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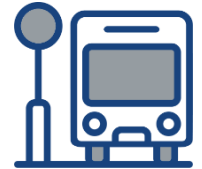
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A. City of Windsor Budget

2022 Recommended Operating Budget

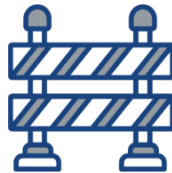
Net
\$436,867,732

Gross
\$889,329,053



2022 Recommended Capital Budget

\$182,881,985



B. City of Windsor Organizational Overview (2021 Approved Budgeted FTE)



Agencies,
Boards &
Commissions

Mayor & City Council

1 Mayor
10 Councillors

Office of the
Chief Administrative Officer

Senior Management: 1.0 FTE
Management: 1.0 FTE
Non-Union: 3.0 FTE
Total: 5.0 FTE

Summary of Full-Time Equivalent

Senior Management: 7.0 FTE
Management: 202.0 FTE
Non-Union: 285.0 FTE
Local 543: 838.9 FTE
Local 82: 240.1 FTE
Windsor Public Library (WPL) - Local 2067.1: 67.8 FTE
Windsor Firefighters Association (WFA): 300.0 FTE
Ontario Nurses Association (ONA): 23.0 FTE
Transit Windsor (TW) - Local 616: 244.0 FTE

Total: 2,207.8 FTE

Notes

1) FTE Count Excludes: Temporary Full Time, Temporary Part Time, Seasonal Employees, Contract Employees and External Agencies, Boards & Committees.
2) Local 82 (Hourly) FTE calculation is based on the hourly budget and not the number of employees.

Economic Development & Innovation

Senior Management: 1.0 FTE
Management: 16.0 FTE
Non-Union: 43.0 FTE
Local 543: 101.6 FTE

Total: 161.6 FTE

Corporate Services

Senior Management: 1.0 FTE
Management: 25.0 FTE
Non-Union: 86.0 FTE
Local 543: 30.0 FTE

Total: 142.0 FTE

Legal & Legislative Services

Senior Management: 1.0 FTE
Management: 17.0 FTE
Non-Union: 39.0 FTE
Local 543: 43.0 FTE
WFA: 300.0 FTE

Total: 400.0 FTE

Community Services

Senior Management: 1.0 FTE
Management: 48.0 FTE
Non-Union: 25.0 FTE
Local 543: 54.7 FTE
Local 82: 100.9 FTE
Local 2067.1(WPL): 67.8 FTE

Total: 297.4 FTE

Infrastructure Services

Senior Management: 1.0
Management: 61.0 FTE
Non-Union: 73.0 FTE
Local 543: 175.4 FTE
Local 82: 139.2 FTE
Local 616 (TW): 244 FTE

Total: 693.6 FTE

Human & Health Services

Senior Management: 1.0 FTE
Management: 34.0 FTE
Non-Union: 16.0 FTE
Local 543: 434.2 FTE
ONA: 23.0 FTE

Total: 508.2 FTE

Building: 63.0 FTE
Information Tech.: 65.6 FTE
Economic Dev.: 2.0 FTE
Planning: 31.0 FTE

Total: 161.6 FTE

Finance: 97.0 FTE
Human Resources: 45.0 FTE

Total: 142.0 FTE

Council Services: 21.0 FTE
Fire & Rescue: 305.0 FTE
Legal: 49.0 FTE
Licensing & Enf.: 25.0 FTE

Total: 400.0 FTE

Communications: 28.5 FTE
Parks: 108.9 FTE
Recreation & Culture: 85.2 FTE
Library: 74.8 FTE

Total: 297.4 FTE

Engineering: 117.7 FTE
Facilities: 92.7 FTE
Public Works: 211.2 FTE
Transit Windsor: 272.0 FTE

