

Windsor THE PLACE TO BE FOR SOUND FINANCIAL MANAGEMENT



Peace Fountain and Coventry Gardens along the Windsor waterfront, attract visitors from around the world and are among the 1,400 acres of picturesque parkland and floral gardens maintained by the city.

RESPONSIBILITY FOR FINANCIAL REPORTING

In addition to the Audited Consolidated Financial Statements which are required by the Municipal Act, this Corporate Annual Report includes statistical and other relevant information about the municipal Corporation and the Windsor area. It is intended to be a comprehensive resource for interested users, including: citizens, City Council, corporate management and employees, financial institutions, other municipalities, senior levels of government, and the media.

The financial statements and all other financial information in this Annual Report are presented on a consolidated basis. Full details of the consolidated entities and consolidation criteria can be found in note 1(a) of the Consolidated Financial Statements.

The Consolidated Financial Statements, which have been approved by the Audit Committee as well as City Council, are the responsibility of the management team of the Corporation of the City of Windsor. The preparation of financial statements invariably requires the use of judgement in making estimates and projections. The management of the corporation is confident that these judgements have been made with prudence and that the financial statements have been prepared, within reasonable limits of materiality, in accordance with guidelines prescribed by the Ministry of Municipal Affairs and Housing.

In order to discharge its responsibilities, management has instituted a system of internal controls which is intended to safeguard assets and to provide accurate, timely and complete financial information for both internal decision making and external reporting. While all systems of internal controls need to strike a balance between functionality and costs, management believes that the City's controls achieve the above-noted goals effectively and efficiently.

As required by the Municipal Act, the Corporation retains a licensed accounting firm, Ernst & Young, to express an independent opinion on management's financial statements. Their reports to the members of council, inhabitants and ratepayers of the Corporation of the City of Windsor accompany the various financial statements in the financial section of this report.



AND FISCAL FITNESS



THE CITY OF WINDSOR

Corporate Services Department

G.S. Pinsonneault, CA

Commissioner of Corporate Services and Treasurer

City Hall Square West, P.O. Box 1607, Windsor, Ontario N9A 6S1

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Commissioner of Corporate Services Message

During the 1997 fiscal year the corporation was faced with significant financial challenges. These were primarily the result of the downloading of many responsibilities from the provincial government and the ongoing reduction of grants. While provincial grants reported on the consolidated statement of operations actually increased from \$69.6 million to \$72.3 million, about \$10 million of the 1997 total represents one-time transitional capital grants related to downloaded roads. When these one-time funds are excluded, the provincial government's percentage of total financing is about 18%, down from 21.7% in 1996 and from about 26% in 1995. Notwithstanding these significant challenges, the corporation was able to end the year with only a negligible deficit of \$0.2 million or less than one tenth of 1%.

Other fiscal highlights include:

- an increase in taxable assessment of \$30 million.
- a combined reduction in taxes receivable and accounts receivable of \$5.6 million.
- a mill rate increase of only 0.5%.
- an increase in capital works expenditures of nearly \$14 million.

The broad framework which underlies these positive results as well as the strong financial position of the corporation is provided by two major Council Policies: the Fiscal Fitness Policy and the Debt Management Policy. The City's credit rating agency has consistently indicated that these two policies are a major reason for the ever increasing credit rating which currently stands at AA-.

The Fiscal Fitness Policy requires the mill rate to be set at least 1% below the previous year's rate of inflation. While it has become increasingly more challenging to meet this requirement, the policy leads to a thorough review of the services provided by the municipality and therefore, helps eliminate inefficiencies.

The Debt Management Policy, an evolution of the Debt Reduction Policy, was introduced in the fall of 1996. The old policy sought to reduce the City's long term debt by an absolute dollar amount each year. The policy served the corporation well from its inception in 1984. However, given Windsor's substantial growth in the last few years, the absolute reduction targets were becoming too inflexible. The modified Debt Reduction Policy is based on the premise that as the municipality's revenues grow, it enables it to support larger debt loads. Therefore, the new policy is based on maintaining several debt-to-revenue ratios within acceptable ranges. The approach will enable the municipality to better balance the need to control debt levels with the need to finance capital projects in a growing economy.

Taking a broader outlook, the local economy continued experiencing significant economic growth during the year. For example, there were a total of 1,150 dwelling units for which building permits were issued, compared to 1,210 in 1996 and 820 in 1995. This economic growth benefited municipal finances by increasing the taxable assessment base. Conversely, however, growth will increase those future expenditures that are directly related to population.

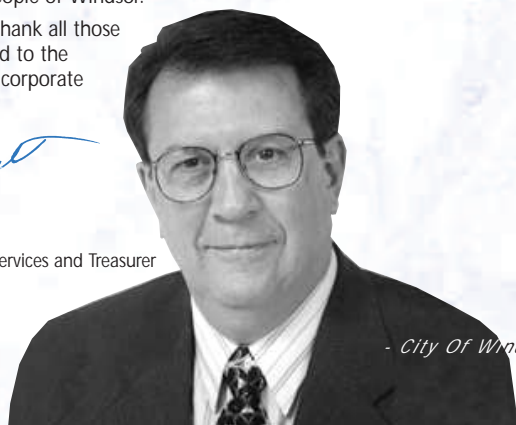
Looking ahead to 1998, the municipality will need to continue dealing with the major realignment of responsibilities between the provincial and local governments. Another ongoing challenge is providing funding for the maintenance of the existing infrastructure while also funding growth related infrastructure. In this regard, the corporation is currently carrying out a study to determine the appropriate level of development charges to ensure that funds are available to finance growth related projects. The municipality through the Community Strategic Plan, the sound financial policies adopted by Council and its dedicated employees, is well positioned to meet these challenges and to continue to provide excellent services to the people of Windsor.

In closing, I would like to thank all those individuals who contributed to the preparation of this annual corporate report.

G.S. Pinsonneault, CA

Commissioner of Corporate Services and Treasurer

April 17, 1998



THE CORPORATION OF THE CITY OF WINDSOR

Consolidated Balance Sheet December 31, 1997 with comparative figures for 1996

(stated in thousands of dollars)

	1997	1996
	\$	\$
Assets		
Unrestricted:		
Taxes receivable	19,412	22,079
Accounts receivable	25,946	28,859
Other current assets	3,456	4,711
	48,814	55,649
Restricted:		
Cash	5,507	-
Investments (note 5)	6,706	393
Investment in own debentures (note 5)	4,225	4,225
Accounts receivable	665	664
Due from own funds	31,987	45,577
	49,090	50,859
Capital outlay financed by long term liabilities and to be recovered in future years [note 1(b)]:		
General municipal purposes	51,667	51,098
Tunnel plaza improvements	19,161	19,598
Add foreign exchange translation adjustment	654	1,019
	71,482	71,715
Total assets	169,386	178,223
Liabilities and Fund Balances		
Liabilities:		
Temporary loans	-	35
Accounts payable and accrued liabilities	20,944	22,105
Due to own funds	31,987	45,577
Note payable (note 10(c))	8,489	-
Net long term liabilities (note 8):		
Repayable from general tax revenues	52,321	52,117
Repayable from Tunnel toll revenues	19,161	19,598
Total liabilities	132,902	139,432
Fund balances at the end of the year (notes 10 and 11)		
To (be recovered from) offset taxation or user charges	(235)	1,148
Capital operations not yet permanently financed	(18,647)	(20,458)
Reserves	6,298	7,251
Reserve funds	49,068	50,850
Total fund balances	36,484	38,791
Total liabilities and fund balances	169,386	178,223

The accompanying notes are an integral part of these consolidated financial statements.

