

Table of Contents

Council Services

A. Overview 1

B. Budgeted Full Time Equivalents 2

C. Budget Summary by Division 4

D. Budget Summary by Major Revenue / Expense 5

E. Budget Issue Summary 7

Human Resources

A. Overview 8

B. Budgeted Full Time Equivalents 9

C. Budget Summary by Division 11

D. Budget Summary by Major Revenue / Expense 12

E. Budget Issue Summary 14

Windsor Public Library

A. Overview 15

B. Budgeted Full Time Equivalents 17

C. Budget Summary by Division 19

D. Budget Summary by Major Revenue / Expense 20

E. Budget Issue Summary 22

A. Departmental Overview

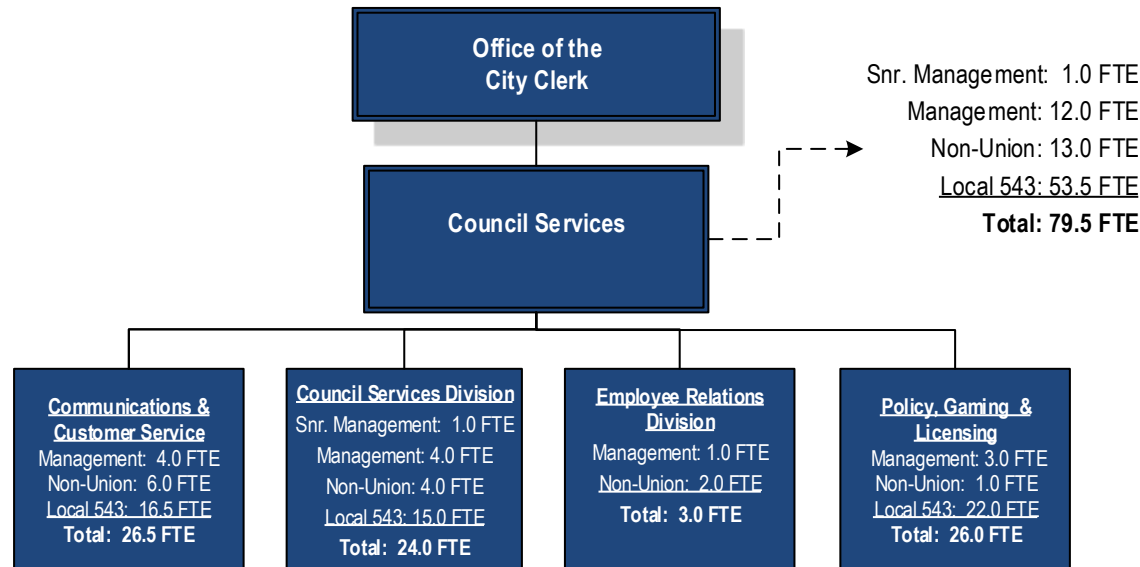
Mission

To help connect staff and residents with the corporate information they need.

Description

Council Services administers the city's legislative process including Elections, Council and Committee meetings, and the maintenance of public records, as a service to City Council, Administration and the citizens of the City of Windsor. The Communications and Customer Service Departments are the primary points of contact for communication, internally and externally, for the City of Windsor. Policy, Gaming, Licensing & By-Law Enforcement is responsible for the administration of Corporate policies and legal documents, animal control and the regulation and licensing of various gaming activity, business and public vehicle classes in the municipality. By-Law enforcement is responsible for ensuring compliance with various approved City By-Laws. Employee Relations is responsible to assist, guide, support and provide interpretation of the Collective Agreements and Legislation to the Departments of the City of Windsor and Agencies.