Total: 693.6 FTE

Employment & SS: 213.0 FTE
Housing & Child.: 75.5 FTE
Huron Lodge: 219.7 FTE

Total: 508.2 FTE

C. 2022 Net Property Tax Levy by Department

		2018 Actuals (Final)	2019 Actuals (Final)	2020 Actuals (Final)	2021 Budget (Approved)	2022 Budget (Recomm.)	\$ Budget Change	% Budget Change
CITY DEPARTMENTS								
Representation & Administration	CAO's Office	\$1,039,185	\$1,109,881	\$1,121,377	\$1,106,545	\$1,103,954	(\$2,591)	(0.2%)
	City Council	\$663,191	\$743,577	\$789,253	\$872,193	\$875,193	\$3,000	0.3%
	Mayor's Office	\$504,753	\$910,784	\$946,867	\$505,705	\$505,705	\$0	0.0%
Economic Development & Innovation	Building	\$1,073,869	\$1,571,589	\$1,560,674	\$1,973,235	\$1,959,225	(\$14,010)	(0.7%)
	Economic Development	\$0	\$87,807	\$136,582	\$1,096,742	\$1,337,139	\$240,397	21.9%
	Information Technology	\$6,565,956	\$6,791,924	\$6,913,763	\$7,340,019	\$7,361,678	\$21,659	0.3%
	Planning	\$2,711,914	\$2,721,536	\$2,582,022	\$3,161,718	\$3,174,961	\$13,243	0.4%
Corporate Services	Finance	\$6,131,387	\$6,466,164	\$6,680,768	\$6,782,600	\$6,255,232	(\$527,368)	(7.8%)
	Human Resources	\$5,291,947	\$5,582,656	\$5,977,345	\$6,148,156	\$6,332,534	\$184,378	3.0%
Legal & Legislated Services	Council Services	\$2,330,855	\$2,369,192	\$2,241,288	\$2,358,455	\$2,118,054	(\$240,401)	(10.2%)
	Fire & Rescue	\$45,886,434	\$50,621,479	\$51,070,297	\$50,658,841	\$50,542,450	(\$116,391)	(0.2%)
	Legal	\$6,895,265	\$6,892,690	\$7,092,241	\$6,682,053	\$6,821,592	\$139,539	2.1%
	Licensing & Enforcement	\$1,464,583	\$1,139,417	\$1,913,779	\$1,389,957	\$1,360,724	(\$29,233)	(2.1%)
Community Services	Communications	\$2,852,343	\$3,047,518	\$3,107,260	\$3,191,987	\$3,223,388	\$31,401	1.0%
	Parks	\$17,024,888	\$17,816,989	\$17,883,751	\$18,828,507	\$19,099,944	\$271,437	1.4%
	Recreation & Culture	\$11,630,817	\$12,471,336	\$12,703,895	\$13,042,950	\$13,142,993	\$100,043	0.8%
	Windsor Public Library	\$7,900,892	\$8,020,055	\$8,204,627	\$8,269,747	\$8,310,323	\$40,576	0.5%
Infrastructure Services	Engineering	\$3,847,353	\$3,125,228	\$1,912,872	\$2,176,061	\$2,191,920	\$15,859	0.7%
	Facilities	\$9,583,379	\$9,225,037	\$9,816,085	\$9,693,214	\$10,094,204	\$400,990	4.1%
	Public Works	\$27,041,382	\$26,765,137	\$31,695,605	\$29,278,810	\$28,902,521	(\$376,289)	(1.3%)
	Transit Windsor	\$12,852,945	\$13,643,868	\$13,457,072	\$15,586,444	\$16,338,339	\$751,895	4.8%

C. 2022 Net Property Tax Levy by Department

		2018 Actuals (Final)	2019 Actuals (Final)	2020 Actuals (Final)	2021 Budget (Approved)	2022 Budget (Recomm.)	\$ Budget Change	% Budget Change
Human & Health Services	Employment & Social Services	\$7,113,403	\$7,212,433	\$6,290,863	\$7,645,864	\$7,595,032	(\$50,832)	(0.7%)
	Housing & Children Services	\$11,580,816	\$11,459,012	\$10,539,650	\$12,296,590	\$13,960,977	\$1,664,387	13.5%
	Huron Lodge	\$7,315,310	\$7,228,222	\$7,118,898	\$8,128,565	\$8,500,208	\$371,643	4.6%
Corporate	Corporate Accounts	\$22,237,042	\$26,331,529	\$30,598,034	\$31,002,265	\$28,108,933	(\$2,893,332)	(9.3%)
<u>AGENCIES, BOARDS & COMMITTEES (ABC'S)</u>								
	Agencies				\$20,458,294	\$20,458,294	\$0	0.0%
	Housing Corporation				\$12,561,418	\$12,561,418	\$0	0.0%
	Police Services				\$93,932,409	\$93,932,409	\$0	0.0%
Municipal Property Tax Levy Requirement (Prior to ABC's & AMP)					\$376,169,344	\$376,169,344	\$0	0.0%
Agencies, Boards & Committees (ABC's) Recommended Increase						\$3,538,964	\$3,538,964	0.83%
Previously Approved Asset Management Plan (AMP)						\$4,968,973	\$4,968,973	1.16%
Education Tax Levy Requirement *					\$52,190,451	\$52,190,451	\$0	0.0%
Total 2022 Property Tax Levy (Does Not Include Estimated COVID-19 Pressures - See Note Below) **					\$428,359,795	\$436,867,732	\$8,507,937	1.99%

