\$ 115,254**

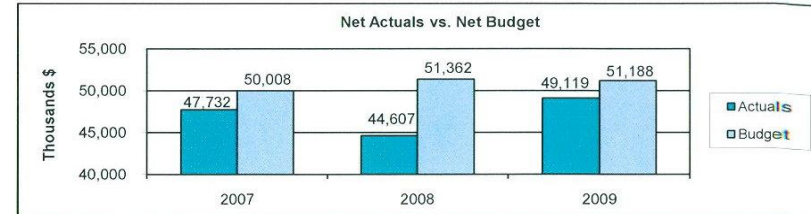
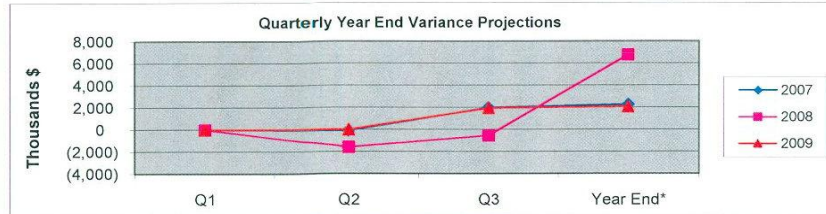
**Mitigating Steps**

**CORPORATE FINANCIAL ACCOUNTS**Financial Summary

	2007				2008				2009			
	Q1	Q2	Q3	Year End*	Q1	Q2	Q3	Year End*	Q1	Q2	Q3	Year End*
	As at Mar 31	As at Jun 30	As at Sep 30	As at Dec 31	As at Mar 31	As at Jun 30	As at Sep 30	As at Dec 31	As at Mar 31	As at Jun 30	As at Aug 31	As at Dec 31
Annual Gross Budget				106,681,812				101,723,229				101,807,116
Annual Net Budget				50,007,958				51,361,520				51,187,974
Year to Date Net Expenditures	11,821,168	54,932,517	57,119,164	47,732,034	33,276,190	51,626,584	49,381,821	44,606,868	-	-	-	49,119,003
Projected Year End Variance*	0	(75,000)	1,975,000	2,275,924	0	(1,585,000)	(560,000)	6,754,652	0	0	1,935,653	2,068,971
Variance as % of Gross Budget		-0.1%	1.9%	2.1%		-1.6%	-0.6%	6.6%			1.9%	2.0%

\* Projected Year End Variance (as at Dec. 31st) are actuals, not projections.

Q3 variance projection date amended due to work stoppage

DescriptionGeneral Budget Contingency of \$1.5M

This general contingency is put in the budget to offset potential impacts of the many judgments that are part of the overall budget. If based on actual results this contingency is not needed, it is transferred to the Budget Stabilizations Reserve Fund at year end. This account resulted in a \$1.5M surplus in 2009. This has been identified as a separate line item on the summary page.

Salary and Wage Provision

The Salary and Wage Provision has a surplus of \$1,239,228. This surplus is largely comprised of \$500,000 for corporate JJE provisions (actual costs are incurred in the departments), \$150,000 for WSIB related costs (corporate provision), \$175,000 surplus related to retroactive wage payments provision carried forward from 2008 and \$414,000 surplus related to retroactive wage payments provision carried forward from 2009.

EnWin Dividend

In addition to the regular annual \$4M Dividend received from EnWin, in 2009 an additional \$1M special dividend was declared by EnWin, based on their positive operating results.

Interest and Penalties on Taxes and Receivables

Interest and Penalties on Taxes has a year-end surplus balance of \$692,052 and Interest and penalties on Receivables has a year-end surplus balance of \$202,882. These surpluses are realized in 2009 due to higher than expected balances in the Taxes Receivable and Trade Receivable accounts.

Strike Savings Contingency

The surplus of \$378,301 is largely due to the initial projection of strike savings. Council will recall approving 6% of the estimated strike savings to be set aside for any additional unforeseen payments. This has not materialized. Operations since then indicate that certain revenues did not rebound back from the strike. Therefore, \$400,000 of this provision is being transferred to the corporate account to offset the noted revenue shortfalls.

Land Ambulance

The surplus in this line item of \$165,034 is largely due to a refund from the County of Essex related to the 2008 reconciliation.

Other Miscellaneous Accounts

The balance of other miscellaneous accounts nets to a surplus of \$67,279.

**CORPORATE FINANCIAL ACCOUNTS**Capital Interest Income

A deficit of (\$320,133) was realized from Capital Interest Income charged to capital projects with unfunded balances. This variance is largely related to the timing of expenditures and interest rates at historically low rates.

Ontario Municipal Partnership Fund

A deficit of (\$453,519) from OMPF has been realized in 2009. This is based on not accruing any additional funds for a potential reconciliation of the OMPF actual costs.

Net Interest on Investments

The Interest on Investments deficit of (\$902,423) is largely due to declining interest rates which are at historical low levels.

Summary of Description

In summary, the year end variance is comprised of the following:

	<b>Amount</b>
1. Savings from Salary & Wage Provision	1,239,228
2. EnWin Dividend	1,000,000
3. Interest and Penalties on Tax and Trade Receivables	894,934
4. Strike Savings Contingency	378,301
5. Land Ambulance	165,304
6. Other Miscellaneous Accounts	67,279
7. Capital Interest Income	(320,133)
8. Ontario Municipal Partnership Fund (OMPF) Deficit	(453,519)
9. Net interest on Investments	(902,423)
<b>Net Year End Surplus</b>	<b><u>\$ 2,068,971</u></b>

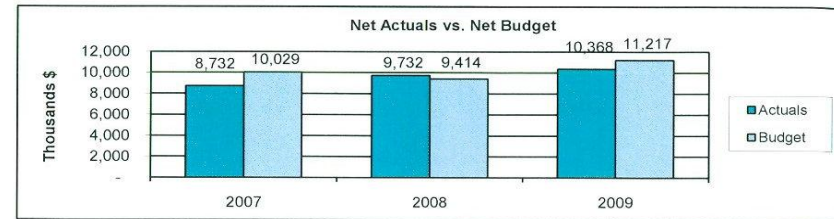
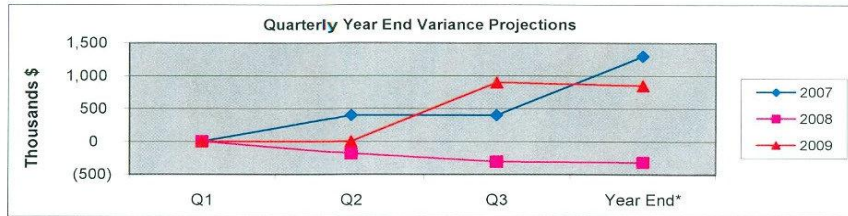
Mitigating Steps

**CORPORATE FRINGE BENEFITS ACCOUNTS**Financial Summary

	2007				2008				2009			
	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Aug 31	Year End* As at Dec 31
Annual Gross Budget				43,630,000				44,265,000				46,355,000
Annual Net Budget				10,029,463				9,413,647				11,216,807
Year to Date Net Expenditures	2,861,915	5,652,882	6,107,687	8,732,446	2,535,949	3,604,888	6,097,498	9,732,208	-	-	-	10,368,437
<b>Projected Year End Variance*</b>	<b>0</b>	<b>400,000</b>	<b>400,000</b>	<b>1,297,017</b>	<b>0</b>	<b>(183,000)</b>	<b>(307,500)</b>	<b>(318,561)</b>	<b>0</b>	<b>0</b>	<b>896,072</b>	<b>848,370</b>
Variance as % of Gross Budget		0.9%	0.9%	3.0%		-0.4%	-0.7%	-0.7%			1.9%	1.8%

\* Projected Year End Variance (as at Dec. 31st) are actuals, not projections.

Q3 variance projection date amended due to work stoppage

DescriptionCanada Pension Plan, OMERS, Employment Insurance, and Employer Health Tax

The surplus in the Statutory Remittances accounts is mainly a result of vacant positions (due to the timing of the budget approval), a shorter employment period for summer students, a reduction of part-time hours especially at Huron Lodge.

Group Life Insurance, Green Shield, and Long-Term Disability

The city is self-insured for these matters. Therefore, the budget is based on best estimates of the usage of services (for Group Life and Long-Term Disability, costs are also dependant upon total wages and salaries and can be impacted by JJE and NUJE salaries).