2018 Approved Budgeted Full Time Equivalents (FTE's)



B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Description	Position Profile	2016 FTE (Approved)	2017 FTE (Approved)	2018 FTE (Approved)
Communications & Customer Service	Senior Mgr.Communications&C/S	Management	1.0	1.0	1.0
	Manager of 311/211 Call Centre	Management	1.0	1.0	1.0
	Call Centre Supervisor	Management	2.0	2.0	2.0
	Corp.Mktg & Communications Ofc	Non-Union	3.0	3.0	3.0
	311 Administrator	Non-Union	0.0	0.0	1.0
	311 Administrator - RPT	Non-Union	0.5	0.5	0.0
	Customer Service Coordinator	Non-Union	1.0	1.0	1.0
	Comm/Writer/Editor & Council Liason	Non-Union	1.0	1.0	1.0
	211 Support Analyst	Local 543	1.0	1.0	1.0
	311/211 Operator	Local 543	10.0	11.0	11.0
	311 Mapping Support Analyst	Local 543	1.0	1.0	1.0
	Marketing Assistant	Local 543	1.0	1.0	1.0
	311 Support Analyst	Local 543	1.5	1.5	1.5
	Administrative Clerk	Local 543	1.0	1.0	1.0
	Sub-Total		25.0	26.0	26.5
Council Services Division	City Clerk/LicenceCommissioner	Senior Management	1.0	1.0	1.0
	Deputy CC/Sr.Mgr.Council Serv.	Management	1.0	1.0	1.0
	Mgr, Rec/Elec & Fre of Info Co	Management	1.0	1.0	1.0
	Supervisor Council Services	Management	1.0	1.0	1.0
	Supv, Information & Records	Management	1.0	1.0	1.0
	Executive Initiatives Coordinator	Non-Union	1.0	1.0	1.0
	Executive Administrative Assistant	Non-Union	1.0	1.0	1.0
	Council Assistant	Non-Union	2.0	2.0	2.0
	Committee Coordinator	Local 543	1.0	1.0	1.0
	Order of Business Coordinator	Local 543	1.0	1.0	1.0
	Council Agenda Coordinator	Local 543	1.0	1.0	1.0
	Council Resolutions Coord.	Local 543	1.0	1.0	1.0
	Records Analyst	Local 543	2.0	2.0	2.0
	Financial Records & Administration Clerk	Local 543	1.0	1.0	1.0

B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Description	Position Profile	2016 FTE (Approved)	2017 FTE (Approved)	2018 FTE (Approved)
	Senior Issuer, Vital Statistics	Local 543	1.0	1.0	1.0
	Records Clerk	Local 543	2.0	2.0	2.0
	Customer Service Reception	Local 543	1.0	1.0	1.0
	Administrative Support Clerk	Local 543	1.0	1.0	1.0
	Mail and Delivery Room Person	Local 543	1.0	1.0	1.0
	Clerk Junior Vital Statistics	Local 543	1.0	1.0	1.0
	Customer Service Rep	Local 543	1.0	1.0	1.0
	Sub-Total		24.0	24.0	24.0
Employee Relations Division	Manager of Employee Relations	Management	1.0	1.0	1.0
	Employee Relations Assistant	Non-Union	2.0	2.0	1.0
	Employee Relations Coordinator	Non-Union	1.0	1.0	1.0
	Sub-Total		4.0	4.0	3.0
Policy, Gaming & Licensing	SM Policy, Gaming, Licensing & By-Law Enforcement	Management	1.0	1.0	1.0
	Supervisor of Licensing	Management	1.0	1.0	1.0
	Mgr of By-Law Enforcement	Management	1.0	1.0	1.0
	Corporate Policy Coordinator	Non-Union	1.0	1.0	1.0
	By-Law Enforcement Officer	Local 543	12.0	12.0	12.0
	Municipal Gaming Analyst	Local 543	2.0	2.0	2.0
	Development Applications Clerk	Local 543	1.0	1.0	1.0
	Senior Licence Issuer	Local 543	1.0	1.0	1.0
	Legal Documents Clerk	Local 543	1.0	1.0	1.0
	By-Law Enforcement Clerk	Local 543	1.0	1.0	1.0
	Licence Issuer	Local 543	3.0	3.0	3.0
	Licensing Clerk	Local 543	1.0	1.0	1.0
	Sub-Total		26.0	26.0	26.0
Total			79.0	80.0	79.5

