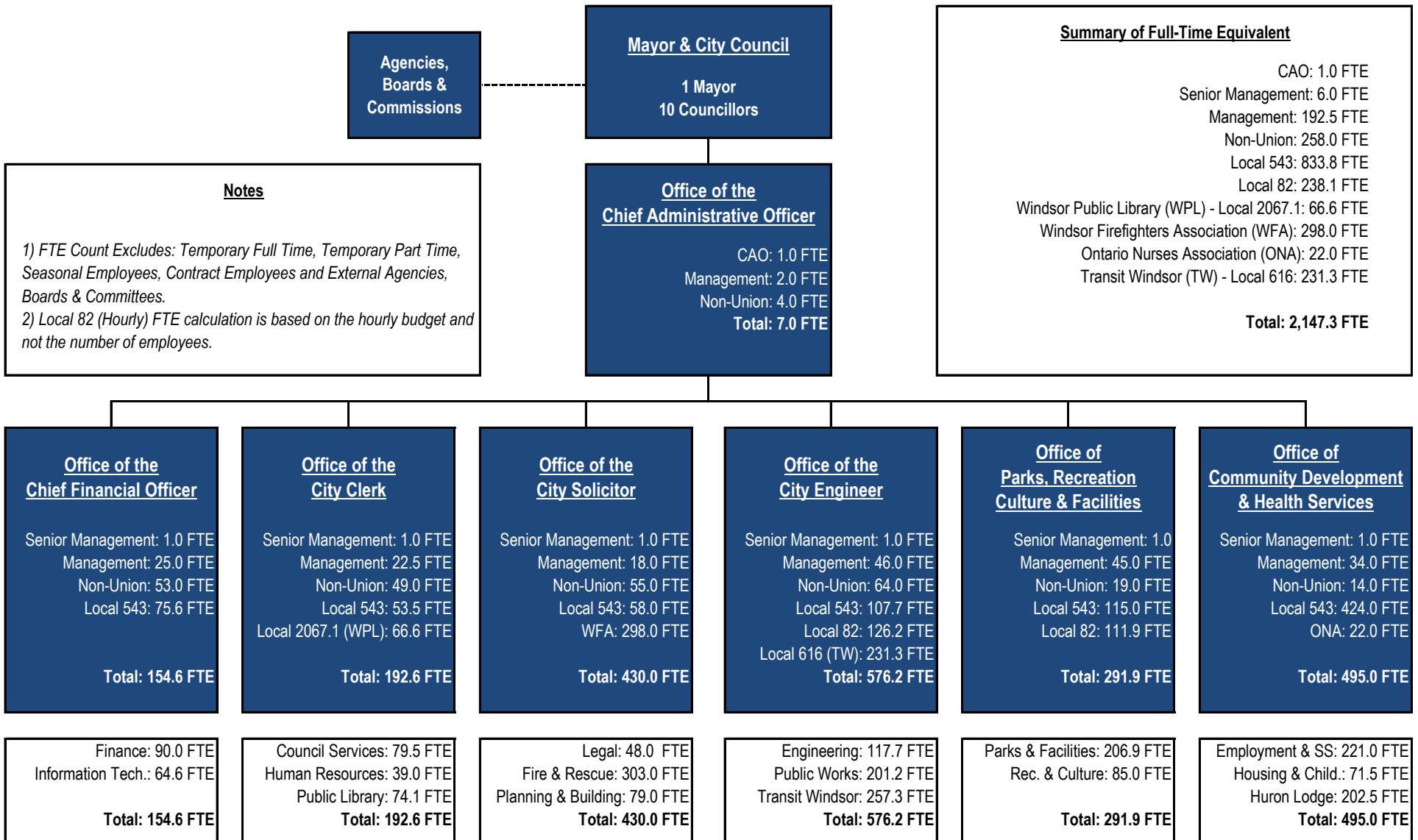


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**A. City of Windsor Organizational Overview (2018 Approved Budgeted FTE)**