Summary of Description

In summary, the year end variance is comprised of the following:

1. Canada Pension Plan, OMERS, Employment Insurance, and Employer Health Tax
2. Group Life Insurance, Green Shield, and Long-Term Disability

Amount
\$ 691,004
157,366

Net Year End Surplus

\$ 848,370
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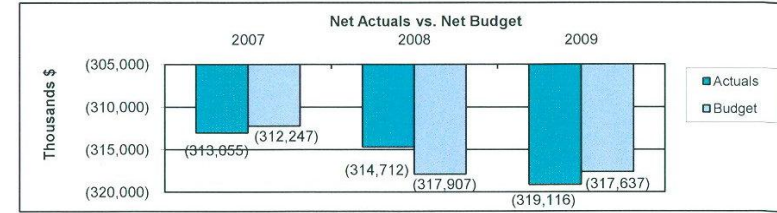
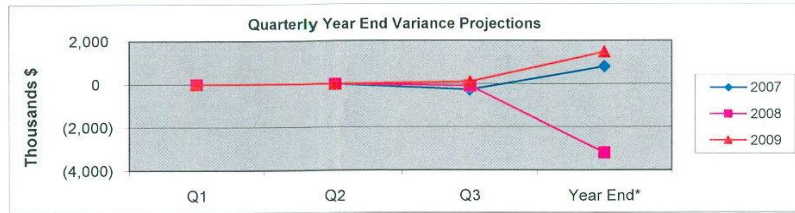
Mitigating Steps

**CORPORATE TAXATION ACCOUNTS**Financial Summary

	2007				2008				2009			
	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Aug 31	Year End* As at Dec 31
Annual Gross Budget				95,839,729				95,839,729				89,049,428
Annual Net Budget				(312,246,981)				(317,906,826)				(317,636,857)
Year to Date Net Expenditures	(177,083,142)	(355,200,219)	(328,710,497)	(313,054,681)	(182,519,595)	(361,878,939)	(338,552,587)	(314,711,662)	-	-	-	(319,115,705)
<b>Projected Year End Variance*</b>	<b>0</b>	<b>0</b>	<b>(270,000)</b>	<b>807,700</b>	<b>0</b>	<b>0</b>	<b>(96,000)</b>	<b>(3,195,164)</b>	<b>0</b>	<b>0</b>	<b>93,865</b>	<b>1,478,848</b>
Variance as % of Gross Budget			-0.3%	0.8%			-0.1%	-3.3%			0.1%	1.7%

\* Projected Year End Variance (as at Dec. 31st) are actuals, not projections.

Q3 variance projection date amended due to work stoppage

Description

Corporate Taxation accounts and Payments/Grants in Lieu of Taxation ended the year with a \$1,478,848 surplus, which is largely related to budgeted tax reductions (net of additional tax) being lower than budgeted in 2009. There are a number of appeals pending for which the impact can not be quantified at this point. A budget line item of \$6.4M is included in the 2010 Budget for these matters. This is a difficult account to budget accurately as significant swings are possible due to the timing and eventual amount awarded on the appeal.

Summary of Description

In summary, the year end variance is comprised of the following:

1. Net Tax Additions/Reductions
2. Local Improvement Charges
3. Payments in Lieu of Taxes

**Amount**  
\$ 1,527,518  
11,233  
(59,903)

**Net Year End Surplus**

**\$ 1,478,848**

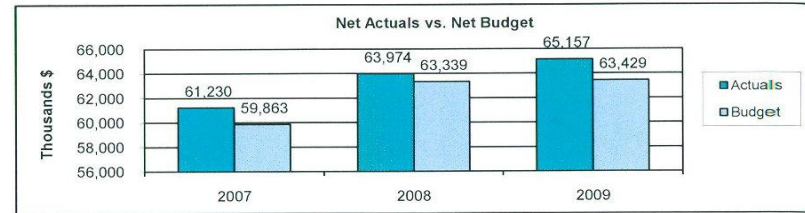
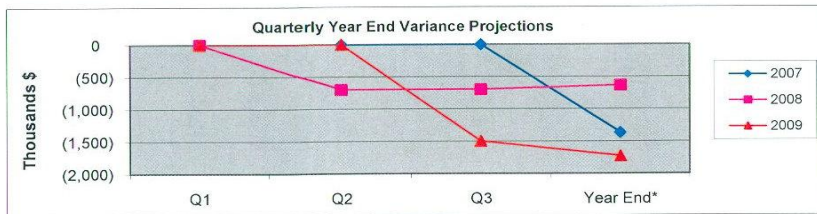
Mitigating Steps

**POLICE SERVICES****Financial Summary**

	2007				2008				2009			
	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Aug 31	Year End* As at Dec 31
Annual Gross Budget				67,186,999				69,964,168				70,939,466
Annual Net Budget				59,863,175				63,339,379				63,428,740
Year to Date Net Expenditures	8,037,763	28,000,833	42,672,360	61,229,863	13,754,276	28,850,254	46,182,370	63,973,978	-	-	-	65,156,649
<b>Projected Year End Variance*</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,366,688)</b>	<b>0</b>	<b>(700,000)</b>	<b>(700,000)</b>	<b>(634,599)</b>	<b>0</b>	<b>0</b>	<b>(1,500,000)</b>	<b>(1,727,909)</b>
Variance as % of Gross Budget				-2.0%		-1.0%	-1.0%	-0.9%			-2.1%	-2.4%

\* Projected Year End Variance (as at Dec. 31st) are actuals, not projections.

Q3 variance projection date amended due to work stoppage

**Description**

This description was provided by the Windsor Police Services administration, as the City does not provide financial support.

The largest component of this variance relates to unbudgeted payouts to meet our obligations under Pay Equity legislation and internal equity for our civilian staff, and overtime salary costs due to unanticipated major crimes and incidents, and officer court attendance. Overtime continues to be an under funded budget item on an annual basis. Police Services is reviewing officer and court scheduling processes to find opportunities to reduce the amount of overtime worked on cases and court attendance requirements.

This item also continues to be an under funded budget item on a yearly basis. Police Services has undertaken policy reviews and risk assessments and is continually endeavouring to make the work environment as healthy and safe as possible. Further, we continue to challenge claims where applicable, however, this often comes at additional legal and administrative costs.

Hydro capacity charges for the Police headquarters building were over budget due to insufficient corporate utility budget dollars being allocated for the year.

A shortfall of revenues occurred due to shrinking contract duty recoveries impacted by the economic downturn. Additionally, county police services moving to OPP policing have reduced our expected recoveries of shared court services.

**Summary of Description**

In summary, the year end variance is comprised of the following:

1. Pay Equity and Overtime Costs
2. Workers Compensation Costs
3. Building Hydro Capacity Charges
4. Revenue Shortfalls

**Amount**  
\$ (988,630)  
(338,711)  
(229,000)  
(171,568)

**Net Year End Deficit**

**\$ (1,727,909)**

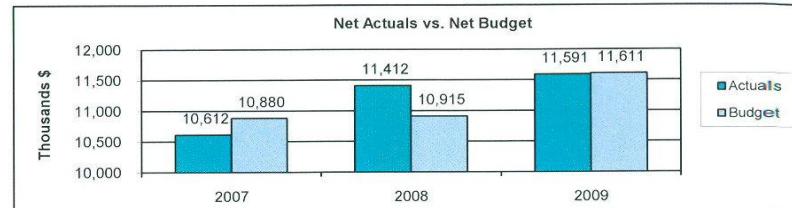
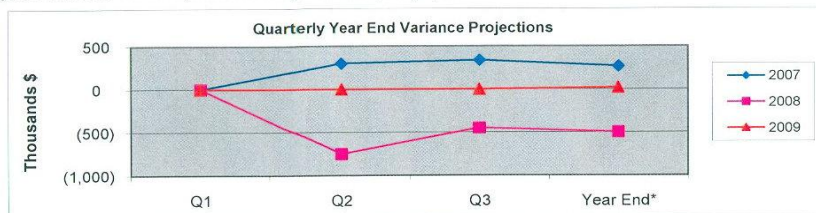
**Mitigating Steps**

**TRANSIT WINDSOR****Financial Summary**

	2007				2008				2009			
	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Sep 30	Year End* As at Dec 31	Q1 As at Mar 31	Q2 As at Jun 30	Q3 As at Aug 31	Year End* As at Dec 31
Annual Gross Budget				27,562,527				28,244,009				28,356,999
Annual Net Budget				10,879,943				10,914,825				11,611,015
Year to Date Net Expenditures	2,455,744	5,359,784	8,776,692	10,612,335	3,041,334	6,095,403	9,071,457	11,412,007	-	-	-	11,591,147
<b>Projected Year End Variance*</b>	<b>0</b>	<b>300,000</b>	<b>338,000</b>	<b>267,608</b>	<b>0</b>	<b>(750,000)</b>	<b>(450,000)</b>	<b>(497,182)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,868</b>
Variance as % of Gross Budget		1.1%	1.2%	1.0%		-2.7%	-1.6%	-1.8%				0.1%

\* Projected Year End Variance (as at Dec. 31st) are actuals, not projections.