* Represents the 2021 Education Tax Levy as the 2022 Education Tax Levy has not yet been announced by the Province.

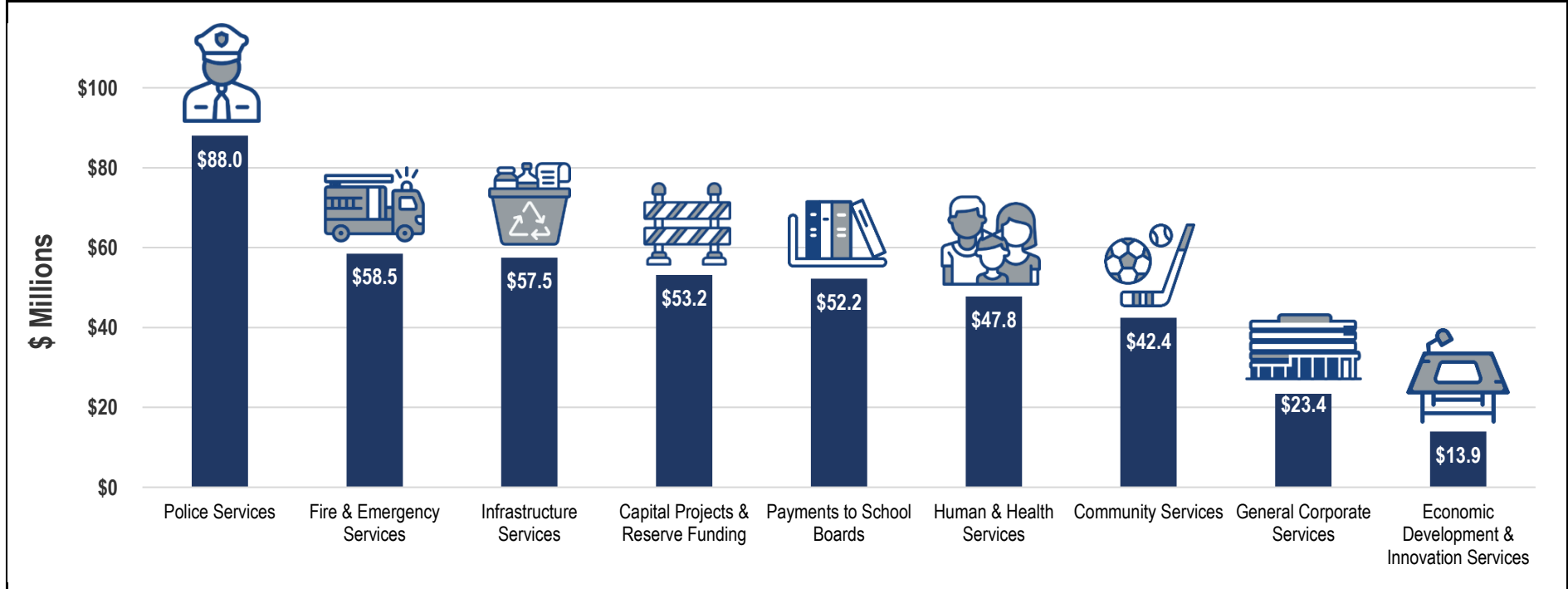
** The 2022 property tax levy totalling \$436,867,732 noted above does not include an estimated \$24,886,835 required in 2022 to offset anticipated COVID-19 related pressures.