CONSOLIDATED FINANCIAL STATEMENTS

AUDITORS' REPORT



To the Members of Council, Inhabitants and Ratepayers of the Corporation of the City of Windsor.

We have audited the consolidated balance sheet of **The Corporation of the City of Windsor** as at December 31, 1997 and the consolidated statement of operations for the year then ended. These financial statements are the responsibility of the City's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the City as at December 31, 1997 and the results of its operations for the year then ended in accordance with the accounting principles disclosed in note 1 to the consolidated financial statements.

Ernst & Young

Chartered Accountants
Windsor, Ontario
April 16, 1997



THE CORPORATION OF THE CITY OF WINDSOR

Consolidated Statement of Operations Year ended December 31, 1997 with comparative figures for 1996

(stated in thousands of dollars)

	1997 \$	1996 \$
SOURCES OF FINANCING:		
Taxation and user charges:		
Residential and farm taxation	152,831	149,790
Commercial, industrial and business taxation	126,082	117,960
Taxation from other governments	8,244	8,033
User charges	99,244	88,915
Grants:		
Government of Canada	791	3,865
Province of Ontario	72,335	69,625
Other:		
Contributions from developers	8,556	2,561
Investment income	7,752	8,401
Sale of land and equipment	5,812	5,513
Penalties and interest on taxes	3,166	3,630
Fines	1,727	1,800
Deduct amounts received or receivable for school boards (note 2)	(143,228)	(136,767)
Proceeds from the issue of long term liabilities	15,999	17,604
Net appropriation from reserves and reserve funds	2,735	-
Municipal fund balances at the beginning of the year (note 10):		
To offset taxation or user charges	1,148	843
Capital operations not yet permanently financed	(20,458)	(20,585)
Total financing available during the year	342,736	321,188
APPLIED TO:		
Current operations (notes 3, 9, 14):		
General government	31,577	31,625
Protection to persons and property	69,586	64,894
Transportation services	50,029	46,017
Environmental services	31,783	30,620
Health services	1,038	1,032
Social and family services	62,483	61,211
Recreation and cultural services	35,300	35,192
Planning and development	5,515	5,876
	287,311	276,467
Capital:		
General government	2,682	7,403
Protection to persons and property	10,249	1,535
Transportation services:		
General municipal improvements	20,528	21,177
Tunnel improvements	1,318	3,125
Environmental services	22,206	15,447
Social and family services	163	285
Recreation and cultural services	6,352	6,924
Planning and development	10,809	4,674
	74,307	60,570
Net appropriations to reserves and reserve funds	-	3,461
Municipal fund balances at the end of the year (note 10):		
To (be recovered from) offset taxation or user charges	(235)	1,148
Capital operations not yet permanently financed	(18,647)	(20,458)
Total applications during the year	342,736	321,188

The accompanying notes are an integral part of these consolidated financial statements.



THE CORPORATION OF THE CITY OF WINDSOR

Notes to Consolidated Financial Statements
December 31, 1997

(stated in thousands of dollars)

1. ACCOUNTING POLICIES

The consolidated financial statements of the Corporation are the representation of management prepared in accordance with accounting policies prescribed for Ontario municipalities by the Ministry of Municipal Affairs. Since precise determination of many assets and liabilities is dependent upon future events, the preparation of periodic financial statements necessarily involves the use of estimates and approximations. These have been made using careful judgements.

(a) (I) Basis of Consolidation

These consolidated statements reflect the assets, liabilities, sources of financing and expenditures of the revenue fund, capital funds, reserve funds and reserves and include the activities of all committees of Council and the following boards and municipal enterprises which are under the control of Council:

Cleary International Centre	Ottawa Street Business Improvement Area
Windsor Police Services	Riverside Business Improvement Area
Roseland Golf and Curling Club Limited	Wyandotte Street East Improvement Area
Transit Windsor	Wyandotte Street East (Olde Midtown) Business Improvement Area
The Corporation of the City of Windsor Public Library	Sandwich Community Improvement Area
Windsor Tunnel Commission	Pillette Village Business Improvement Area
City Centre Business Association	Walker Road Business Improvement Area
Drouillard Road Business Improvement Area	
Erie Street East Improvement Area	

All interfund assets and liabilities and sources of financing and expenditures have been eliminated with the exception of loans or advances between reserve funds and any other fund of the Corporation and the resulting interest income and expenditures.

(II) Non-Consolidated Entities

The following local boards, joint local boards, municipal enterprises and utilities are not consolidated:

City of Windsor Housing Company Limited
City of Windsor Non-Profit Housing Corporation
Windsor-Essex County Health Unit
Windsor Utilities Commission (Hydro and Water Divisions)
Essex Windsor Solid Waste Authority

The non-consolidation of the entities listed above is in accordance with the accounting principles prescribed by the Ministry of Municipal Affairs.

(III) Accounting for School Board Transactions

The taxation, other revenues, expenditures, assets and liabilities with respect to the operations of the school boards, are not reflected in the municipal fund balances of these financial statements. Amounts due to/from school boards are reported on the consolidated balance sheet as accounts payable/accounts receivable.

(IV) Trust funds and their related operations administered by the Corporation are not consolidated, but are reported separately on the trust funds statement of continuity and balance sheet.

(b) Basis of Accounting

(I) In accordance with practices common to Ontario municipalities, the Corporation follows the fund basis of accounting. The capital fund is used principally to account for assets acquired or obligations incurred which are to be financed from the future revenue of the Corporation and it is the annual cost of this financing that is charged against current (revenue fund) operations. Reserve funds are generally created, pursuant to applicable statutes, by appropriation from current (revenue fund) operations. The use of these funds is restricted to the purposes for which the reserve funds are created.

(II) Within the framework of the fund basis of accounting, the Corporation maintains its accounts on an accrual basis except where modification of such basis is consistent with practices employed by Ontario Municipalities whose revenue is raised only to meet their current expenditures. The accrual basis of accounting recognizes revenues as they become available and measurable; expenditures are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

Modifications of the accrual basis employed by the Corporation are as follows (see also note 10):

(i) Principal and interest charges on long term liabilities are charged against current operations in the consolidated statement of operations in the periods in which they mature. Principal and interest charges are not accrued for the period from the date of the latest installment payment to the end of the financial year.

(ii) The cost of sick leave is charged against operations on a cash basis except any amount against which a reserve is provided.