**B. 2019 Net Property Tax Levy by Department**

		2015 Actuals (Final)	2016 Actuals (Final)	2017 Actuals (Final)	2018 Budget (Approved)	2019 Budget (Recomm.)	\$ Budget Change	% Budget Change
<b>City Departments</b>								
<b>Mayor's Office &amp; City Council</b>	City Council	\$606,585	\$571,192	\$609,654	\$639,777	\$639,777	\$0	0.0%
	Mayor's Office	\$506,450	\$511,809	\$503,553	\$504,753	\$504,753	\$0	0.0%
<b>Office of the CAO</b>	CAO's Office	\$1,130,612	\$1,110,038	\$1,020,551	\$1,151,348	\$1,284,902	\$133,554	11.6%
<b>Office of the CFO</b>	Finance	\$6,118,033	\$6,173,383	\$6,124,131	\$6,467,287	\$6,867,903	\$400,616	6.2%
	Information Technology	\$5,866,060	\$5,973,281	\$6,206,916	\$6,678,895	\$6,838,003	\$159,108	2.4%
<b>Office of the City Clerk</b>	Council Services	\$6,090,108	\$6,408,410	\$6,541,187	\$7,150,594	\$7,248,963	\$98,369	1.4%
	Human Resources	\$4,059,182	\$3,890,059	\$4,434,381	\$4,988,419	\$5,621,065	\$632,646	12.7%
	Windsor Public Library	\$7,636,179	\$7,567,145	\$7,933,604	\$8,203,937	\$8,194,141	(\$9,796)	(0.1%)
<b>Office of the City Solicitor</b>	Legal	\$6,344,776	\$8,925,010	\$7,605,334	\$6,772,609	\$7,236,086	\$463,477	6.8%
	Fire & Rescue	\$42,137,328	\$42,982,235	\$45,069,357	\$45,502,965	\$51,208,030	\$5,705,065	12.5%
	Planning & Building	\$3,041,298	\$3,060,542	\$2,938,495	\$3,881,662	\$3,872,058	(\$9,604)	(0.2%)
<b>Office of the City Engineer</b>	Engineering	\$15,924,128	\$7,476,532	\$7,018,427	\$3,369,287	\$3,233,552	(\$135,735)	(4.0%)
	Public Works	\$25,571,600	\$25,143,351	\$27,837,536	\$27,342,112	\$27,886,177	\$544,065	2.0%
	Transit Windsor	\$14,205,255	\$13,425,963	\$12,672,674	\$13,271,519	\$14,283,303	\$1,011,784	7.6%
<b>Office of Parks, Recreation, Culture &amp; Facilities</b>	Parks & Facilities	\$14,377,407	\$23,367,358	\$24,758,086	\$26,330,162	\$28,504,542	\$2,174,380	8.3%
	Recreation & Culture	\$9,301,266	\$9,245,079	\$11,072,849	\$12,816,436	\$13,142,651	\$326,215	2.5%
<b>Community Development &amp; Health Office</b>	Employment & Social Services	\$11,911,553	\$9,683,792	\$8,121,220	\$7,887,381	\$7,705,820	(\$181,561)	(2.3%)
	Housing & Children Services	\$10,855,942	\$10,582,512	\$10,583,277	\$11,360,912	\$11,456,650	\$95,738	0.8%
	Huron Lodge	\$7,117,513	\$7,162,986	\$6,811,298	\$7,317,503	\$7,496,846	\$179,343	2.5%
<b>Corporate</b>	Corporate Accounts	\$22,000,289	\$25,914,699	\$25,248,028	\$23,258,946	\$18,170,343	(\$5,088,603)	(21.9%)