Q3 variance projection date amended due to work stoppage

**Description**

Transit Windsor experienced a year end surplus of \$19,800. This was primarily due to a favourable variance in Transit Revenue, a surplus in the building maintenance material account and budget estimates exceeding actuals in the fringe benefit accounts. Offsetting these were an overexpenditure in the salary and wage accounts, as all events must now be fully supervised, an overexpenditure in the motor fuel and lubricant account and a deficit in the vehicle maintenance material account. The costs of vehicle maintenance materials continues to rise due to the rising costs of oil and lubricants, the cost of repairs to fleet and the rising cost of steel. There is also a minor variance in other operating accounts which includes Recovery for Refurbs, Legal and External Services, Training Courses and International Tolls.

**Summary of Description**

In summary, the year end variance is comprised of the following:

1. Favourable Variance in Transit Revenue
  2. Salary and Wage Accounts
  3. Overexpenditure in Motor Fuel and Lubricants Account
  4. Surplus in Building Maintenance Material Account
  5. Vehicle Maintenance Material
  6. Fringe Benefits (Includes Workers Comp Admin and Net Pension Special Payment)
  7. Other Miscellaneous Accounts
- Net Year End Surplus**

Amount
\$ 231,342
(304,839)
(74,030)
162,409
(204,312)
225,032
(15,734)
<u>\$ 19,868</u>

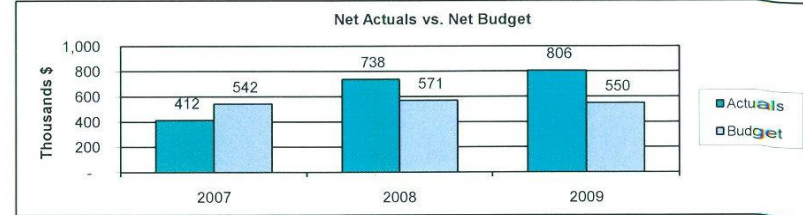
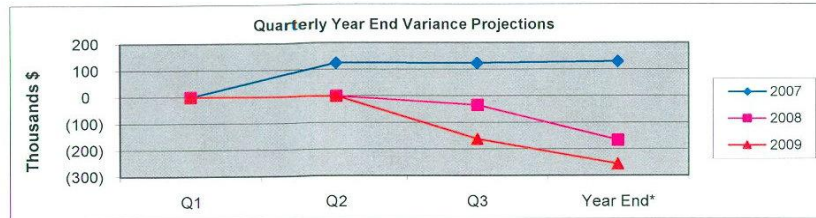
**Mitigating Steps**

**AUDITOR GENERAL'S OFFICE**Financial Summary

	2007				2008				2009			
	Q1	Q2	Q3	Year End*	Q1	Q2	Q3	Year End*	Q1	Q2	Q3	Year End*
	As at Mar 31	As at Jun 30	As at Sep 30	As at Dec 31	As at Mar 31	As at Jun 30	As at Sep 30	As at Dec 31	As at Mar 31	As at Jun 30	As at Aug 31	As at Dec 31
Annual Gross Budget				542,097				570,732				550,000
Annual Net Budget				542,097				570,732				550,000
Year to Date Net Expenditures	87,864	173,607	263,670	412,091	156,902	232,886	384,321	737,907	-	-	-	806,303
<b>Projected Year End Variance*</b>	<b>0</b>	<b>125,000</b>	<b>124,000</b>	<b>130,006</b>	<b>0</b>	<b>0</b>	<b>(35,000)</b>	<b>(167,175)</b>	<b>0</b>	<b>0</b>	<b>(163,000)</b>	<b>(256,303)</b>
Variance as % of Gross Budget		23.1%	22.9%	24.0%			-6.1%	-29.3%			-29.6%	-46.6%

\* Projected Year End Variance (as at Dec. 31st) are actuals, not projections.

Q3 variance projection date amended due to work stoppage

Description

External consultants were hired to provide expertise, as the Chief Audit Executive position was vacant for the year. However, the salary gapping savings realized helped to somewhat offset the additional consulting costs incurred throughout the year.

Summary of Description

In summary, the year end variance is comprised of the following:

1. Salary Gapping
2. External consulting
3. Lower Expenditures in remaining accounts to offset deficit.

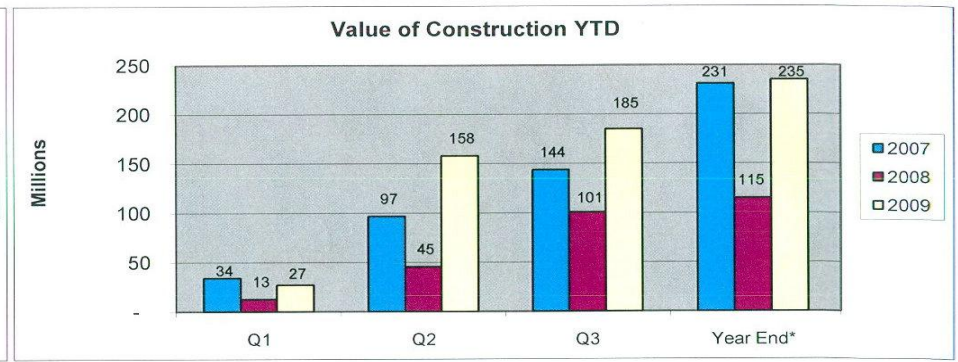
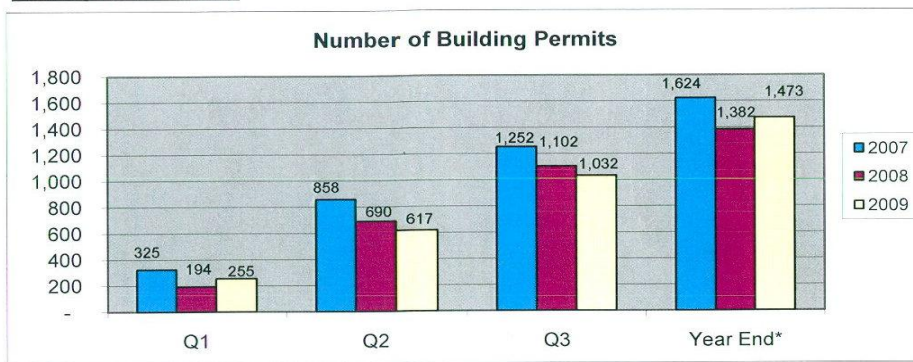
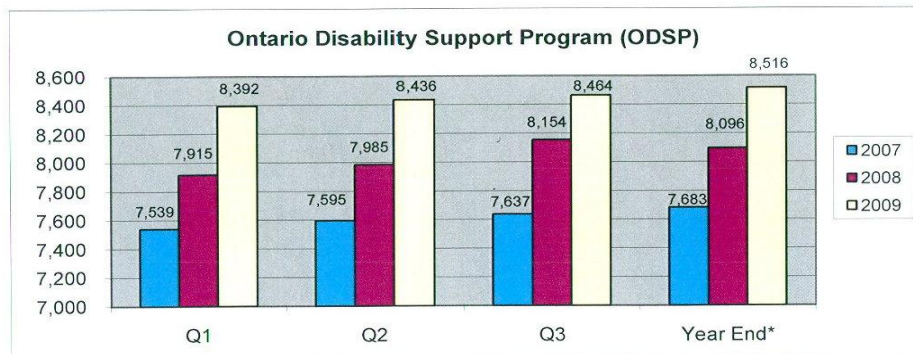
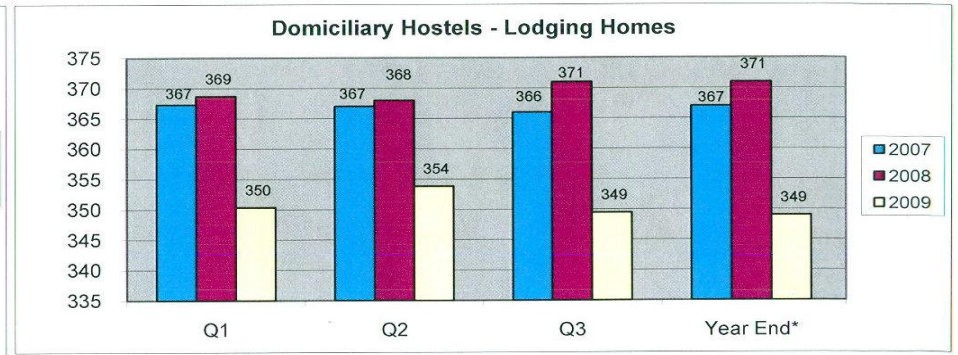
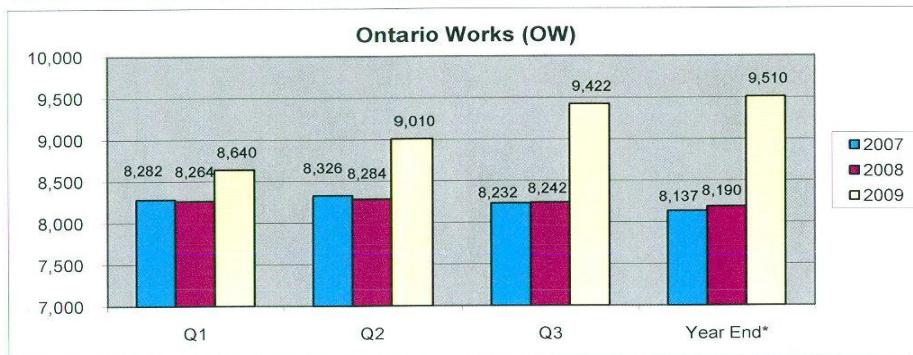
Amount
\$ 144,713
(421,887)
20,871