D. 2022 Net Property Tax Levy by Major Function

Taxation by Major Function	Net Budget	% of Total
Police Services	\$87,996,236	20.1%
Fire & Emergency Services	\$58,483,723	13.4%
Infrastructure Services	\$57,456,900	13.2%
Capital Projects & Reserve Funding	\$53,176,348	12.2%
Payments to School Boards	\$52,190,451	11.9%
Human & Health Services	\$47,793,283	10.9%
Community Services	\$42,422,134	9.7%
General Corporate Services	\$23,400,048	5.4%
Economic Development & Innovation Services	\$13,948,608	3.2%
Total Net Budget Required From Taxation	\$436,867,731	100.0%

Total Taxation	Net Budget	% of Total
Taxation - Municipal Purposes	(\$384,677,281)	88.1%
Taxation - Education Purposes	(\$52,190,451)	11.9%
Total Taxation	(\$436,867,732)	100.0%

2022 Recommended Net Operating Budget: \$436.9 Million



E. 2022 Summary of Major Tax Levy Drivers

	\$000	\$000	\$000	\$000		\$000	\$000	\$000	\$000
2021 Property Tax Levy Requirement				\$428,360	Expenditure Decreases				
Expenditure Increases					Elimination of Annual Payments for Windsor Joint Justice Facility (JJE) Debt	(\$2,380)			
Pre-Approved Salary, Wages & Fringe Benefit Increases	\$4,099				Reduction in Corporate Contingency	(\$1,000)			
Increased Funding for Homelessness Programs	\$1,305				Elimination of Vacancy Rebate Program	(\$750)			
Increase Related to Fuel	\$1,237				Corporate Savings From Permanent Gapping	(\$750)			
Net Staffing Adjustments to Address Service Demands	\$1,016				Tourism Development Infrastructure & Program Reserve Transfer	(\$623)			
Increase Related to Utilities	\$706				County of Essex Recycling Collection	(\$150)			
Various Pre-Approvals, Legislated & Contractual Obligations	\$397				Various Miscellaneous Expenditure Decreases	(\$200)			
Life Cycle Costing for Major Information Technology Costs	\$301				Total Expenditure Decreases		(\$5,853)		
Budget Increase for Landfill Tipping Fees and EWSWA Fixed Costs	\$288				Revenue Increases				
Increase in Waste and Recycling Collection Contract Costs	\$215				Property Taxes Resulting From New Assessment Growth	(\$1,668)			
Various Inflationary Pressures	\$191				Recovery Adjustments Related to Public Works Recoverable Staff	(\$749)			
Contract Costs for the Winter Maintenance of Municipal Roads	\$185				Tunnel Bus Fare Increase	(\$670)			
Social Housing Service Level Standards	\$161				EWSWA Recycling, Public Drop Off & Transfer Station Operations	(\$392)			
Increase for Residential Snow Clearing Costs	\$150				Building Department to Charge 7% GIS User Fee	(\$290)			
Streetlight Data Subscription Renewal	\$150				Asset Planning - Internal Salary Recoveries	(\$289)			
Increased Asset Maintenance Costs for Public Works Operations	\$118				Public Works User Fee Adjustments	(\$262)			
Tonnage Increase – Collection Costs (EWSWA)	\$115				Gas Tax Revenue Increase	(\$214)			
Various Miscellaneous Expenditure Increases	\$142				Increase Traffic Recovery Revenue	(\$200)			
Total Expenditure Increases		\$10,776			Increase in County Revenue for Housing and Children's Services	(\$153)			
Revenue Decreases					Recreation & Culture User Fee Increase	(\$120)			
Ministry of Long-Term Care High Wage Transition Funding Stream	\$311				Transit Windsor U-Pass Rate Increase	(\$117)			
Loss of Contractual Ice Rental Revenue	\$210				New Vacant Home Tax	(\$100)			
Various Miscellaneous Revenue Decreases	\$187				Various Miscellaneous Revenue Increases	(\$407)			
Total Revenue Decreases		\$708			Total Revenue Increases		(\$5,631)		
Other Budget Pressures Not Accepted or Mitigated		\$7,222			Other Budget Pressures Not Accepted or Mitigated		(\$7,222)		
Total Budget Pressures (City Departments)			\$18,706		Total Issues Not Accepted or Mitigated (City Departments)			(\$18,706)	
					2022 Total Property Tax Levy Impact for City Departments				\$0
					Add: 2022 Agencies, Boards & Committees (ABC's)				\$3,539
					Add: 2022 Previously Approved Asset Management Plan (AMP)				\$4,969
					2022 Net Property Tax Levy Requirement				<u>\$436,868</u>