**B. 2019 Net Property Tax Levy by Department**

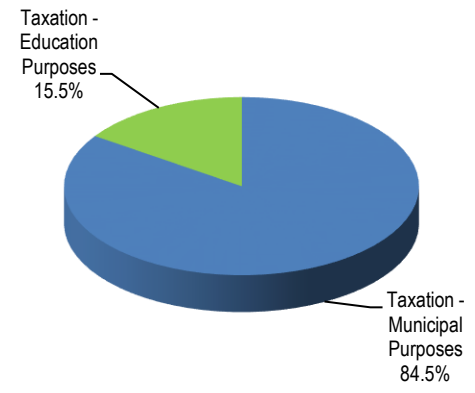
	2015 Actuals (Final)	2016 Actuals (Final)	2017 Actuals (Final)	2018 Budget (Approved)	2019 Budget (Recomm.)	\$ Budget Change	% Budget Change
<b>Agencies, Boards &amp; Committees (ABC's) Note 1</b>							
Agencies	\$16,667,035	\$17,982,274	\$17,406,072	\$19,369,688	\$19,369,688	\$0	0.0%
Police Services	\$77,170,708	\$78,301,302	\$81,184,867	\$83,943,525	\$83,943,525	\$0	0.0%
Windsor Essex Community Housing Corp.	\$10,412,781	\$9,961,154	\$11,592,629	\$11,921,934	\$11,921,934	\$0	0.0%
<b>Total Recommended Municipal Property Tax Levy Requirement</b>				<b>\$340,131,651</b>	<b>\$346,630,712</b>		
<b>Total Education Tax Levy Requirement *</b>				<b>\$63,475,015</b>	<b>\$63,475,015</b>		
<b>Total Property Tax Levy Requirement (Including Education) Prior to ABC Requests / Estimated Increases (Note 1)</b>				<b>\$403,606,666</b>	<b>\$410,105,727</b>	<b>\$6,499,061</b>	<b>1.6%</b>

*Note 1: The 1.6% increase noted above does not include the requested / estimated increases from Agencies, Boards & Committees/ Should Council wish to approve all of the requested / estimated increases, it would add \$6,881,194 or 1.7% to the Total Property Tax Levy for a total increase of 3.3%.*

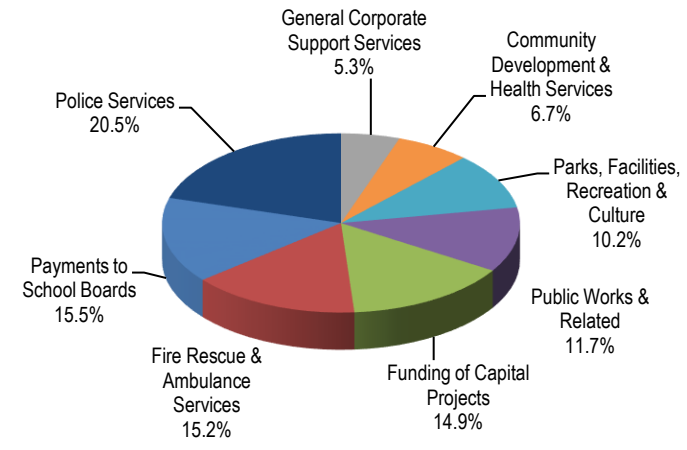
*\* Represents the 2018 Education Levy as the 2019 Education Levy has not yet been announced by the Province.*

**C. 2019 Net Property Tax Levy by Major Function**

Total Taxation	2019 Net Budget	% of Total
Taxation - Municipal Purposes	\$346,630,712	84.5%
Taxation - Education Purposes	\$63,475,015	15.5%
<b>Total Taxation</b>	<b>\$410,105,727</b>	<b>100.0%</b>



Taxation by Major Function	2019 Net Budget	% of Total
General Corporate Support Services	\$21,769,734	5.3%
Community Development & Health Services	\$27,570,815	6.7%
Parks, Facilities, Recreation & Culture	\$41,692,193	10.2%
Public Works & Related	\$47,978,604	11.7%
Funding of Capital Projects	\$61,150,891	14.9%
Fire Rescue & Ambulance Services	\$62,524,950	15.2%
Payments to School Boards	\$63,475,015	15.5%
Police Services	\$83,943,525	20.5%
<b>Total Net Budget Required From Taxation</b>	<b>\$410,105,727</b>	<b>100.0%</b>