Net Year End Deficit

<b>\$ (256,303)</b>
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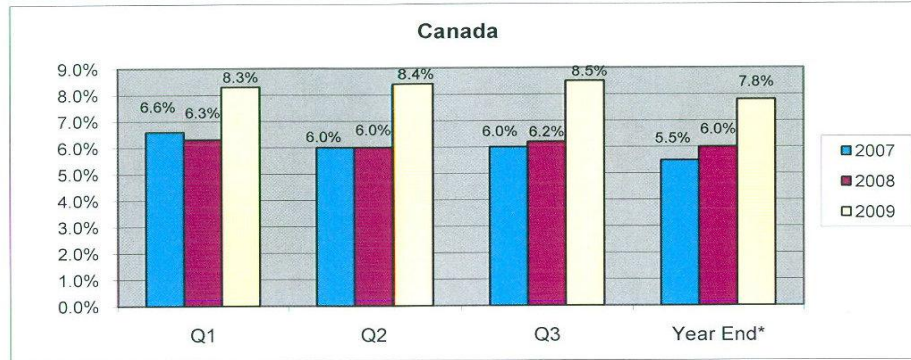
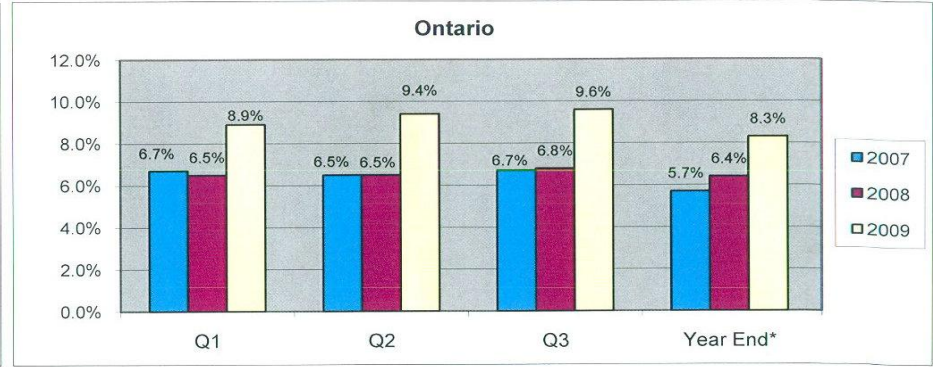
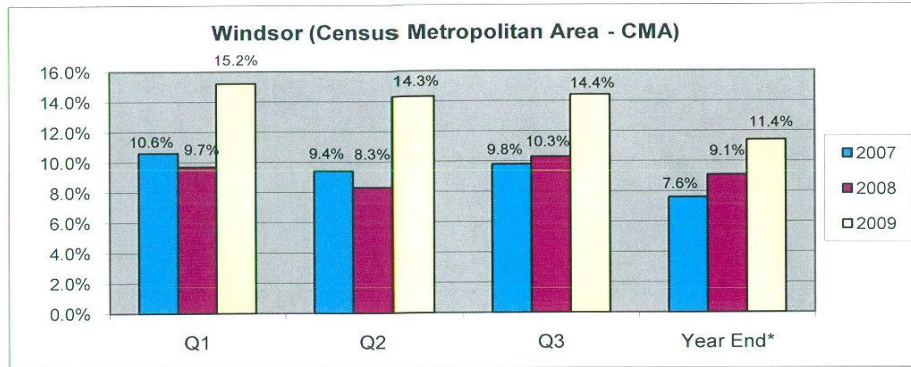
Mitigating Steps

An effort was made to keep expenditures at a bare minimum in the remaining accounts to help off-set the deficit in the external consulting where possible. Hopefully in 2010 the Auditor General position will be filled thus reducing the reliance on external consultants.

**Building Permit Activity****SOURCE: City of Windsor, Building & Development Department****Social Services Caseloads (Average Monthly Caseload)****SOURCE: City of Windsor, Social Services Department**

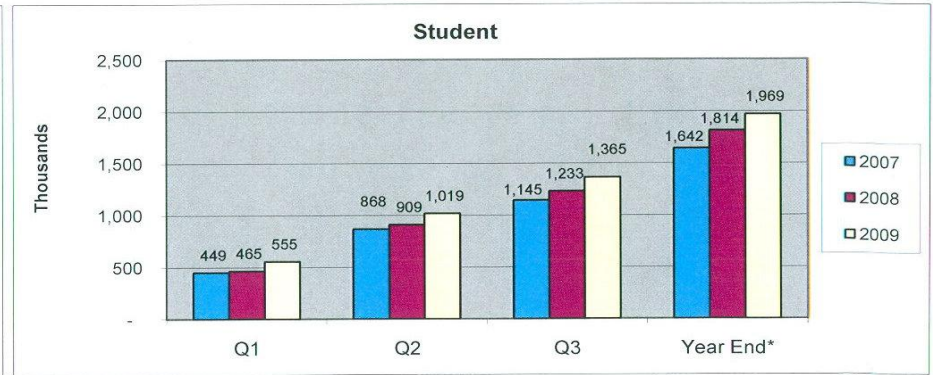
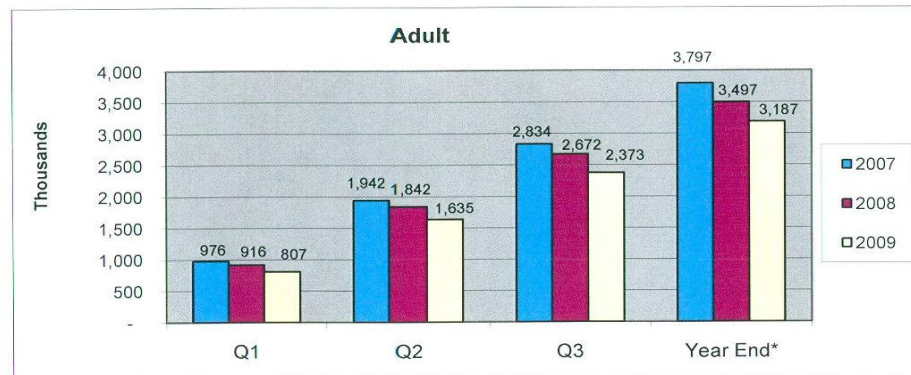
Unemployment Rates (3-month Moving Average, unadjusted)

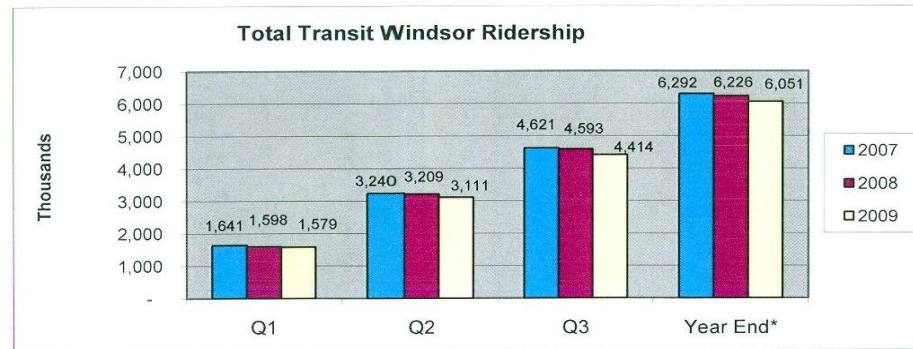
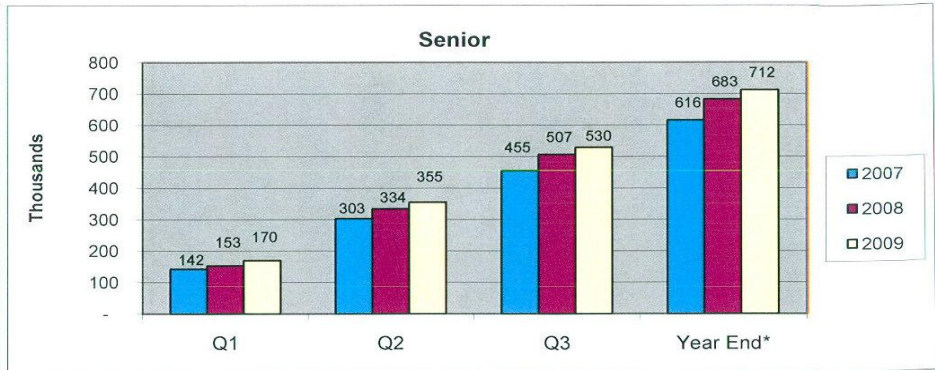
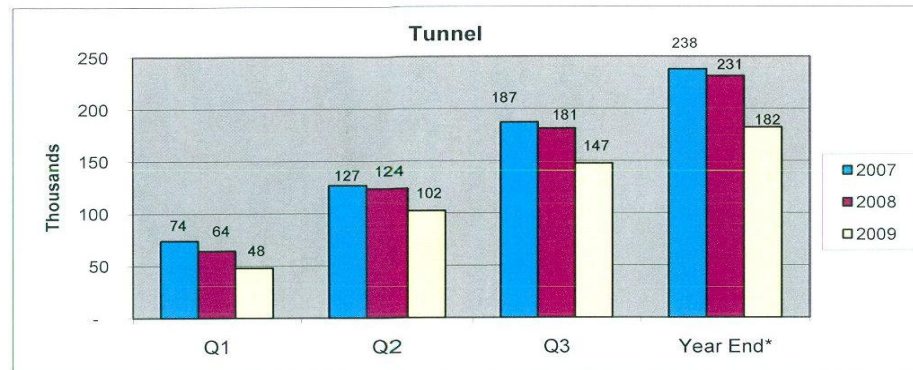
SOURCE: Statistics Canada