(III) Accounts Receivable

Accounts receivable are reported net of any allowance for doubtful accounts.

(IV) Inventories

Inventories are included on the balance sheet as part of other current assets. These are valued at the lower of cost or replacement value.



THE CORPORATION OF THE CITY OF WINDSOR

(V) Fixed Assets

The historical cost and accumulated depreciation for fixed assets are not recorded for municipal purposes. Fixed assets are reported as an expenditure on the consolidated statement of operations in the year of acquisition. The proceeds from debt issues for those fixed assets financed by long term indebtedness are reported on the consolidated statement of operations.

(VI) Capital Outlay to be Recovered in Future Years

Capital outlay financed by long term liabilities and to be recovered in future years, which represents the outstanding principal portion of unmaturing long term liabilities for municipal expenditures or capital funds transferred to other organizations, is reported on the consolidated balance sheet.

2. SCHOOL BOARDS

Further to note 1(a) (III), the taxation and requisitions of the school boards are comprised of the following:

	School Boards	
	1997	1996
	\$	\$
Taxation received or receivable	143,228	136,767
Requisitions	142,347	136,334
Amount due to school boards	881	433

3. CONTRIBUTION TO UNCONSOLIDATED JOINT BOARD

Further to note 1(a) (II) the following contribution was made by the Corporation to this board:

	1997	1996
	\$	\$
Windsor-Essex County Health Unit	1,022	1,032

The Corporation is also contingently liable for its share, which is approximately 58% of any deficits which may arise. The Corporation's share of the accumulated surplus (deficit) of this joint board is as follows:

	1997	1996
	\$	\$
Windsor-Essex County Health Unit	55	(2)

The Corporation is also contingently liable for its share of the costs pertaining to a lease agreement of the Windsor-Essex County Health Unit which expires on December 31, 2018. In addition to future rental payments totalling \$9,930 lease costs include insurance, taxes and utilities related to the leased premises. It is considered unlikely that the Corporation will ever be called upon to take over lease payments.

4. TRUST FUNDS

Trust funds administered by the Corporation amounting to \$3,378 (1996, \$3,401) have not been included in the consolidated balance sheet nor have their operations been included in the consolidated statement of operations.

5. INVESTMENTS

The total investments of \$10,931 (1996, \$4,618), consisting primarily of investments in own debentures and in ONE Money Market, reported on the consolidated balance sheet at cost, have a market value of \$10,906 (1996, \$4,586) at the end of the year. The investments have not been written down to market value as the impairment in value is considered to be temporary and insignificant.

6. PENSION AGREEMENTS

The Corporation makes contributions to the Ontario Municipal Employees Retirement System (OMERS), which is a multi-employer plan, on behalf of 2,231 members of its staff. The plan is a defined-benefit plan which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay. The multi-employer plan is valued on a current market basis for all plan assets and has no actuarial deficiency for current obligations.

The amount contributed to OMERS for 1997 was \$6,571 (1996, \$6,262) for current service and is included as an expenditure on the consolidated statement of operations. The current obligations of the pension plan are funded on a current basis with a uniform contribution rate for all employees and employers based on normal retirement age.

Under the past service, optional and extended service provisions of the OMERS agreements, the Corporation is obligated at December 31, 1997 for an amount of approximately \$191 (1996, \$380) as established for the plans. No provision has been made for this liability. An amount of \$189 (1996, \$189) in addition to the amount for current service has been expended in the current year and is reported as an expenditure on the consolidated statement of operations.

Transit Windsor maintains its own contributory pension plan covering substantially all of its employees. The plan provides pensions based on length of service and career average earnings. The entity matches contributions by employees to the pension plan. Projected benefits accrued under the entity's plan aggregated to \$13,823 (1996, \$12,207) based on an extrapolation from the valuation accounting results compiled as at January 1, 1997. The net assets, at market value, available to provide these benefits amount to \$15,076 (1996, \$12,992).



7. LIABILITY FOR VESTED SICK LEAVE BENEFITS

Under the sick leave plan, unused sick leave can accumulate and certain employees may become entitled to a cash payment when they leave the Corporation's employment.

The liability for these accumulated days, to the extent that they have vested and could be taken in cash by an employee on termination, amounted to \$14,713 (1996, \$14,666) at the end of the year. No provision has been made for this liability. An amount of \$488 (1996, \$449) has been paid out in the current year and is reported on the consolidated statement of operations.

Potential payments over the next five years to employees who are eligible to retire and entitled to a payout amount to \$6,220 (1996 \$4,739). Of this amount \$3,066 is attributable to potential retirements in 1998 while expected payouts in the following four years range from \$600 to \$900 per year.

8. NET LONG TERM LIABILITIES

(a) The balance of the net long term liabilities reported on the consolidated sheet is made up of the following:

	1997 \$	1996 \$
Total long term liabilities incurred by the Corporation including those incurred on behalf of school boards, other municipalities and municipal enterprises and outstanding at the end of the year amount to	105,225	106,720
Of the long term liabilities shown above, the responsibility for payment of principal and interest charges has been assumed by unconsolidated local boards, municipal enterprises and utilities, and other municipalities. At the end of the year, the outstanding principal amount of this liability is	(30,648)	(32,586)
Of the long term liabilities shown above, the responsibility for payment of principal and interest charges for tile drainage and shoreline property assistance loans has been assumed by individuals. At the end of the year, the outstanding principal amount of this liability is	(1)	(2)
The total value of sinking funds which have been accumulated to the end of the year to retire the outstanding long term liabilities included above, amount to	(3,094)	(2,417)
Net long term liabilities at the end of the year	71,482	71,715
Less amount repayable from Tunnel reserve funds	(19,161)	(19,598)
Net amount repayable from general taxation	52,321	52,117

Of this amount, \$4,225 (1996, \$4,225) are held by reserve funds as investments.

In 1996, the Windsor Tunnel Commission established a reserve fund to help pay for the the balloon payment of \$14,882 due June 15, 2005 on the debentures issued on behalf of the Commission. At December 31, 1997 the balance in this reserve fund is \$1,575 (1996, \$750) and is disclosed in note 11.

The Corporation has assumed no debt from other municipalities.

(b) Of the net long term liabilities in (a) of this note, \$54,905 in principal payments are payable from 1998 to 2002, \$16,577 from 2003 to 2007. These amounts will require funding in those periods and are summarized as follows:

	1998 to 2002 \$	2003 to 2007 \$
from general municipal revenues	50,471	246
from Tunnel toll revenues	2,830	16,331
from benefitting landowners	1,604	-
	54,905	16,577

(c) Included in the net long term liabilities on the consolidated balance sheet is an amount of \$2,174 (1996, \$2,754) payable in United States currency, which was converted into Canadian dollars at the rate of exchange prevailing at December 31, 1997. When the liability is converted into Canadian dollars at the rate of exchange prevailing when the liability was incurred, the foreign exchange translation adjustment is \$365 (1996, \$690). This debt will be repaid in full in 1999.