**D. 2019 Summary of Major Tax Levy Drivers**

	\$000	\$000	\$000	\$000		\$000	\$000	\$000	\$000
<b>2018 Net Municipal Property Tax Levy</b>				<b>\$340,132</b>					
<b>Expenditure Increases</b>					<b>Expenditure Decreases</b>				
Increase in Contingency Budget	\$4,000				Utility Costs	(\$567)			
Pre-Approved Salary, Wages & Fringe Benefit Increases	\$3,360				Net Tax Additions / Reductions	(\$500)			
Net Staffing Adjustments to Address Service Demands	\$2,253				Various Miscellaneous Expenditure Decreases	(\$133)			
Contribution to Capital to Help Maintain Current Purchasing Power	\$1,500				<b>Total Expenditure Decreases</b>		<b>(\$1,200)</b>		
Firefighters WSIB Occupational Illness and Disease Projected Cost Incr	\$1,000								
Various Pre-Approvals / Contractual Obligations	\$451				<b>Revenue Increases</b>				
Various Inflationary Pressures	\$421				Property Taxes Resulting From New Assessment Growth	(\$4,550)			
Various Miscellaneous Expenditure Increases	\$397				Capital Interest Income	(\$600)			
Transit Windsor Service Enhancements Related to St. Clair College	\$277				Various Miscellaneous Revenue Increases	(\$568)			
Fleet and Facility Maintenance	\$277				Interest Income Resulting from Preliminary Cash Flow Projections	(\$500)			
Phased-In Increase Related to the Corporate Radio System	\$275				Ontario Lottery & Gaming (OLG) Contribution	(\$500)			
Holiday Light Displays	\$236				Adjustments Related to Public Works Recoverable Staff	(\$381)			
Insurance Premiums	\$215				Transit Windsor Recoveries for Ontario Works Transportation Passes	(\$271)			
Contract Costs for the Winter Maintenance of Municipal Roads	\$211				Sewer Surcharge Recovery Adjustment (Engineering)	(\$261)			
Fuel Costs and Consumption	\$203				Ministry of Health & Long Term Care (MOHLTC) Funding	(\$186)			
Security Guard Service Contract Costs Across Multiple Departments	\$191				Capital Projects Recovery Adjustment (Engineering)	(\$179)			
Annual Reserve Contributions for Off-Road Equipment Replacements	\$150				New User Fee - Dirty Yard Work Order	(\$169)			
Waste and Recycling Collection Contract Costs	\$146				Parks User Fee Adjustments	(\$146)			
<b>Total Expenditure Increases</b>		<b>\$15,563</b>			County Revenue for Ontario Works Program Delivery	(\$115)			
					Fleet Recovery Revenue for New Vehicles	(\$103)			
<b>Revenue Decreases</b>					County Revenue for Social Housing	(\$101)			
Ontario Municipal Partnership Fund (OMPF) Reduction	\$375				Provincial & County Revenue for Ontario Works Program Delivery	(\$101)			
Revenues Related to Interest and Penalties on Tax	\$200				<b>Total Revenue Increases</b>		<b>(\$8,731)</b>		
Various Miscellaneous Revenue Decreases	\$191								
Provincial Offences Act (POA) Fines Revenue	\$101				<b>Other Budget Pressures Not Accepted or Mitigated</b>		<b>(\$16,628)</b>		
<b>Total Revenue Decreases</b>		<b>\$867</b>							
					<b>Total Issues Not Accepted or Mitigated (City Departments)</b>			<b>(\$26,559)</b>	
<b>Other Budget Pressures Not Accepted or Mitigated</b>		<b>\$16,628</b>							
					<b>2019 Total Municipal Levy Impact for City Departments</b>				<b>\$6,499</b>
<b>Total Budget Pressures (City Departments)</b>			<b>\$33,058</b>						
					<b>2019 Net Recommended Municipal Property Tax Levy for City Departments</b>				<b>\$346,631</b>
					<b>Add: Requests / Estimates for Agencies, Boards &amp; Committees (ABC's)</b>				<b>\$6,881</b>
					<b>2019 Total Potential Municipal Levy (Including ABC's)</b>				<b>\$353,512</b>

Reflects only budgetary drivers impacting Municipal Departments.  
This does not include the Provincial Education Tax Levy of \$63.5 million (2018).