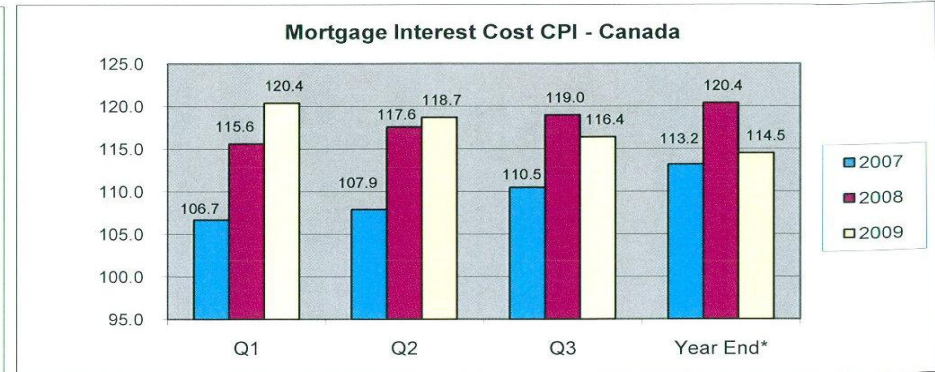
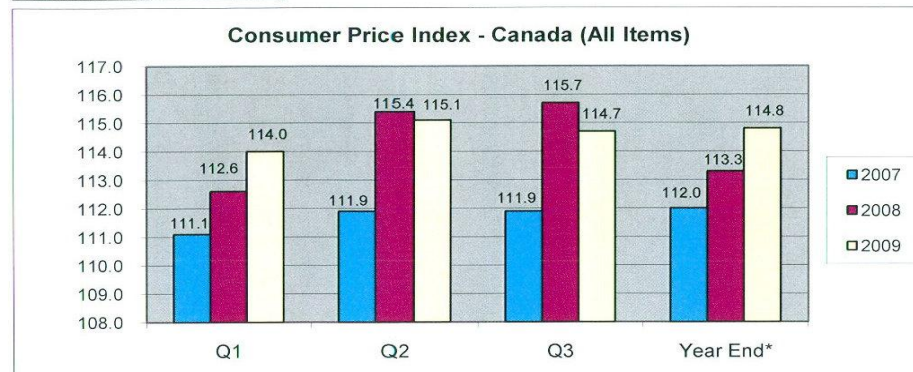
Transit Windsor Ridership (Combined Cash & Pass Fares)

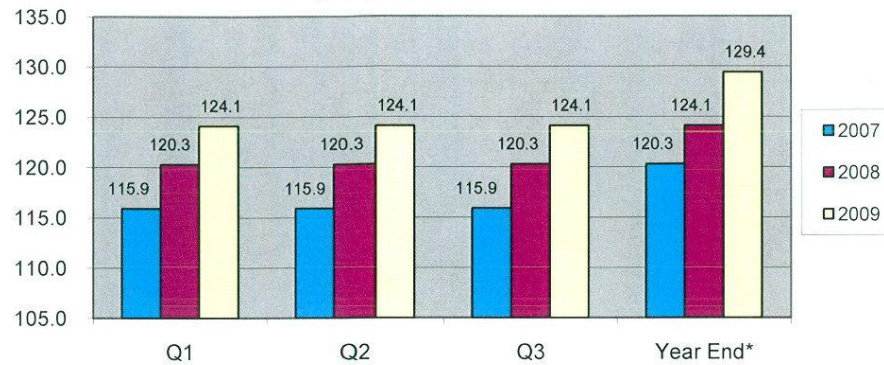
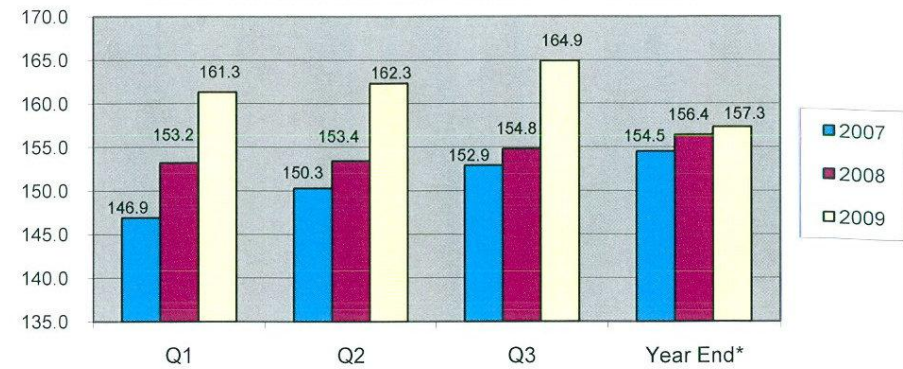
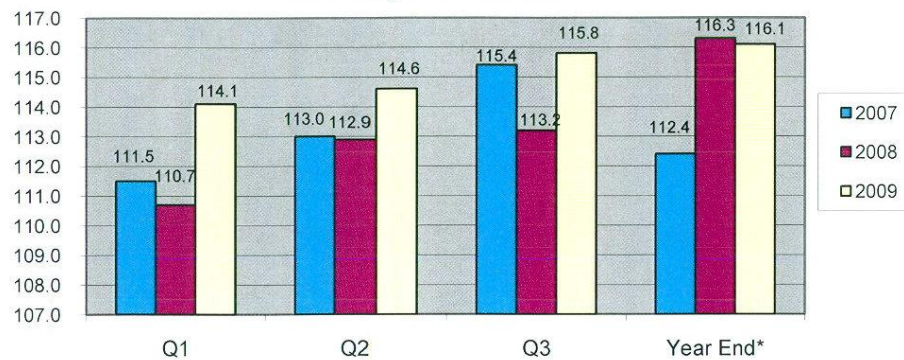
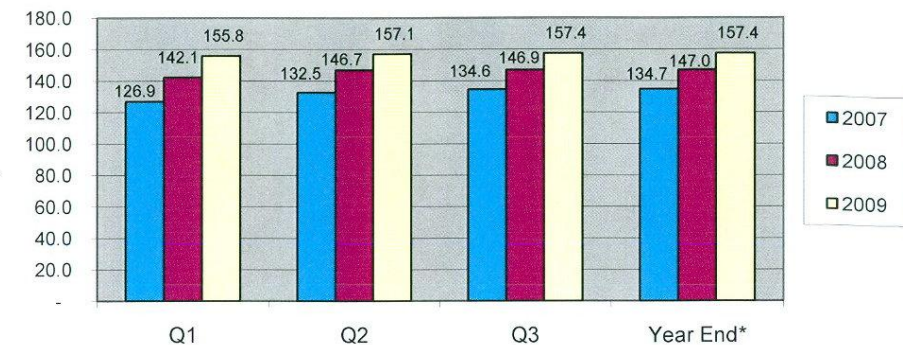
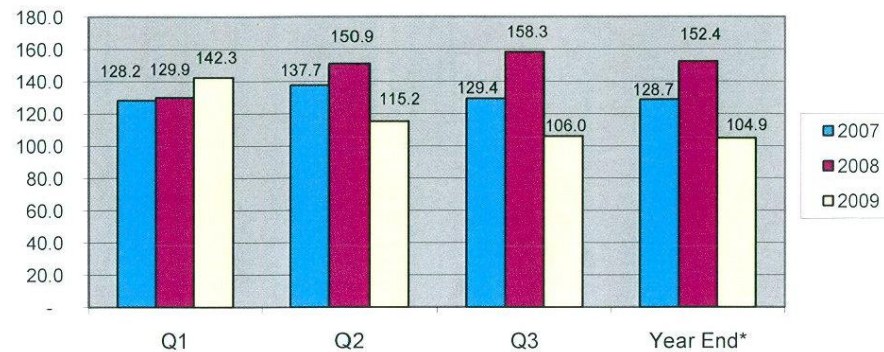
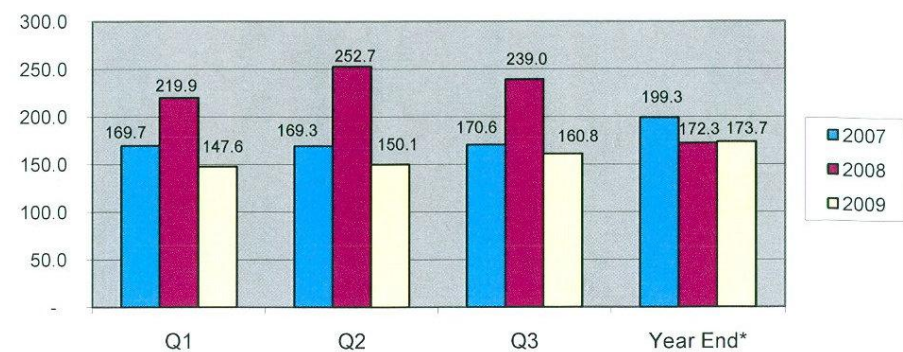
SOURCE: Transit Windsor