(d) Approval of the Ontario Municipal Board or Treasurer's Certificate has been obtained for the long term liabilities in (a) issued in the name of the Corporation.

(e) The Corporation is contingently liable for long term liabilities with respect to tile drainage and shoreline property assistance loans, and for those for which the responsibility for the payment of principal and interest has been assumed by other municipalities, school boards and unconsolidated local boards, municipal enterprises, and utilities. The total amount outstanding as at December 31, 1997 is \$30,649 (1996, \$32,588) and is not recorded on the consolidated balance sheet.



THE CORPORATION OF THE CITY OF WINDSOR

9. CHARGES FOR NET LONG TERM LIABILITIES

Total charges for the year for net long term liabilities which are reported on the consolidated statement of operations are as follows:

	1997	1996
	\$	\$
General principal payments including contributions to sinking funds	15,310	14,509
Tunnel principal payments	437	402
General interest	3,370	3,423
Tunnel interest	1,681	1,714
	20,798	20,048

The charges for long term liabilities assumed by the non-consolidated entities or by individuals in the case of tile drainage and shoreline property assistance loans are not reflected in these statements.

10. MUNICIPAL FUND BALANCES AT THE END OF THE YEAR

(a) The balance on the consolidated statement of operations of municipal (deficit) surplus of (\$235) (1996, \$1,148) at the end of the year (increases) decreases general taxation in the following year and is comprised of the following:

	1997	1996
	\$	\$
For general (increase) reduction of taxation:		
Corporation of the City of Windsor revenue fund	(177)	1,225
The Corporation of the City of Windsor Public Library Board	(22)	(23)
	(199)	1,202
For benefitting landowners related to special charges and special areas:		
City Centre Business Association	30	41
Drouillard Road Business Improvement Area	(10)	(3)
Sandwich Community Improvement Area	(56)	(75)
Wyandotte Street East Improvement Area	-	(17)
	(36)	(54)
	(235)	1,148

Ontario municipalities raise revenue and receive financing in accordance with statutory requirements. The recognition of certain costs in their accounts and, as a result, the need to raise revenue and receive financing, does not necessarily conform to full accrual accounting. The exceptions to full accrual accounting are described in note 1(b) of the financial statements.

The costs which relate to those exceptions and which will require future funding are estimated to be:

	1997	1996
	\$	\$
Accrued interest on long term liabilities	2,187	2,018
Vested sick leave	14,713	14,666
	16,900	16,684

The Corporation's policy allows only temporary employees the option of vacation pay in lieu of time off. Since this amount is not significant, it has not been accrued.

(b) The balances of unfinanced capital outlay at the end of the year are estimated as follows:

	1997	1996
	\$	\$
Acquisition of fixed assets to be recovered through taxation or user charges	(16,996)	(30,947)
Acquisition of fixed assets to be financed from the proceeds of long term liabilities	(10,721)	(3,763)
Acquisition of fixed assets to be recovered through reserves and reserve funds	(8,833)	(8,004)
Funds available for the acquisition of fixed assets	17,903	22,256
	(18,647)	(20,458)

(c) The Corporation has entered into an agreement with the Ontario Realty Corporation to build a Joint Justice Facility to house the Provincial Courthouse and the new headquarters of the Windsor Police Services. The Ontario Financing Authority (OFA) will pay the City's construction costs and recover these costs and related carrying charges (at the Province's 90 day treasury bill rate) upon completion of the project. To date these advances amount to \$8,489 (1996, \$NIL) and are shown as a note payable on the consolidated balance sheet. Upon completion, the Corporation will issue a debenture to the OFA for an estimated amount of \$25,700 to permanently finance the project.

(d) The Corporation has contracted for various other capital construction projects, at a cost approximating \$6,766 (1996, \$8,091) in the aggregate, to be financed generally by unapplied capital receipts, senior government subsidies and the issue of debentures.

(e) The Corporation is also committed to making payments for various operating leases over the following year approximating \$4,217 (1996, \$3,425). These arrangements have been approved by the Ontario Municipal Board or Treasurer's Certificate.

(f) In addition, the Corporation is committed to funding its share of the perpetual care costs of the now closed Landfill #3. This commitment is expected to require a payment to the Essex-Windsor Solid Waste Authority of \$900 per year for the foreseeable future.



11. RESERVES AND RESERVE FUNDS

The total balances of reserves and reserve funds of \$6,298 (1996, \$7,251) and \$49,068 (1996, \$50,850) respectively, are made up of the following:

	1997	1996
	\$	\$
Reserves set aside for specific purpose by Council:		
Working funds	1,298	594
Encumbrances	764	1,056
Future planning	148	169
Future pension costs	-	523
Recreation	676	486
Police	460	1,071
Fire	21	31
Long term disability insurance	2,661	2,462
Retroactive payments	251	759
Transit	19	100
Total reserves	6,298	7,251
Reserve funds set aside for specific purpose by Council:		
Replacement of equipment	15,308	17,418
Capital expenditures	16,054	15,221
Tunnel improvements	8,387	7,575
Mill rate stabilization	-	4
Insurance (note 15)	430	448
Health benefits rate stabilization	464	1,200
Future planning	198	164
Sanitary sewers expenditures	1,265	574
Tunnel debt repayment [note 8(a)]	1,575	750
	43,681	43,354
Reserve funds set aside for specific purpose by legislation, regulation or agreement:		
Parking facilities	2,021	2,871
Park purposes	536	1,320
Development charges	2,830	3,305
	5,387	7,496
Total reserve funds	49,068	50,850

12. OTHER COMMITMENTS

The Corporation has also committed to make grants to the University of Windsor amounting to \$610 in each of the next four years and \$200 in 2002.

13. CONTINGENT LIABILITIES

During the normal course of operations, the Corporation is subject to various legal actions. The settlement of these actions is not expected to have a material effect on the financial statements of the Corporation.

In January 1996, the Court of Appeal For Ontario ruled against the Corporation of the City of Windsor in its appeal of a Divisional Court ruling related to the tax assessment of the Detroit and Windsor Subway Company. The quantum of the refund has yet to be determined by the Court, however, it is anticipated that the amount will not be material to the Corporation.

The Corporation of the City of Windsor has, by agreement, established a Joint Board of Management with the Corporation of the County of Essex known as the Essex-Windsor Solid Waste Authority. The Essex-Windsor Solid Waste Authority is responsible for administering the waste management programs of the City and the County in conformity with a Solid Waste Management Master Plan dated October 1993. If either party should give notice of termination of the agreement, the assets and liabilities are to be distributed between the parties on a pro-rated basis in accordance with a method of distribution to be developed at the time of withdrawal on the basis of circumstances then existing. The Corporation is therefore contingently liable for its share of the debt relating to the planning, design, land acquisition and construction of the Regional Landfill. At December 31, 1997 it is estimated that this pro-rata share would be \$14.0 million. It is considered unlikely that the agreement will be terminated and that the Corporation of the City of Windsor will be required to fund its pro-rata share.