F. 2022 Gross Budget Summary by Major Revenue / Expense Accounts

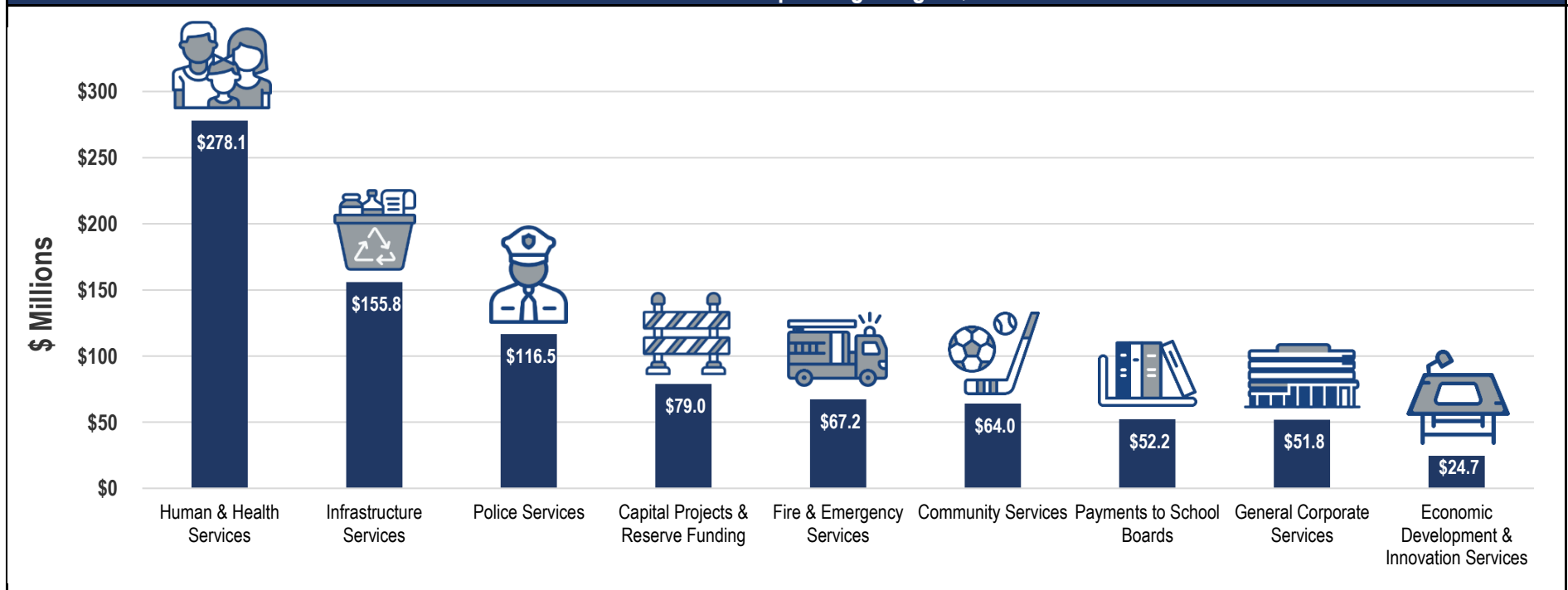
GL Category	2017 Budget (Approved)	2018 Budget (Approved)	2019 Budget (Approved)	2020 Budget (Approved)	2021 Budget (Approved)	2022 Budget (Recommended)	\$ Budget Change Over PY	% Budget Change Over PY
Revenues								
Taxes - Municipal (Incl. Grants in Lieu)	(\$336,994,126)	(\$343,831,650)	(\$355,971,050)	(\$363,844,251)	(\$380,267,344)	(\$390,443,286)	(\$10,175,942)	2.7%
Grants & Subsidies	(\$199,844,224)	(\$230,288,687)	(\$229,139,385)	(\$229,375,070)	(\$221,183,757)	(\$220,499,019)	\$684,738	(0.3%)
User Fees, Permits & Charges	(\$102,840,887)	(\$102,751,280)	(\$115,114,155)	(\$119,635,835)	(\$126,027,896)	(\$129,793,404)	(\$3,765,508)	3.0%
Taxes - Education	(\$64,057,816)	(\$63,475,015)	(\$63,288,960)	(\$62,732,187)	(\$52,190,451)	(\$52,190,451)	\$0	0.0%
Recovery of Expenditures	(\$51,747,140)	(\$43,635,981)	(\$40,659,662)	(\$43,564,147)	(\$42,420,957)	(\$45,756,285)	(\$3,335,328)	7.9%
Investment Income & Dividends	(\$21,469,927)	(\$23,719,927)	(\$27,033,599)	(\$27,533,599)	(\$27,533,599)	(\$27,533,599)	\$0	0.0%
Transfers From Other Funds	(\$12,723,345)	(\$14,033,248)	(\$13,641,759)	(\$11,534,332)	(\$12,321,840)	(\$15,084,122)	(\$2,762,282)	22.4%
Other Miscellaneous Revenue	(\$3,628,848)	(\$3,809,335)	(\$6,382,337)	(\$6,434,914)	(\$6,479,079)	(\$8,028,887)	(\$1,549,808)	23.9%
Total Revenue	(\$793,306,313)	(\$825,545,123)	(\$851,230,907)	(\$864,654,335)	(\$868,424,923)	(\$889,329,053)	(\$20,904,130)	2.0%