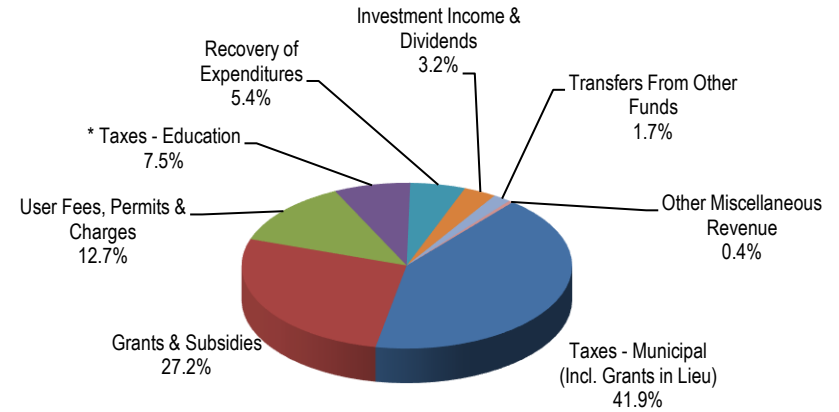
**E. 2019 Gross Budget Summary by Major Revenue / Expense Accounts**

GL Category	2015 Actuals	2016 Actuals	2017 Actuals	2018 Budget	2019 Budget	\$ Budget Change	% Budget Change
<b>Revenues</b>							
Taxes - Municipal (Incl. Grants in Lieu)	(\$330,453,093)	(\$335,456,261)	(\$344,475,589)	(\$343,831,650)	(\$354,995,710)	(\$11,164,060)	3.2%
Grants & Subsidies	(\$184,259,468)	(\$189,427,804)	(\$195,063,122)	(\$230,288,687)	(\$230,019,262)	\$269,425	(0.1%)
User Fees, Permits & Charges	(\$73,210,579)	(\$101,260,950)	(\$119,562,586)	(\$102,751,280)	(\$107,407,107)	(\$4,655,827)	4.5%
* Taxes - Education	(\$66,890,052)	(\$65,328,620)	(\$63,574,151)	(\$63,475,015)	(\$63,475,015)	\$0	0.0%
Recovery of Expenditures	(\$76,921,410)	(\$48,280,307)	(\$54,079,135)	(\$43,635,981)	(\$45,853,821)	(\$2,217,840)	5.1%
Investment Income & Dividends	(\$17,471,432)	(\$21,404,350)	(\$23,038,843)	(\$23,719,927)	(\$27,033,599)	(\$3,313,672)	14.0%
Transfers From Other Funds	(\$22,071,763)	(\$35,783,763)	(\$25,781,309)	(\$14,033,248)	(\$14,665,148)	(\$631,900)	4.5%
Other Miscellaneous Revenue	(\$9,002,524)	(\$7,276,618)	(\$6,845,372)	(\$3,809,335)	(\$3,661,841)	\$147,494	(3.9%)
<b>Total Revenue</b>	<b>(\$780,280,321)</b>	<b>(\$804,218,673)</b>	<b>(\$832,420,107)</b>	<b>(\$825,545,123)</b>	<b>(\$847,111,503)</b>	<b>(\$21,566,380)</b>	<b>2.6%</b>
<b>Expenses</b>							
Salaries, Benefits & Related Costs	\$272,547,549	\$293,374,177	\$299,743,764	\$311,843,922	\$320,812,846	\$8,968,924	2.9%
Transfers for Social Services	\$176,354,576	\$175,527,740	\$180,257,331	\$207,766,043	\$208,102,587	\$336,544	0.2%
Transfers to Reserves & Capital Funds	\$83,479,163	\$94,096,107	\$103,471,801	\$83,495,951	\$92,824,819	\$9,328,868	11.2%
Purchased Services	\$58,529,527	\$66,279,593	\$72,007,133	\$70,326,888	\$72,872,330	\$2,545,442	3.6%
* Transfers to Education Entities	\$66,891,197	\$65,329,732	\$63,575,246	\$63,475,015	\$63,475,015	\$0	0.0%
Utilities, Insurance & Taxes	\$43,848,096	\$41,165,313	\$42,994,149	\$28,562,211	\$28,212,652	(\$349,559)	(1.2%)
Transfers to External Agencies	\$23,878,490	\$18,375,347	\$18,113,211	\$20,986,486	\$19,385,186	(\$1,601,300)	(7.6%)
Operating & Maintenance Supplies	\$17,718,695	\$17,144,545	\$16,467,004	\$15,835,438	\$16,705,654	\$870,216	5.5%
Minor Capital	\$11,768,451	\$10,751,959	\$12,214,185	\$10,738,642	\$11,221,710	\$483,068	4.5%
Financial Expenses	\$19,179,501	\$19,521,085	\$20,764,150	\$9,893,178	\$10,998,178	\$1,105,000	11.2%
Other Miscellaneous Expenditures	\$6,085,076	\$2,653,075	\$2,812,133	\$2,621,349	\$2,500,526	(\$120,823)	(4.6%)
<b>Total Expenses</b>	<b>\$780,280,321</b>	<b>\$804,218,673</b>	<b>\$832,420,107</b>	<b>\$825,545,123</b>	<b>\$847,111,503</b>	<b>\$21,566,380</b>	<b>2.6%</b>
<b>Total Net</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