THE CORPORATION OF THE CITY OF WINDSOR

14. BUDGET FIGURES (NOT PROVIDED)

Budgets established for capital funds, reserves and reserve funds are prepared based on a project-oriented basis, the costs of which may be incurred over one or more years. As such, they are not directly comparable with current year actual amounts and budgets have therefore not been reflected on the consolidated statement of operations.

15. PUBLIC LIABILITY INSURANCE

The Corporation is self insured for public liability claims up to \$10 for any individual claim. Outside coverage is in place for claims in excess of this limit.

The Corporation has made provision for a reserve fund for self insurance which as at December 31, 1997 amounted to \$430 (1996, \$448) and is reported on the consolidated balance sheet under reserve funds (note 11). The Corporation budgets each year for premiums and claims. Any budget excess is credited to the reserve fund. The budget excess for 1997 is \$NIL (1996, \$NIL). The total number of claims paid in the year was 413 (1996, 351) for a total cost of \$366 (1996, \$170). These payments are shown as an expenditure on the consolidated statement of operations.

16. COMPARATIVE FIGURES

Certain comparative figures have been restated to conform with the current year's presentation.

TRUST FUNDS FINANCIAL STATEMENTS

AUDITORS' REPORT



To the Members of Council, Inhabitants and Ratepayers of the Corporation of the City of Windsor.

We have audited the balance sheet of the trust funds of the **Corporation of the City of Windsor** as at December 31, 1997 and the statement of continuity of trust funds for the year then ended. These financial statements are the responsibility of the City's management. Our responsibility is to express an opinion on these financial statements based on our audit.

Except as explained in the following paragraph, we conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

The trust funds for the residents of Huron Lodge derive receipts from the residents, the completeness of which is not susceptible of satisfactory audit verification. Accordingly, our verification of these receipts was limited to the amounts recorded in the records of the trust funds and we were unable to determine whether any adjustments for unrecorded receipts might be necessary to the residents' comfort and capital revenue accounts and fund balances.

In our opinion, except for the effect of adjustments, if any, which we might have determined to be necessary had we been able to satisfy ourselves with respect to the completeness of receipts for the Huron Lodge residents' comfort and capital revenue accounts described in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position of the trust funds of the City as at December 31, 1997 and the continuity of trust funds for the year then ended in accordance with the accounting principles disclosed in note 1 to the financial statements.

A handwritten signature in cursive script that reads 'Ernst & Young'.

Chartered Accountants
Windsor, Ontario April 17, 1998



The Corporation Of The City Of Windsor

Trust Funds Balance Sheet <i>(stated in thousands of dollars)</i> December 31, 1997	Huron Lodge Residents Maintenance	Huron Lodge Residents Comfort	Willistead Restoration
	\$	\$	\$
Assets:			
Cash	610	435	15
Receivables:			
Repayable			
Forgivable			
Other	308		
Total Current Assets	918	435	15
Investments in City of Windsor municipal debentures (Note 2):			
Long term receivables:			
Repayable			
Forgivable			
Total Long Term Assets	-	-	-
Total Assets	918	435	15
Liabilities:			
Accounts payable		3	1
Amount repayable to Province of Ontario			
Total Liabilities	-	3	1
Fund Balance	918	432	14
Total Liabilities and Fund Balance	918	435	15

Trust Funds Statement of Continuity <i>(stated in thousands of dollars)</i> Year ended December 31, 1997	Huron Lodge Residents Maintenance	Huron Lodge Residents Comfort	Willistead Restoration
	\$	\$	\$
Balance at the beginning of the year	894	488	12
Revenues:			
Residents comfort		407	
Residents capital	3,504		
Interest earned	29	12	1
Contributions			2
Total Revenues	3,533	419	3
Expenditures:			
Residents maintenance	3,079		
Payments to residents or estates	430	475	
Purchases of furnishings and capital improvements			1
Forgiveness of loans			
Administrative charges			
Refunds to the Province of Ontario			
Refunded to Candidates			
Total Expenditures	3,509	475	1
Balance at the end of the year	918	432	14

The accompanying notes are an integral part of these financial statements.

Notes to Trust Funds Statements December 31, 1997

stated in thousands of dollars

1. ACCOUNTING POLICIES

Basis of Accounting

Revenue and expenditures are reported on the accrual basis of accounting except for interest revenue on investments which is reported on the cash basis.



The Corporation Of The City Of Windsor

Trust Funds Balance Sheet <i>(stated in thousands of dollars)</i> December 31, 1997	Huron Lodge Residents Maintenance	Huron Lodge Residents Comfort	Willistead Restoration
	\$	\$	\$
Assets:			
Cash	610	435	15
Receivables:			
Repayable			
Forgivable			
Other	308		
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The accompanying notes are an integral part of these financial statements.

Notes to Trust Funds Statements December 31, 1997

stated in thousands of dollars

1. ACCOUNTING POLICIES

Basis of Accounting

Revenue and expenditures are reported on the accrual basis of accounting except for interest revenue on investments which is reported on the cash basis.



(Note 3) O.H.R.P. Regular	(Note 3) O.H.R.P. Rental	Chimchuk Fund	Library Board	Total
\$	\$	\$	\$	\$
237	2	861	6	2,166
41				41
12				12
				308
290	2	861	6	2,527
		852		852
206				206
11				11
217	-	852	-	1,069
507	2	1,713	6	3,596
				4
212	2			214
212	2	-	6	218
295	-	1,713	6	3,378
507	2	1,713	6	3,596

(Note 3) O.H.R.P. Regular	(Note 3) O.H.R.P. Rental	Municipal Candidates Trust	Chimchuk Fund	Library Board	Total
\$	\$	\$	\$	\$	\$
393	1	10	1,598	5	3,401
					407
					3,504
21			115	1	179
					2
21	-	-	115	1	4,092
					3,079
					905
					1
24					24
5					5
90	1				91
		10			10
119	1	10	-	-	4,115
295	-	-	1,713	6	3,378

2. INVESTMENTS

The total investments of \$852, reported on the balance sheet at cost, have a market value of \$867 at the end of the year.

3. ONTARIO HOME RENEWAL PROGRAM (O.H.R.P.)

In 1995, the Province of Ontario discontinued this program for all but special circumstances. The municipalities will continue to act as agents on behalf of the Province with respect to the collection of outstanding receivables.



THE CORPORATION OF THE CITY OF WINDSOR

Sinking Fund By-Laws 5979 and 10742 Statement of Continuity and Fund Balance Year ended December 31, 1997

(stated in thousands of dollars)

	\$
Actual balance at the beginning of the year	2,417
Annual levy	546
Investment income	131
Actual balance at the end of the year (see below)	3,094
Balance required at the end of the year	2,774
Excess of actual over required	320

Actual balance (including accrued interest) consists of:

City of Windsor debenture, \$399, at 6.75% due November 1, 1998	404
City of Windsor debenture, \$333, at 4.5% due November 1, 2000	335
Government of Canada Treasury Bill, \$286 purchased at \$277, due May 28, 1998	282
Government of Canada Treasury Bill, \$1,095 purchased at \$1,072, due June 11, 1998	1,077
Government of Canada Treasury Bill, \$1,000 purchased at \$957, due March 15, 1998	993
Cash in bank	3
	3,094

Notes to Sinking Fund Financial Statement December 31, 1997

(stated in thousands of dollars)

1. ACCOUNTING POLICY

Investment income is reported on the accrual basis.