Transit Windsor Ridership (Combined Cash & Pass Fares) Cont'd.Consumer Price Index (CPI)

SOURCE: Statistics Canada



Consumer Price Index (CPI) Cont'd.**Property Taxes CPI - Canada****Homeowners Insurance Premiums CPI - Canada****Electricity CPI - Canada****Water CPI - Canada****Natural Gas CPI - Canada****Fuel Oil and Other Fuel CPI - Canada**

## City of Windsor - Operational & Economic Statistics as at Dec. 31, 2009

<b>Building Permit Activity</b>	<b>Year</b>	<b>Q1</b>	<b>% Chg</b>	<b>Q2</b>	<b>% Chg</b>	<b>Q3</b>	<b>% Chg</b>	<b>Year End*</b>	<b>% Chg</b>
Number of Permits YTD	2007	325		858		1,252		1,624	
	2008	194	-40.3%	690	-19.6%	1,102	-12.0%	1,382	-14.9%
	2009	255	31.4%	617	-10.6%	1,032	-6.4%	1,473	6.6%
Value of Construction YTD (\$)	2007	34,147,000		96,516,005		143,734,005		231,083,505	
	2008	12,575,000	-63.2%	45,454,900	-52.9%	100,702,100	-29.9%	115,056,950	-50.2%
	2009	27,212,850	116.4%	157,782,599	247.1%	184,885,749	83.6%	235,253,356	104.5%

Source: City of Windsor, Building & Development Department

<b>Social Services Caseloads (Ave. monthly caseload)</b>		<b>Q1</b>	<b>% Chg</b>	<b>Q2</b>	<b>% Chg</b>	<b>Q3</b>	<b>% Chg</b>	<b>Year End*</b>	<b>% Chg</b>
Ontario Works (OW)	2007	8,282		8,326		8,232		8,137	
	2008	8,264	-0.2%	8,284	-0.5%	8,242	0.1%	8,190	0.7%
	2009	8,640	4.5%	9,010	8.8%	9,422	14.3%	9,510	16.1%
Ontario Disability Support Program (ODSP)	2007	7,539		7,595		7,637		7,683	
	2008	7,915	5.0%	7,985	5.1%	8,154	6.8%	8,096	5.4%
	2009	8,392	6.0%	8,436	5.6%	8,464	3.8%	8,516	5.2%
Domiciliary Hostels - Lodging Homes	2007	367		367		366		367	
	2008	369	0.4%	368	0.3%	371	1.4%	371	1.1%
	2009	350	-5.0%	354	-3.8%	349	-5.8%	349	-5.9%

Source: City of Windsor, Social Services Department

<b>Unemployment Rates (3-month moving, unadjusted)</b>		<b>Q1</b>	<b>% Chg</b>	<b>Q2</b>	<b>% Chg</b>	<b>Q3</b>	<b>% Chg</b>	<b>Year End*</b>	<b>% Chg</b>
Windsor (Census Metropolitan Area)	2007	10.6%		9.4%		9.8%		7.6%	
	2008	9.7%	-8.5%	8.3%	-11.7%	10.3%	5.1%	9.1%	19.7%
	2009	15.2%	56.7%	14.3%	72.3%	14.4%	39.8%	11.4%	25.3%
Ontario	2007	6.7%		6.5%		6.7%		5.7%	
	2008	6.5%	-3.0%	6.5%	0.0%	6.8%	1.5%	6.4%	12.3%
	2009	8.9%	36.9%	9.4%	44.6%	9.6%	41.2%	8.3%	29.7%
Canada	2007	6.6%		6.0%		6.0%		5.5%	
	2008	6.3%	-4.5%	6.0%	0.0%	6.2%	3.3%	6.0%	9.1%
	2009	8.3%	31.7%	8.4%	40.0%	8.5%	37.1%	7.8%	30.0%

Source: Statistics Canada

<b>Transit Windsor Ridership (Combined Cash &amp; Pass Fa</b>		<b>Q1</b>	<b>% Chg</b>	<b>Q2</b>	<b>% Chg</b>	<b>Q3</b>	<b>% Chg</b>	<b>Year End*</b>	<b>% Chg</b>
Adult	2007	975,722		1,941,831		2,833,578		3,796,887	
	2008	916,362	-6.1%	1,842,404	-5.1%	2,671,610	-5.7%	3,497,061	-7.9%
	2009	806,570	-12.0%	1,634,845	-11.3%	2,372,609	-11.2%	3,187,327	-8.9%
Student	2007	449,433		868,262		1,145,123		1,641,585	
	2008	464,635	3.4%	908,973	4.7%	1,233,462	7.7%	1,814,354	10.5%
	2009	554,692	19.4%	1,019,387	12.1%	1,364,617	10.6%	1,969,328	8.5%
Senior	2007	142,310		302,937		455,181		616,033	
	2008	152,929	7.5%	333,958	10.2%	507,167	11.4%	682,836	10.8%
	2009	169,808	11.0%	354,867	6.3%	529,522	4.4%	712,147	4.3%
Tunnel	2007	73,849		126,902		187,136		237,716	
	2008	64,313	-12.9%	123,640	-2.6%	180,969	-3.3%	231,384	-2.7%
	2009	47,934	-25.5%	102,199	-17.3%	147,352	-18.6%	182,129	-21.3%
TOTAL	2007	1,641,314		3,239,932		4,621,018		6,292,221	
	2008	1,598,239	-2.6%	3,208,975	-1.0%	4,593,208	-0.6%	6,225,635	-1.1%
	2009	1,579,004	-1.2%	3,111,298	-3.0%	4,414,100	-3.9%	6,050,931	-2.8%

Source: Transit Windsor

Consumer Price Index (CPI)		Q1	% Chg	Q2	% Chg	Q3	% Chg	Year End*	% Chg
Consumer Price Index (CPI) - Canada (All Items)	2007	111.1		111.9		111.9		112.0	
	2008	112.6	1.4%	115.4	3.1%	115.7	3.4%	113.3	1.2%
	2009	114.0	1.2%	115.1	-0.3%	114.7	-0.9%	114.8	1.3%
Mortgage Interest Cost CPI	2007	106.7		107.9		110.5		113.2	
	2008	115.6	8.3%	117.6	9.0%	119.0	7.7%	120.4	6.4%
	2009	120.4	4.2%	118.7	0.9%	116.4	-2.2%	114.5	-4.9%
Property Taxes CPI (Including Special Charges)	2007	115.9		115.9		115.9		120.3	
	2008	120.3	3.8%	120.3	3.8%	120.3	3.8%	124.1	3.2%
	2009	124.1	3.2%	124.1	3.2%	124.1	3.2%	129.4	4.3%
Homeowners Insurance Premiums CPI	2007	146.9		150.3		152.9		154.5	
	2008	153.2	4.3%	153.4	2.1%	154.8	1.2%	156.4	1.2%
	2009	161.3	5.3%	162.3	5.8%	164.9	6.5%	157.3	0.6%
Electricity CPI	2007	111.5		113.0		115.4		112.4	
	2008	110.7	-0.7%	112.9	-0.1%	113.2	-1.9%	116.3	3.5%
	2009	114.1	3.1%	114.6	1.5%	115.8	2.3%	116.1	-0.2%
Water CPI	2007	126.9		132.5		134.6		134.7	
	2008	142.1	12.0%	146.7	10.7%	146.9	9.1%	147.0	9.1%
	2009	155.8	9.6%	157.1	7.1%	157.4	7.1%	157.4	7.1%
Natural Gas CPI	2007	128.2		137.7		129.4		128.7	
	2008	129.9	1.3%	150.9	9.6%	158.3	22.3%	152.4	18.4%
	2009	142.3	9.5%	115.2	-23.7%	106.0	-33.0%	104.9	-31.2%
Fuel Oil and Other Fuel CPI	2007	169.7		169.3		170.6		199.3	
	2008	219.9	29.6%	252.7	49.3%	239.0	40.1%	172.3	-13.5%
	2009	147.6	-32.9%	150.1	-40.6%	160.8	-32.7%	173.7	0.8%