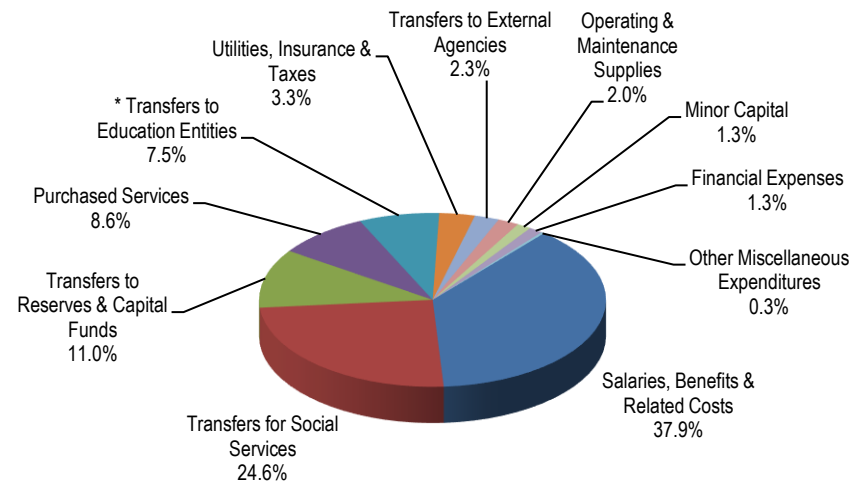
\* Represents the 2018 Education Levy as the 2019 Education Levy has not yet been announced by the Province.

**E. 2019 Gross Budget Summary by Major Revenue / Expense Accounts**

<u>Revenue</u>	<u>2019 Revenue Budget</u>	<u>% of Total Revenue</u>
Taxes - Municipal (Incl. Grants in Lieu)	(\$354,995,710)	41.9%
Grants & Subsidies	(\$230,019,262)	27.2%
User Fees, Permits & Charges	(\$107,407,107)	12.7%
* Taxes - Education	(\$63,475,015)	7.5%
Recovery of Expenditures	(\$45,853,821)	5.4%
Investment Income & Dividends	(\$27,033,599)	3.2%
Transfers From Other Funds	(\$14,665,148)	1.7%
Other Miscellaneous Revenue	(\$3,661,841)	0.4%
<b>Total Revenue</b>	<b>(\$847,111,503)</b>	<b>100.0%</b>



<u>Expenses</u>	<u>2019 Expense Budget</u>	<u>% of Total Expenses</u>
Salaries, Benefits & Related Costs	\$320,812,846	37.9%
Transfers for Social Services	\$208,102,587	24.6%
Transfers to Reserves & Capital Funds	\$92,824,819	11.0%
Purchased Services	\$72,872,330	8.6%
* Transfers to Education Entities	\$63,475,015	7.5%
Utilities, Insurance & Taxes	\$28,212,652	3.3%
Transfers to External Agencies	\$19,385,186	2.3%
Operating & Maintenance Supplies	\$16,705,654	2.0%
Minor Capital	\$11,221,710	1.3%
Financial Expenses	\$10,998,178	1.3%
Other Miscellaneous Expenditures	\$2,500,526	0.3%
<b>Total Expenses</b>	<b>\$847,111,503</b>	<b>100.0%</b>



\* Represents the 2018 Education Levy as the 2019 Education Levy has not yet been announced by the Province.