2. DETAILS OF SINKING FUNDS

Sinking fund By-law 5979 was approved by Council in 1978 to fund construction on the E.C.Row Expressway and a parking garage. This sinking fund is due in 1998 in the amount of \$2,694.

Sinking fund By-law 10742 was approved in 1997 with a maturity value of \$9,000 due in 2011. The sinking fund was established to fund the Windsor Utilities Commission's expansion of its water treatment plant.

SINKING FUND FINANCIAL STATEMENTS

AUDITORS' REPORT



To the Mayor and Members of Council of the Corporation of the City of Windsor.

We have examined the financial statement of the **Sinking Fund By-Laws 5979 and 10742** as at December 31, 1997 as required by the Municipal Act. This financial statement is the responsibility of the City's management. Our responsibility is to express an opinion on this financial statement based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statement is free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statement. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, this financial statement presents fairly, the balance of the Sinking Fund By-Law 5979 and 10742 as at December 31, 1997 in accordance with the provisions of the Municipal Act.

Ernst & Young

Chartered Accountants
Windsor, Ontario
April 17, 1998



Windsor
THE PLACE TO BE
FOR A GREAT OPPORTUNITY



A 'new urbanism' is taking shape and surrounding Windsor as communities are being developed with affordable, quality homes, apartments and townhomes blended with lakes, walking trails and parklands.

Windsor continued to be among the leading Canadian municipalities in residential construction with a record 1,367 units constructed and \$166 million in permits issued, as of December 1997, outperforming last year's record increase, and more units constructed than any year since 1979.

STATISTICAL SECTION



FINANCIAL AND STATISTICAL REVIEW

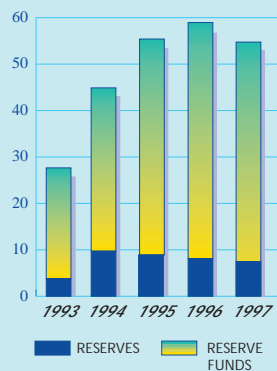
As at December 31 (Unaudited)

(stated in thousands of dollars)

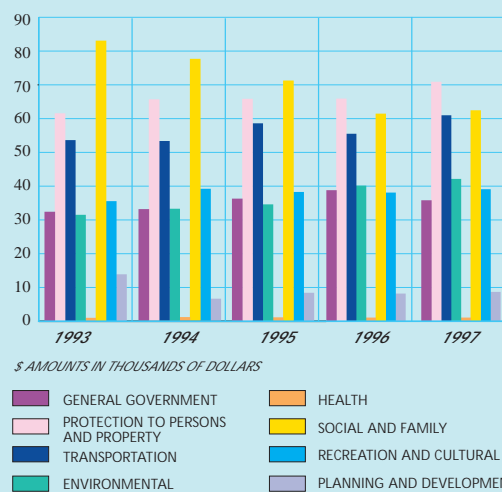
	1997 \$	1996 \$	1995 \$	1994 \$	1993 \$
1. SUMMARY OF RESERVES AND FUND BALANCES					
Consolidated Current Fund Surplus/(Deficit)	(235)	1,148	843	(175)	(208)
Unfinanced Capital Outlay	(18,647)	(20,458)	(20,585)	(83,257)	(18,083)
Reserves	6,298	7,251	8,904	9,722	3,803
Reserve Funds	49,068	50,850	46,588	35,163	23,857
Total Reserves and Reserve Funds (1)	55,366	58,101	55,492	44,885	27,660
2. CURRENT FUND ANALYSIS OF EXPENDITURES *					
Expenditures by Function: (2)					
General government	35,932	38,306	36,195	33,153	32,540
Protection to persons and property	70,498	65,936	65,706	65,824	61,088
Transportation services	60,680	55,509	58,453	53,464	53,831
Environmental services	42,541	40,566	34,559	33,263	31,627
Health services	1,022	1,028	1,114	1,053	1,015
Social and family services	62,821	61,476	71,101	77,286	83,397
Recreation and cultural services	39,204	38,572	38,165	39,192	35,689
Planning and development	8,244	8,638	8,370	6,514	13,946
Total	320,942	310,031	313,663	309,749	313,133
Expenditures by Object: (3)					
Salaries, wages and employee benefits	150,559	144,592	144,325	139,981	140,569
General operating	77,414	77,591	70,086	61,064	56,878
Transfers to other entities and the public	40,274	38,589	49,500	57,613	64,875
Net long term debt charges	18,189	17,441	15,516	15,511	19,195
Transfers to capital, reserves and reserve funds	34,506	31,818	34,236	35,580	31,616
Total	320,942	310,031	313,663	309,749	313,133

* Includes transfers to other city funds. (These transfers have been eliminated for reporting on the consolidated financial statements, therefore the numbers are not comparable.)

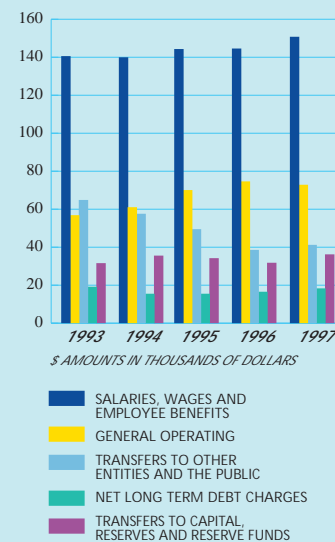
TOTAL RESERVES AND RESERVE FUNDS (1)



EXPENDITURES BY FUNCTION (2)



EXPENDITURES BY OBJECT (3)



FINANCIAL AND STATISTICAL REVIEW

As at December 31 (Unaudited)

(stated in thousands of dollars)