Source: Statistics Canada

## Appendix C

### 2009 Budget Carry-Forwards

Department	Description	Amount
CAO's Office	Economic Development Initiatives	78,026
CAO's Office	Employee Recognition Program	1,250
CAO's Office	Corporate United Way Support	3,411
<b>CAO's Office Total</b>		<b>82,687</b>
Employment & Social Services	OW Employment Assistance deferral of unutilized subsidy revenue	164,072
<b>Employment &amp; Social Services Total</b>		<b>164,072</b>
Council Services	Windsor Heritage Committee - 9 Bronze Heritage Plaques	2,697
Council Services	New Diversity Committee of Council	8,246
Council Services	Windsor Citizens Crime Prevention Committee	16,238
Council Services	Windsor Essex County Environment Committee (WECEC) - Enviro-Expo (project & website) & AMO Convention	12,719
Council Services	Windsor Accessible Advisory Committee (WAAC) - Promo Materials, Videos & Training & Cdn Hearing Society Interpreters	3,359
Council Services	Senior Advisory Committee (SAC) - Senior Information Fairs/Town Hall Meetings	3,992
Council Services	Mayor's Youth Advisory Committee	3,388
Council Services	Windsor Bicycling Committee	1,500
Council Services	Neighbourhood Improvement Fund	218,266
Council Services	2009 Initiative to Erect a Monument/Sculpture in Honour of the City's Twin Cities	11,500
Council Services	New Work Transition Initiative (NWTI) program	261,936
Council Services	Communications Unit	100,000
<b>Council Services Total</b>		<b>643,841</b>
Human Resources	Corporate Coaching Program	6,300
Human Resources	Corporate Training Initiative for 2010	10,000
Human Resources	Wellness Program Partnership With Windsor Essex County Health Unit	16,933
<b>Human Resources Total</b>		<b>33,233</b>
Finance	OMBI Funding	4,700
<b>Finance Total</b>		<b>4,700</b>
Mayor's Office	Community Relations Account	147,753
Mayor's Office	Special Events	66,764
Mayor's Office	Savings in Mayor's Office	350,803
<b>Mayor's Office Total</b>		<b>565,320</b>
Engineering & Corp. Proj.	Renovations of Front Office at 350 CHS	16,090
<b>Engineering &amp; Corp. Proj. Total</b>		<b>16,090</b>
Licensing & Enforcement	Windsor Crime Prevention Committee	3,778
<b>Licensing &amp; Enforcement Total</b>		<b>3,778</b>
Fire & Rescue Services	Defibrillator Tiered Response program	21,944
Fire & Rescue Services	Public Access Defibrillator Program Grant	31,207
Fire & Rescue Services	Small Fleet Replacements	87,438
<b>Fire &amp; Rescue Services Total</b>		<b>140,589</b>
Police Service	Conversion of Completed 2008 Court Case Files From Paper to Digital	18,700
<b>Police Service Total</b>		<b>18,700</b>
Corporate Accounts	Salary & Wage Provision	6,515,450
<b>Corporate Accounts Total</b>		<b>6,515,450</b>
<b>Grand Total</b>		<b>8,188,460</b>

**APPENDIX D - Summary of Capital Projects Closed (for 2009)**  
**As at December 31, 2009**

SUMMARY		
	# of Projects	Amount
Surplus	25	\$ 2,782,158
Deficits	20	(1,233,100)
Net Surplus on Capital Projects Closed In 2009	45	\$ 1,549,058

Project ID	Service Area	Project Name	Surplus/ (Deficit)	Sub-Total by Fund	Fund	Funding Source/Transfer	Project Variance Comments
<b>Projects Fully Funded From Transfer Between Projects</b>							
7024561	Office of the City Engineer	2002 Residential Development	117,434.66		007	7035119 - New Infrastructure Development	Prior year(s) surplus consolidated into ongoing capital project.
7034017	Office of the City Engineer	At-Grade Railway Crossings	89,854.83		007	7085009 - At-Grade Railway Crossings	Prior year(s) surplus consolidated into ongoing capital project.
7039008	Office of the City Engineer	Funds for Environmental Studies	343,576.43		007	7086010 - Environmental Study Reports	Prior year(s) surplus consolidated into ongoing capital project.
7041010	Office of the City Engineer	Annexed Lands-Master Drainage	(819.81)		007	7076102 - Sandwich South Lands Servicing	Related project's deficit consolidated into ongoing capital project.
7041035	Office of the Chief Financial Officer	Willistead Manor Upgrades	(5,842.33)		007	7062048 - Willistead Complex Capital Improvements	Project costs allocated to proper project.
7042045	Office of the City Engineer	Pedestrian Bridge - Huron Church/Tecumseh	0.00		007	n/a	n/a
7051032	Office of the Chief Financial Officer	Rep/Mtce of Heritage Properties	(1,343.91)		007	7062048 - Willistead Complex Capital Improvements	Project costs allocated to proper project.
7071002	Office of the City Engineer	Prado Place - Riverside/Wyandotte Engineering	(27,111.02)		007	7082010 - Prado Place - Riverside/Wyandotte Construction	Deficit due to this being a heritage property and thus requiring additional expenditures during the Engineering phase.
7071119	Office of the City Engineer	Patricia/Alley-Wyandotte/California	1,346,332.99		007	7091037 - Aubin Road - Franklin St./CNR	As per CR315/2009, said sewers required a few spot repairs but are otherwise in adequate condition. Surplus transferred to 7091037 where sewers are structurally deficient.
7071123	Office of the City Engineer	Alexis - Seminole/Alice Engineering	0.00		007	n/a	n/a
7081010	Office of the City Engineer	Riverfront Naming Rights	(3,063.44)		007	7005547 - Riverfront Development	As per CR338/2008, project deficit to be transferred to ongoing Riverfront project.
7081026	Office of the City Engineer	2008 Sidewalk Rehabilitation	1,246.96		007	7091025 - 2009 Sidewalk Rehabilitation	Prior year(s) surplus consolidated into ongoing capital project.
7081901	Office of the City Engineer	Green City Initiative	0.00		007	n/a	n/a
<b>Net Surplus Closed to Other Projects</b>				<b>1,860,265.36</b>			

**APPENDIX D - Summary of Capital Projects Closed (for 2009)**  
As at December 31, 2009

SUMMARY		
	# of Projects	Amount
Surplus	25	\$ 2,782,158
Deficits	20	(1,233,100)
Net Surplus on Capital Projects Closed In 2009	45	\$ 1,549,058