**F. 2020 - 2022 Budget Projections Prior to Mitigations (Assuming Status Quo Service Levels & Operations)**

GL Category	2018 Budget (Approved)	2019 Projected Change	2019 Budget (Recomm.)	2020 Projected Change	2020 Budget (Projected)	2021 Projected Change	2021 Budget (Projected)	2022 Projected Change	2022 Budget (Projected)	Total Property Tax Levy Increase 2021 vs. 2019
<b>Revenues</b>										
Taxes - Municipal (Incl. Grants in Lieu)	(\$343,831,650)	(\$11,164,060)	(\$354,995,710)	(\$11,404,140)	(\$366,399,850)	(\$11,687,044)	(\$378,086,894)	(\$11,979,372)	(\$390,066,266)	<b>\$35,070,556</b> <b>9.9%</b>
Grants & Subsidies	(\$230,288,687)	\$269,425	(\$230,019,262)	(\$831,756)	(\$230,851,018)	(\$840,073)	(\$231,691,091)	(\$848,474)	(\$232,539,565)	
User Fees, Permits & Charges	(\$102,751,280)	(\$4,655,827)	(\$107,407,107)	(\$2,148,142)	(\$109,555,249)	(\$2,191,105)	(\$111,746,354)	(\$2,234,927)	(\$113,981,281)	
* Taxes - Education	(\$63,475,015)	\$0	(\$63,475,015)	(\$1,269,500)	(\$64,744,515)	(\$1,294,890)	(\$66,039,406)	(\$1,320,788)	(\$67,360,194)	
Recovery of Expenditures	(\$43,635,981)	(\$2,217,840)	(\$45,853,821)	(\$1,375,615)	(\$47,229,436)	(\$1,416,883)	(\$48,646,319)	(\$1,459,390)	(\$50,105,708)	
Investment Income & Dividends	(\$23,719,927)	(\$3,313,672)	(\$27,033,599)	\$0	(\$27,033,599)	\$0	(\$27,033,599)	\$0	(\$27,033,599)	
Transfers From Other Funds	(\$14,033,248)	(\$631,900)	(\$14,665,148)	\$0	(\$14,665,148)	\$0	(\$14,665,148)	\$0	(\$14,665,148)	
Other Miscellaneous Revenue	(\$3,809,335)	\$147,494	(\$3,661,841)	(\$73,237)	(\$3,735,078)	(\$74,702)	(\$3,809,779)	(\$76,196)	(\$3,885,975)	
<b>Total Revenues</b>	<b>(\$825,545,123)</b>	<b>(\$21,566,380)</b>	<b>(\$847,111,503)</b>	<b>(\$17,102,390)</b>	<b>(\$864,213,893)</b>	<b>(\$17,504,697)</b>	<b>(\$881,718,590)</b>	<b>(\$17,919,147)</b>	<b>(\$899,637,737)</b>	
<b>Expenditures</b>										
Salaries, Benefits & Related Costs	\$311,843,922	\$8,968,924	\$320,812,846	\$8,466,840	\$329,279,686	\$8,702,435	\$337,982,121	\$8,944,805	\$346,926,926	
Transfers for Social Services	\$207,766,043	\$336,544	\$208,102,587	\$831,756	\$208,934,343	\$840,073	\$209,774,416	\$848,474	\$210,622,890	
Transfers to Reserves & Capital Funds	\$83,495,951	\$9,328,868	\$92,824,819	\$0	\$92,824,819	\$0	\$92,824,819	\$0	\$92,824,819	
Purchased Services	\$70,326,888	\$2,545,442	\$72,872,330	\$1,957,447	\$74,829,777	\$1,996,596	\$76,826,372	\$2,036,527	\$78,862,900	
* Transfers to Education Entities	\$63,475,015	\$0	\$63,475,015	\$1,269,500	\$64,744,515	\$1,294,890	\$66,039,406	\$1,320,788	\$67,360,194	
Utilities, Insurance & Taxes	\$28,562,211	(\$349,559)	\$28,212,652	\$1,410,633	\$29,623,285	\$1,481,164	\$31,104,449	\$1,555,222	\$32,659,671	
Transfers to External Agencies	\$20,986,486	(\$1,601,300)	\$19,385,186	\$387,704	\$19,772,890	\$395,458	\$20,168,348	\$403,367	\$20,571,714	
Operating & Maintenance Supplies	\$15,835,438	\$870,216	\$16,705,654	\$334,113	\$17,039,767	\$340,795	\$17,380,562	\$347,611	\$17,728,174	
Minor Capital	\$10,738,642	\$483,068	\$11,221,710	\$224,434	\$11,446,144	\$228,923	\$11,675,067	\$233,501	\$11,908,568	
Financial Expenses	\$9,893,178	\$1,105,000	\$10,998,178	\$219,964	\$11,218,142	\$224,363	\$11,442,504	\$228,850	\$11,671,354	
Other Miscellaneous Expenditures	\$2,621,349	(\$120,823)	\$2,500,526	\$2,000,000	\$4,500,526	\$2,000,000	\$6,500,526	\$2,000,000	\$8,500,526	
<b>Total Expenses</b>	<b>\$825,545,123</b>	<b>\$21,566,380</b>	<b>\$847,111,503</b>	<b>\$17,102,390</b>	<b>\$864,213,893</b>	<b>\$17,504,697</b>	<b>\$881,718,590</b>	<b>\$17,919,147</b>	<b>\$899,637,737</b>	
<b>Net Budget</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