Expenses								
Salaries, Benefits & Related Costs	\$300,550,511	\$311,843,922	\$329,490,042	\$335,627,881	\$342,553,704	\$352,326,209	\$9,772,505	2.9%
Transfers for Social Services	\$191,145,328	\$207,766,043	\$204,591,905	\$203,076,600	\$195,249,520	\$198,589,400	\$3,339,880	1.7%
Transfers to Reserves & Capital Funds	\$82,609,248	\$83,495,951	\$90,562,211	\$94,296,700	\$104,055,418	\$108,575,234	\$4,519,816	4.3%
Purchased Services	\$67,088,790	\$70,326,888	\$73,482,596	\$76,284,877	\$78,833,710	\$80,101,755	\$1,268,045	1.6%
Transfers to Education Entities	\$64,057,816	\$63,475,015	\$63,288,960	\$62,732,187	\$52,190,451	\$52,190,451	\$0	0.0%
Utilities, Insurance & Taxes	\$30,191,724	\$28,562,211	\$27,533,368	\$28,274,737	\$28,552,252	\$31,162,809	\$2,610,557	9.1%
Transfers to External Agencies	\$18,109,674	\$20,986,486	\$20,258,307	\$21,142,686	\$22,210,182	\$23,085,233	\$875,051	3.9%
Operating & Maintenance Supplies	\$16,666,934	\$15,835,438	\$17,997,251	\$18,851,013	\$18,631,012	\$19,816,598	\$1,185,586	6.4%
Minor Capital	\$9,720,863	\$10,738,642	\$9,991,424	\$10,108,337	\$10,917,594	\$11,117,280	\$199,686	1.8%
Financial Expenses	\$10,552,965	\$9,893,178	\$11,013,058	\$11,133,380	\$11,189,334	\$8,070,064	(\$3,119,270)	(27.9%)
Other Miscellaneous Expenditures	\$2,612,460	\$2,621,349	\$3,021,785	\$3,125,937	\$4,041,746	\$4,294,020	\$252,274	6.2%
Total Expenses	\$793,306,313	\$825,545,123	\$851,230,907	\$864,654,335	\$868,424,923	\$889,329,053	\$20,904,130	2.0%
Total Net	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