	1997 \$	1996 \$	1995 \$	1994 \$	1993 \$
3. CURRENT FUND REVENUES BY SOURCE *					
Taxation	278,913	267,750	261,900	250,227	260,139
Payments in lieu of taxes:					
- From other governments and government enterprises	6,889	6,725	6,556	6,289	6,528
- From municipal enterprises	1,354	1,308	1,310	1,498	1,273
User Charges	95,940	86,521	78,759	72,431	55,499
Grants:					
- Province of Ontario	57,014	64,177	75,947	81,985	89,564
- Government of Canada	473	99	306	78	252
Investment Income	4,746	4,893	7,263	4,758	3,901
Contribution from capital fund	9,242	5,244	5,955	6,645	7,756
Contribution from reserves and reserve funds	3,323	4,956	4,913	5,109	9,455
Other	4,893	5,430	5,800	5,687	5,848
Total Revenues	462,787	447,103	448,709	434,707	440,215
Less amounts raised on behalf of school boards	143,228	136,767	134,028	124,808	126,985
Net Municipal Current Fund Revenues	319,559	310,336	314,681	309,899	313,230
4. ASSESSED VALUES FOR GENERAL MUNICIPAL PURPOSES					
Residential and Farm	744,539	715,760	710,090	699,625	693,642
Commercial and Industrial	335,091	312,650	296,925	302,350	295,340
Business	148,832	139,361	130,349	134,051	131,650
Total	1,228,462	1,167,771	1,137,364	1,136,026	1,120,632
5. MILL RATES FOR GENERAL MUNICIPAL PURPOSES* *					
Residential and Farm	100.84	100.33	99.04	100.04	107.73
Commercial and Industrial	118.63	118.04	116.52	117.69	126.73
Business	118.63	118.04	116.52	117.69	126.73
6. ANALYSIS OF REVENUE FROM MUNICIPAL TAXATION					
Residential and Farm	74,314	71,812	71,271	70,610	75,394
Commercial and Industrial	41,073	36,905	37,017	35,990	38,008
Business	18,464	16,450	16,861	16,248	17,406
Total Municipal Taxation	133,851	125,167	125,149	122,848	130,808
7. OTHER SOURCES OF TAXATION REVENUES					
Telephone & Telegraph	1,875	1,945	2,051	2,090	2,081
Local Improvements	1,534	1,686	1,570	1,381	1,187
Business Improvement Areas	773	752	734	659	688
Total Other Revenue	4,182	4,383	4,355	4,130	3,956

* The amounts reported on this schedule reflect only those of the City of Windsor current fund and therefore our captions do not tie directly into the consolidated financial statements.

** The substantial mill rate decrease in 1994 reflects the introduction of a sanitary sewer surcharge on the water bill.



FINANCIAL AND STATISTICAL REVIEW

As at December 31 (Unaudited)

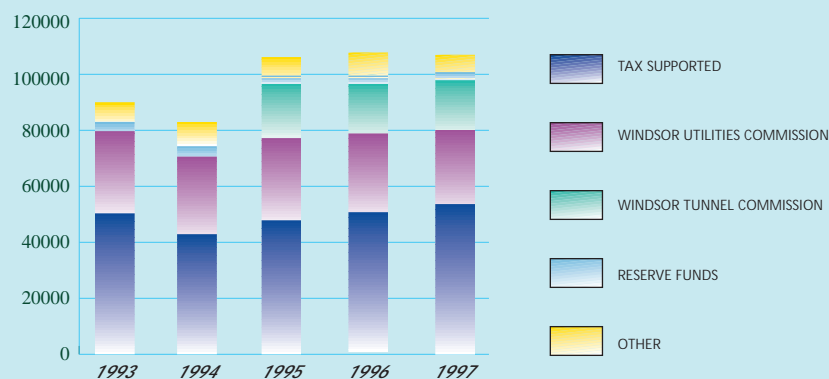
(stated in thousands of dollars)

	1997	1996	1995	1994	1993
	\$	\$	\$	\$	\$
8. COLLECTION STATISTICS					
Total Taxes Billed (\$000's)	278,913	267,739	261,900	250,227	260,139
Total Collections (\$000's)	278,119	266,674	258,072	251,687	259,759
Total Collections as a % of current levy	100	99	99	101	100
Taxes Receivable at end of year (\$000's) *	20,038	22,112	22,947	21,892	24,620
Total Receivable as a % of current levy	7	9	9	9	10
9. ANALYSIS OF LONG TERM DEBT ⁽¹⁾					
Gross debt issued by the municipality	105,225	106,720	106,414	82,187	89,033
Less: debt assumed by the Windsor Utilities Commission	27,509	28,751	29,943	29,307	30,114
Less: debt assumed by school boards	2,140	2,413	2,671	2,939	3,200
Less: debt assumed by other municipalities	999	1,422	1,824	2,232	2,655
Less: debt assumed by individuals	1	2	4	6	7
Less: sinking fund balances	3,094	2,417	2,055	1,710	1,383
Net outstanding long term debt	71,482	71,715	69,917	45,993	51,674
Less: debt recoverable from Tunnel Toll Revenue	19,161	19,598	20,000	-	-
Less: amounts recoverable from user rates - Library Board	-	-	20	9	57
Less: debt amount recoverable from reserve funds	2,075	2,183	2,282	2,372	2,455
Net Debt to be repaid from property taxes	50,246	49,934	47,615	43,612	49,162
Debt Issued by W.R.C.S.S.B. **	6,401	7,045	4,659	2,500	974
Per Capita Debt:					
Population	200,062	195,637	195,637	195,637	192,822
Gross debt per capita	525	545	544	420	462
Net debt per capita	357	367	357	235	268
Legal Debt Limit (based on 5 yr. term)	133,438	130,440	148,482	187,629	276,120
General Long Term Debt Charges as a % of Total Expenditures	5.7	5.6	4.9	5.0	6.1

* Net of allowances

** As the City of Windsor is not part of a tiered or regional municipal structure, the only overlapping debt is that issued directly by Windsor Roman Catholic Separate School Board (W.R.C.S.S.B.)

GROSS DEBT ISSUED BY THE MUNICIPALITY ⁽¹⁾



FINANCIAL AND STATISTICAL REVIEW

As at December 31 (Unaudited)

(stated in thousands of dollars)

	1997	1996	1995	1994	1993
	\$	\$	\$	\$	\$
10. ANALYSIS OF CAPITAL OPERATIONS					
Sources of Revenue:					
Contribution from current fund	22,344	20,645	19,029	18,484	24,100
Contribution from reserves and reserve funds	28,413	13,464	13,871	3,636	6,470
Proceeds from issue of long term liability	15,999	17,604	38,000	7,000	20,000
Ontario grants	15,321	5,448	15,271	11,128	17,522
Canada grants	318	3,766	7,309	2,400	316
Proceeds from sale of land	494	154	56,397	1,646	756
Investment income	1,550	1,509	1,657	855	661
Other	9,002	2,405	6,320	7,425	4,452
Total Sources of Revenue	93,441	64,995	157,854	52,574	74,277
Capital Expenditures: *					
General government	3,718	6,344	7,513	3,765	1,605
Protection to persons and property	10,377	1,801	1,065	1,608	536
Transportation services	31,734	26,051	34,508	36,347	31,771
Environmental services	26,686	18,427	19,468	12,515	18,715
Social and family services	379	399	307	791	187
Recreation and cultural services	6,889	6,934	11,336	10,178	6,663
Planning and development	11,847	4,912	20,985	48,875	15,601
Total Capital Expenditures	91,630	64,868	95,182	114,079	75,078
11. GENERAL COMPARATIVE STATISTICS					
ROADS:					
Paved (kms)	913	873	861	852	838
Unpaved (kms)	16	16	16	16	23
Streetlights (#)	20,454	19,824	19,779	19,647	19,477
Bridge structures (#)	58	58	60	60	61
Railway crossings (#)	110	115	115	115	117
Traffic signals (#)	229	225	220	213	207
Watermains (kms)	963	946	926	917	907
Sewers (kms)	1,406	1,368	1,368	1,368	1,342
NUMBER OF SCHOOLS:					
Elementary	68	68	68	68	68
Secondary	14	14	14	14	14
Adult learning centres	4	4	4	3	3
Agency & alternate	10	10	10	10	11
Total Number of Schools	96	96	96	95	96
School registration	35,326	36,096	35,790	34,723	36,640
MUNICIPAL EMPLOYEES:					
General municipal	1,413	1,436	1,445	1,527	1,425
Police department	539	539	539	540	548
Fire department	279	273	270	275	289
Total	2,231	2,248	2,254	2,342	2,262
LICENSES ISSUED:					
Business licenses	5,500	4,600	6,716	8,208	5,964
Dog licenses	10,000	9,000	9,672	11,008	11,105
Lottery licenses	40,000	40,560	54,385	49,084	47,520
Marriage licenses	1,700	1,784	1,764	1,645	1,436
Births	4,100	4,066	4,120	3,947	4,203
Deaths	2,250	2,246	2,180	2,285	2,317
Stillbirths	23	37	26	42	27