Project ID	Service Area	Project Name	Surplus/ (Deficit)	Sub-Total by Fund	Fund	Funding Source/Transfer	Project Variance Comments
<b>Transfer To/From Original Funding Source</b>							
7004532	Office of the City Engineer	LRWRP General Improvements	151,646.31		131	West Windsor PCP	Surplus funds from previous years returned back to original funding source as project budget was a preliminary estimate. Project is now budgeted on an annual basis.
<b>Total Fund 131 Surplus</b>				<b>151,646.31</b>			
7085002	Office of the City Engineer	LRPCP - Repair Costs	186,730.75		132	Little River PCP	Surplus funds returned back to original funding source as project budget was a preliminary estimate.
<b>Total Fund 132 Surplus</b>				<b>186,730.75</b>			
7085003	Office of the City Engineer	Pumping Stations - Repair Costs	138,523.94		133	Pumping Stations	Surplus funds returned back to original funding source as project budget was a preliminary estimate.
<b>Total Fund 133 Surplus</b>				<b>138,523.94</b>			
7059014	Office of the City Engineer	Parking Lot Rehab/Construction	23,313.76		138	Off Street Parking	Surplus due to slightly lower than anticipated land acquisition costs. Surplus partially offset deficit in a related project (7059127 - see below).
7059127	Office of the City Engineer	Parking Lot Acq./Development	(34,877.71)		138	Off Street Parking	Deficit due to slightly higher than anticipated construction material costs. Deficit partially offset by small surplus in a related project (i.e. 7059014 - see above).
<b>Total Fund 138 Deficit</b>				<b>(11,563.95)</b>			
7063900	Office of the Chief Financial Officer	Downtown Video Surveillance	(1,538.71)		139	Budget Stabilization Reserve	Deficit was a result of additional electrical costs of approx. \$2,500 to set up cameras due to location changes throughout the process. Cost is absorbed 50% DWBIA and 50% City.
<b>Total Fund 139 Deficit</b>				<b>(1,538.71)</b>			
7052018	Office of the City Engineer	Preparation of Environmental Master Plan	9,261.71		153	Sewer Surcharge	Project surplus is due to expenditures being less than originally budgeted as project budget was a preliminary estimate.
<b>Total Fund 153 Surplus</b>				<b>9,261.71</b>			
7014548	Office of the City Engineer	2001 Cabana ESR	(9,388.19)		160	Capital Expenditure Reserve	Consultant time was slightly higher than original estimates.
7033128	Office of the City Engineer	Transit Downtown Terminal	169,598.30		160	Capital Expenditure Reserve	As per CR327/2009 and Council (Final) Report #13252.
7039006	Office of the City Engineer	Playground Improvements	0.27		160	Capital Expenditure Reserve	n/a - immaterial variance
7039050	Office of the City Engineer	E.C.Row Expressway	(138,926.87)		160	Capital Expenditure Reserve	As a result of minor overruns on numerous projects from unforeseen circumstances. Bridge rehabilitation is highly variable once construction begins and the scope of work can change rapidly depending on structural condition of the bridges that is not always apparent from surface inspection. This overrun is cumulative over several years of program approvals.
7039051	Office of the City Engineer	Maintenance of Bridges	(272,290.40)		160	Capital Expenditure Reserve	Deficit was a result of minor overruns on numerous projects from unforeseen circumstances. Bridge rehabilitation is highly variable once construction begins and the scope of work can change rapidly depending on structural condition of the bridges that is not always apparent from surface inspection. This overrun is cumulative over several years of program approvals.

**APPENDIX D - Summary of Capital Projects Closed (for 2009)**  
As at December 31, 2009

<b>SUMMARY</b>		
	<b># of Projects</b>	<b>Amount</b>
Surplus	25	\$ 2,782,158
Deficits	20	(1,233,100)
Net Surplus on Capital Projects Closed In 2009	45	\$ 1,549,058

<b>Project ID</b>	<b>Service Area</b>	<b>Project Name</b>	<b>Surplus/ (Deficit)</b>	<b>Sub-Total by Fund</b>	<b>Fund</b>	<b>Funding Source/Transfer</b>	<b>Project Variance Comments</b>
7062905	Office of the City Engineer	Lauzon/Wyandotte Intersection	(21,540.85)		160	Capital Expenditure Reserve	The lowest tender had excellent prices. The consultant's field staff was thorough. CR293/2008 approved a transfer of \$190,000 and CR217/2009 approved a transfer of \$130,000 to fund cost overruns in other projects. Preliminary surplus estimates at the time the council reports were prepared did not materialize thus pushing the project into a deficit.
7062907	Office of the City Engineer	Howard Ave. - Erie/Giles	(1,420.62)		160	Capital Expenditure Reserve	Council approved two transfers from this project, CR296/2007 in the amount of \$225,000 and CR217/2009 in the amount of \$265,000. At the time when transfers occurred it was anticipated the \$490,000 would be the surplus, however the actual surplus was slightly lower causing a small deficit.
7069903	Office of the Chief Financial Officer	Meeting Rooms Security/Sustainability	55.12		160	Capital Expenditure Reserve	n/a - immaterial variance
7071051	Office of the City Engineer	2007 Bridge Rehabilitation	(306,346.54)		160	Capital Expenditure Reserve	Due to some major structural issues related to the "emergency" repairs on Ouellette Avenue/CPR bridge and rail issues during construction. Rehabilitation of Drouillard/CNR bridge encountered significant structural deficiencies that required repair as well as environmental issues resulting in additional costs.
7071069	Office of the City Solicitor	Breathing Apparatus Cylinders/Packs	96.20		160	Capital Expenditure Reserve	n/a - immaterial variance
7081024	Office of the City Engineer	2008 E.C.Row Expressway Rehabilitation	(55,495.83)		160	Capital Expenditure Reserve	Additional base repairs due to poor soil conditions resulted in additional costs.
7081900	Office of the City Engineer	Clean Streets Initiative	27,085.93		160	Capital Expenditure Reserve	Project surplus is due to slightly lower than anticipated costs to provide additional street cleaning services.
7081903	Corporate Administration	Caesar's Windsor Casino Opening Program	24,919.76		160	Capital Expenditure Reserve	Expenditures for this event were less than originally projected.
7081905	Office of the City Clerk	Riverside Nautical Murals - HRDC	(432.19)		160	Capital Expenditure Reserve	Deficit is a result of internal temporary financing costs incurred due to the timing of recoveries from the province.
7081906	Office of the City Clerk	Bruce/Dougall Multi-Use Trail	0.34		160	Capital Expenditure Reserve	n/a - immaterial variance
<b>Total Fund 160 Deficit</b>				<b>(584,085.57)</b>			
7051004	Office of the City Solicitor	New Fire Pumper Rescue	172.91		163	Fire Major Equipment	n/a - immaterial variance
<b>Total Fund 163 Surplus</b>				<b>172.91</b>			
7051158	Office of the City Engineer	City Hall Main Electrical Distribution System	(41,727.75)		169	Pay As You Go - Capital Reserve	As per CR271/2008 - Final 400 CHS Completion Report, this project was to be closed in 2008 through the consolidation of the main 400 CHS project (7017031).
7091001	Office of the City Engineer	Candidate Natural Heritage Site	(4,207.69)		169	Pay As You Go - Capital Reserve	Deficit due to miscellaneous costs and land transfer tax not budgeted.
7091018	Office of the City Clerk	Relocation of 211/311 Call Centre	43,451.00		169	Pay As You Go - Capital Reserve	Surplus funds returned back to original funding source as savings were attributable to reduced fit-up and furnishing costs as well as lower than anticipated moving costs.
<b>Total Fund 169 Deficit</b>				<b>(2,484.44)</b>			

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As at December 31, 2009

<b>SUMMARY</b>		
	<b># of Projects</b>	<b>Amount</b>
Surplus	25	\$ 2,782,158
Deficits	20	(1,233,100)
<b>Net Surplus on Capital Projects Closed In 2009</b>	<b>45</b>	<b>\$ 1,549,058</b>

<b>Project ID</b>	<b>Service Area</b>	<b>Project Name</b>	<b>Surplus/ (Deficit)</b>	<b>Sub-Total by Fund</b>	<b>Fund</b>	<b>Funding Source/Transfer</b>	<b>Project Variance Comments</b>
7053900	Office of the City Engineer	Casino Development	(148,155.44)		180	Building Permit Reserve	Expenditures on this project were to be recovered from permit fees collected from the Casino expansion. Permit fees were deposited to this reserve, and therefore the fundings transfer is being made from the Building Permit Reserve.
<b>Total Fund 180 Deficit</b>				<b>(148,155.44)</b>			
7017031	Office of the City Engineer	2001 SS HRDC Co Location	(137,079.16)		186	400 City Hall Square	As per CR272/2008, deficit attributed to unbudgeted hoarding fees, increased steel prices, increased fit-up space and other ancillary costs.
<b>Total Fund 186 Deficit</b>				<b>(137,079.16)</b>			
7071905	Office of the City Clerk	Innovative Parks Research - JCP	2,856.22		1756	Tree Planting Reserve Account	Project costs were lower than projected and the transfer of Tree Planting Reserve funds was not fully required.
<b>Total Account 1756 Surplus</b>				<b>2,856.22</b>			
7071078	Agencies and Boards	Elevator Replacement @ Central Library	0.00		n/a	n/a	n/a
7062026	Office of the City Engineer	Malden Landfill Leachate Collection	(21,491.47)		001	Operating	As per CR435/2008, Council Report #13752, the difference between the tender price and the preliminary budget estimate for this project attributed to the deficit due to the project length being extended from 290.3 m to 676.5 m along Matchette Road.
7071075	Agencies and Boards	Emergency 911 Backup Site	106,000.00		001	Operating	Surplus funds transferred to Operating as per the 2009 Operating Budget and the Windsor Police Services Board meeting approval on Jan. 22/09.
<b>Total Fund 001 Surplus</b>				<b>84,508.53</b>			
<b>Net Transfers To/From Original Funding Source</b>				<b>(311,206.90)</b>			
<b>Net Surplus on Capital Projects Closed In 2009</b>				<b>\$ 1,549,058</b>			