G. 2022 Gross Operating Budget by Major Function

Gross Expenditures by Major Function	Gross Budget	% of Total
Human & Health Services	\$278,056,684	31.3%
Infrastructure Services	\$155,829,862	17.5%
Police Services	\$116,536,011	13.1%
Capital Projects & Reserve Funding	\$79,001,246	8.9%
Fire & Emergency Services	\$67,216,051	7.6%
Community Services	\$64,013,260	7.2%
Payments to School Boards	\$52,190,451	5.9%
General Corporate Services	\$51,791,736	5.8%
Economic Development & Innovation Services	\$24,693,752	2.8%
Total Net Budget Required From Taxation	\$889,329,053	100.0%

Gross Funding Sources	Gross Budget	% of Total
Taxes - Municipal	(\$390,443,286)	43.9%
Grants & Subsidies	(\$220,499,019)	24.8%
User Fees, Permits & Charges	(\$129,793,404)	14.6%
Taxes - Education	(\$52,190,451)	5.9%
Recovery of Expenditures	(\$45,756,285)	5.1%
Investment Income & Dividends	(\$27,533,599)	3.1%
Transfers From Other Funds	(\$15,084,122)	1.7%
Other Miscellaneous Revenue	(\$8,028,887)	0.9%
Total Taxation	(\$889,329,053)	100.0%

2021 Recommended Gross Operating Budget: \$889.3 Million



H. 2023 - 2025 Budget Projections Prior to Mitigations (Assuming Status Quo Service Levels & Operations)

GL Category	2021 Budget (Approved)	2022 Change	2022 Budget (Recomm.)	2023 Projected Change	2023 Budget (Projected)	2024 Projected Change	2024 Budget (Projected)	2025 Projected Change	2025 Budget (Projected)	Total Property Tax Levy Increase 2022 to 2025
Revenues										
Taxes - Municipal (Incl. Grants in Lieu)	(\$380,267,344)	(\$10,175,942)	(\$390,443,286)	(\$10,319,638)	(\$400,762,924)	(\$10,912,890)	(\$411,675,814)	(\$11,242,564)	(\$422,918,378)	\$32,475,092 7.3%
Grants & Subsidies	(\$221,183,757)	\$684,738	(\$220,499,019)	\$0	(\$220,499,019)	\$0	(\$220,499,019)	\$0	(\$220,499,019)	
User Fees, Permits & Charges	(\$126,027,896)	(\$3,765,508)	(\$129,793,404)	(\$3,878,015)	(\$133,671,419)	(\$3,993,884)	(\$137,665,303)	(\$4,113,215)	(\$141,778,518)	
Taxes - Education	(\$52,190,451)	\$0	(\$52,190,451)	\$0	(\$52,190,451)	\$0	(\$52,190,451)	\$0	(\$52,190,451)	
Recovery of Expenditures	(\$42,420,957)	(\$3,335,328)	(\$45,756,285)	(\$3,597,567)	(\$49,353,852)	(\$3,880,424)	(\$53,234,275)	(\$4,185,520)	(\$57,419,795)	
Investment Income & Dividends	(\$27,533,599)	\$0	(\$27,533,599)	\$0	(\$27,533,599)	\$0	(\$27,533,599)	\$0	(\$27,533,599)	
Transfers From Other Funds	(\$12,321,840)	(\$2,762,282)	(\$15,084,122)	\$0	(\$15,084,122)	\$0	(\$15,084,122)	\$0	(\$15,084,122)	
Other Miscellaneous Revenue	(\$6,479,079)	(\$1,549,808)	(\$8,028,887)	(\$1,920,525)	(\$9,949,412)	(\$2,379,918)	(\$12,329,330)	(\$2,949,199)	(\$15,278,529)	
Total Revenues	(\$868,424,923)	(\$20,904,130)	(\$889,329,053)	(\$19,715,745)	(\$909,044,798)	(\$21,167,116)	(\$930,211,913)	(\$22,490,498)	(\$952,702,412)	
Expenditures										
Salaries, Benefits & Related Costs	\$342,553,704	\$9,772,505	\$352,326,209	\$10,051,299	\$362,377,508	\$10,338,046	\$372,715,554	\$10,632,973.96	\$383,348,528	
Transfers for Social Services	\$195,249,520	\$3,339,880	\$198,589,400	\$0	\$198,589,400	\$0	\$198,589,400	\$0	\$198,589,400	
Transfers to Reserves & Capital Funds	\$104,055,418	\$4,519,816	\$108,575,234	\$5,134,551	\$113,709,785	\$5,254,259	\$118,964,044	\$5,380,849	\$124,344,893	
Purchased Services	\$78,833,710	\$1,268,045	\$80,101,755	\$1,288,442	\$81,390,197	\$1,309,166	\$82,699,363	\$1,330,224	\$84,029,587	
Transfers to Education Entities	\$52,190,451	\$0	\$52,190,451	\$0	\$52,190,451	\$0	\$52,190,451	\$0	\$52,190,451	
Utilities, Insurance & Taxes	\$28,552,252	\$2,610,557	\$31,162,809	\$2,849,242	\$34,012,051	\$3,109,751	\$37,121,803	\$3,394,078	\$40,515,881	
Transfers to External Agencies	\$22,210,182	\$875,051	\$23,085,233	\$909,527	\$23,994,760	\$945,361	\$24,940,121	\$982,607	\$25,922,728	
Operating & Maintenance Supplies	\$18,631,012	\$1,185,586	\$19,816,598	\$1,261,031	\$21,077,629	\$1,341,277	\$22,418,906	\$1,426,629	\$23,845,534	
Minor Capital	\$10,917,594	\$199,686	\$11,117,280	\$203,338	\$11,320,618	\$207,057	\$11,527,676	\$210,845	\$11,738,520	
Financial Expenses	\$11,189,334	(\$3,119,270)	\$8,070,064	(\$2,249,706)	\$5,820,358	(\$1,622,551)	\$4,197,807	(\$1,170,230)	\$3,027,577	
Other Miscellaneous Expenditures	\$4,041,746	\$252,274	\$4,294,020	\$268,020	\$4,562,040	\$284,749	\$4,846,789	\$302,522	\$5,149,312	
Total Expenses	\$868,424,923	\$20,904,130	\$889,329,053	\$19,715,745	\$909,044,798	\$21,167,116	\$930,211,913	\$22,490,498	\$952,702,412	
Net Budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