* Includes transfers to other City Funds. (These transfers have been eliminated for reporting purposes on the consolidated financial statements, therefore the numbers are not comparable.)



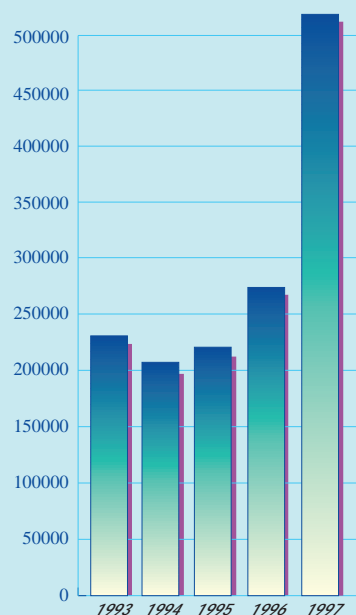
FINANCIAL AND STATISTICAL REVIEW

As at December 31 (Unaudited)

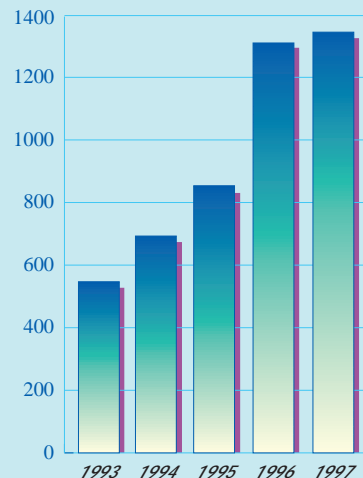
(stated in thousands of dollars)

	1997	1996	1995	1994	1993
	\$	\$	\$	\$	\$
12. NEW CONSTRUCTION					
BUILDING PERMITS ISSUED:					
Residential	2,347	2,145	1,877	1,571	1,490
Commercial	125	291	313	313	132
Industrial	298	116	137	168	250
Government and Institutional	102	62	66	88	85
Totals	2,872	2,614	2,393	2,140	1,957
VALUE OF CONSTRUCTION (\$000's) (1)					
Residential	166,432	163,489	101,792	86,902	59,030
Commercial	213,362	66,919	45,651	18,719	26,193
Industrial	95,929	32,757	61,146	60,880	102,458
Government and Institutional	55,040	10,400	11,926	40,610	42,894
Totals	530,763	273,565	220,515	207,111	230,575
NUMBER OF NEW DWELLING UNITS CONSTRUCTED (2)					
Single family	964	845	695	552	376
Semi-detached	158	115	92	34	37
Duplex	12	9	7	4	2
Double Duplex	-	20	2	4	4
Multiple Dwellings:					
Group housing	24	64	22	27	21
Apartment buildings	209	267	14	145	127
Totals	1,367	1,320	832	766	567
13. REAL ESTATE STATISTICAL INFORMATION					
RESIDENTIAL:					
Total Gross Residential sales (\$000's)	602,743	548,163	550,439	506,578	539,969
Total residential Units sold	4,793	4,663	4,670	4,602	4,943
Average cost per Residential unit (\$000's)	126	118	118	110	109

VALUE OF CONSTRUCTION: (\$000's) (1)



NEW DWELLING UNITS CONSTRUCTED (2)



FINANCIAL AND STATISTICAL REVIEW

14. PRINCIPAL CORPORATE TAXPAYERS	Assessment for 1997 Taxation \$000's	Percentage of Total Assessment %
Ford Motor Co. Ltd. of Canada	58,666	4.78
Chrysler Canada Ltd.	43,561	3.55
General Motors of Canada	24,362	1.98
Canadian Transit Company	19,858	1.62
Regional Shopping Centres	16,094	1.31
Hiram Walker & Sons	12,202	0.99
City of Windsor Housing	7,813	0.64
Peregrine Windsor Inc.	7,141	0.58
Union Gas Ltd.	6,915	0.56
More Custom Homes Ltd.	5,405	0.44
Cambridge Leaseholds Ltd.	5,087	0.41
IPCF Properties Inc.	4,653	0.38
Danzig Enterprises Limited	4,627	0.38
DNN Galvanizing Corporation	4,560	0.37
N & D Supermarket Limited	3,249	0.26

Corporation of The City of Windsor Public Sector Salary Disclosure 1997 Calendar Year

The Public Sector Salary Disclosure Act, 1996 requires our organization to disclose/make available to the public, the names, positions, salaries and benefits of our employees who were paid a salary of \$100,000 or more during this calendar year.

The following represents the required information under the Act for all employees of The Corporation of the City of Windsor who were paid salaries of \$100,000 or more during the 1997 calendar year.

C O R P O R A T I O N O F T H E C I T Y O F W I N D S O R

EMPLOYEE	POSITION	SALARY (\$)	TAXABLE BENEFITS (\$)
WILLS, Chuck	Chief Administrative Officer	125,030.32	2,402.46
KOUSIK, John	Chief of Police	121,927.93	472.30
HARDING, Gordon	Commissioner of Works	109,922.93	676.74
HOWE, Dana	Commissioner of Social Services	108,599.31	676.74
PINSONNEAULT, Gerard	Commissioner of Corporate Services and Treasurer	107,453.78	668.94
STANNARD, Glenn	Deputy Chief of Police	103,277.03	416.84
DAGLEY, Michael	Deputy Chief of Police	103,056.99	415.98

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The Photographer
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Lou-Ann Barnett
Leanne Cecillon

Statistics:

In addition to Corporate resources, statistics were obtained from: Windsor Utilities Commission, Public and Separate School Boards, Windsor-Essex Development Commission, Stats Canada, and Human Resources Development Canada.

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