Total Municipal Tax Levy Requirement (2020-2022 Estimated)

2020  
3.2%

2021  
3.2%

2022  
3.2%

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

	2002 (Peak Level)	2019	2020	2021	2022	2023
Gross Debt Projections	\$229.4	\$70.6	\$62.7	\$54.2	\$47.0	\$41.1

Year	Gross Debt (in \$ millions)	Notes	Year	Gross Debt (in \$ millions)	Notes
1982	\$105.6		2001	\$163.9	
1983	\$120.0		2002	\$229.4	Joint Justice Facility Debt Issued
1984	\$113.1	Start of Previous Debt Reduction Policy	2003	\$205.3	Richmond Landing & NP Housing Debt Included
1985	\$108.4		2004	\$185.3	No Debt Issued
1986	\$94.6		2005	\$171.4	No Debt Issued
1987	\$87.6		2006	\$160.2	No Debt Issued
1988	\$80.4		2007	\$158.2	No Debt Issued
1989	\$71.2		2008	\$190.4	No Debt Issued
1990	\$63.7		2009	\$182.4	Phase 1 - Upgrade & Expansion of the LRWRP
1991	\$66.4		2010	\$180.5	No Debt Issued
1992	\$80.4		2011	\$160.6	FCM Debt Issued & Balance of LRWRP
1993	\$89.0		2012	\$114.8	No Debt Issued
1994	\$82.2		2013	\$109.7	No Debt Issued
1995	\$106.4	Windsor Tunnel Commission Debt Issued	2014	\$104.1	No Debt Issued
1996	\$106.8		2015	\$98.2	No Debt Issued
1997	\$105.2		2016	\$91.9	No Debt Issued
1998	\$103.5		2017	\$85.2	No Debt Issued
1999	\$130.2		2018	\$78.1	No Debt Issued (Subject to Final Audit)
2000	\$141.2	Hydro Debt Issued	2019	\$70.6	No Debt Issued (Subject to Final Audit)

Of the gross debt outstanding at the end of 2018, \$29.0 million is the portion issued directly for the City of Windsor purposes (Police Headquarters, Upgrade and Expansion of the Lou Romano Water Reclamation Plant (LRWRP)). The remaining balance of \$49.1 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 2023 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. Excludes any mortgage debt of WECHC for Meadowbrook pending final approval of City Council.