Total Municipal Tax Levy Requirement (2023-2025 Estimated)

2023
2.3%

2024
2.4%

2025
2.4%

I. Long Term Debt Summary (in \$ millions)

	2002 (Peak Level)	2022	2023	2024	2025	2026
Gross Debt Projections	\$229.4	\$47.0	\$41.1	\$35.7	\$30.9	\$26.4

Year	(in \$ millions)	Notes	Year	(in \$ millions)	Notes	
1985	\$108.4	Start of Previous Debt Reduction Policy	2004	\$185.3	No Debt Issued	
1986	\$94.6		2005	\$171.4	No Debt Issued	
1987	\$87.6		2006	\$160.2	No Debt Issued	
1988	\$80.4		2007	\$158.2	No Debt Issued	
1989	\$71.2		2008	\$190.4	No Debt Issued	
1990	\$63.7		2009	\$182.4	Phase 1 - Upgrade & Expansion of the LRWRP	
1991	\$66.4		2010	\$180.5	No Debt Issued	
1992	\$80.4		2011	\$160.6	FCM Debt Issued & Balance of LRWRP	
1993	\$89.0		2012	\$114.8	No Debt Issued	
1994	\$82.2		2013	\$109.7	No Debt Issued	
1995	\$106.4	Windsor Tunnel Commission Debt Issued	2014	\$104.1	No Debt Issued	
1996	\$106.8		2015	\$98.2	No Debt Issued	
1997	\$105.2		2016	\$91.9	No Debt Issued	
1998	\$103.5		2017	\$85.2	No Debt Issued	
1999	\$130.2		2018	\$78.2	No Debt Issued	
2000	\$141.2		2019	\$70.6	No Debt Issued	
2001	\$163.9		2020	\$62.7	No Debt Issued	
2002	\$229.4		2021	\$54.2	No Debt Issued	(Subject to Final Audit)
2003	\$205.3		2022	\$47.0	No Debt Issued	(Subject to Final Audit)
			Hydro Debt Issued			
		Joint Justice Facility Debt Issued				
		Richmond Landing & NP Housing Debt Included				

Of the gross debt outstanding at the end of 2021, \$16.6 million is the portion issued directly for the City of Windsor purposes (Upgrade and Expansion of the Lou Romano Water Reclamation Plant (LRWRP)). The remaining balance of \$37.6 million relates to debt which is recoverable from Transit Windsor, Essex Windsor Solid Waste Authority and the Windsor Essex County Housing Corporation (WECHC). The projected debt reductions through 2026 assume that neither the City nor the Boards, Authorities and Corporations outside the direct control of Council will issue any debt during the projection period. The projected debt also excludes any mortgage debt of WECHC for the Meadowbrook Development and the Repair and Renewal Program pending finalization of financing.