C. Budget Summary by Division

Division	2015 Actuals	2016 Actuals	2017 Actuals	2018 Budget	2019 Budget	\$ Budget Change	% Budget Change
Revenues							
Administration - Council Services	0	0	0	0	0	0	n/a
Communications & Customer Service	(987,542)	(630,697)	(665,548)	(739,613)	(746,468)	(6,855)	0.0%
Council Services Division	(544,154)	(720,043)	(678,777)	(662,107)	(662,107)	0	0.0%
Employee Relations Division	0	0	0	0	0	0	n/a
Policy, Gaming & Licensing	(2,133,231)	(1,989,575)	(1,995,907)	(1,931,111)	(2,161,011)	(229,900)	11.9%
Total Revenue	(3,664,927)	(3,340,315)	(3,340,232)	(3,332,831)	(3,569,586)	(236,755)	7.1%
Expenditures							
Administration - Council Services	0	0	0	0	0	0	n/a
Communications & Customer Service	3,341,445	3,111,626	3,215,419	3,521,542	3,729,738	208,196	5.9%
Council Services Division	2,649,875	2,850,221	2,792,422	2,994,694	3,092,370	97,676	3.3%
Employee Relations Division	319,301	321,413	321,638	361,018	353,266	(7,752)	(2.1%)
Policy, Gaming & Licensing	3,444,414	3,465,465	3,551,940	3,606,171	3,643,175	37,004	1.0%
Total Expenses	9,755,035	9,748,725	9,881,419	10,483,425	10,818,549	335,124	3.2%
Net							
Administration - Council Services	0	0	0	0	0	0	n/a
Communications & Customer Service	2,353,903	2,480,929	2,549,871	2,781,929	2,983,270	201,341	7.2%
Council Services Division	2,105,721	2,130,178	2,113,645	2,332,587	2,430,263	97,676	4.2%
Employee Relations Division	319,301	321,413	321,638	361,018	353,266	(7,752)	(2.1%)
Policy, Gaming & Licensing	1,311,183	1,475,890	1,556,033	1,675,060	1,482,164	(192,896)	(11.5%)
Total Net	6,090,108	6,408,410	6,541,187	7,150,594	7,248,963	98,369	1.4%

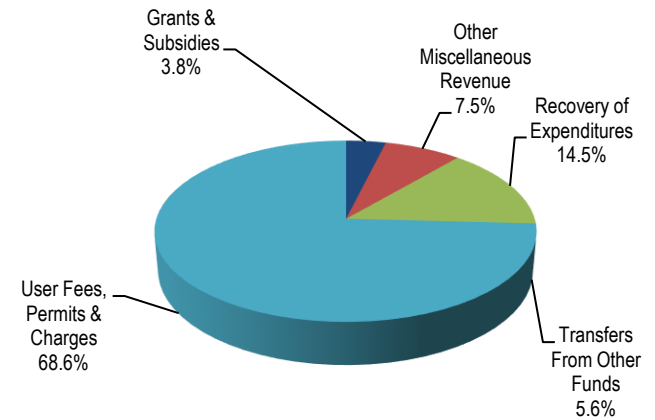
D. Budget Summary by Major Revenue / Expense Accounts

GL Category	2015 Actuals	2016 Actuals	2017 Actuals	2018 Budget	2019 Budget	\$ Budget Change	% Budget Change
Revenues							
Grants & Subsidies	(45,000)	(39,482)	(45,000)	(136,715)	(136,715)	0	0.0%
Other Miscellaneous Revenue	(640,467)	(393,006)	(401,928)	(247,843)	(266,993)	(19,150)	(7.7%)
Recovery of Expenditures	(498,517)	(510,767)	(516,834)	(518,921)	(518,921)	0	0.0%
Transfer From Reserve Accounts	(73,050)	(33,500)	(1,774)	0	0	0	n/a
Transfers From Other Funds	(68,499)	(76,457)	(78,360)	(191,960)	(198,815)	(6,855)	(3.6%)
User Fees, Permits & Charges	(2,339,394)	(2,287,103)	(2,296,336)	(2,237,392)	(2,448,142)	(210,750)	(9.4%)
Total Revenue	(3,664,927)	(3,340,315)	(3,340,232)	(3,332,831)	(3,569,586)	(236,755)	(7.1%)
Expenditures							
Financial Expenses	31	(8)	15	0	0	0	n/a
Minor Capital	76,088	27,260	10,724	17,141	17,141	0	0.0%
Operating & Maintenance Supplies	59,658	38,927	35,384	43,801	43,801	0	0.0%
Other Miscellaneous Expenditures	48,072	21,347	26,803	30,974	30,974	0	0.0%
Purchased Services	2,393,558	2,338,383	2,411,382	2,463,234	2,500,800	37,566	1.5%
Salaries & Benefits	6,941,429	7,137,551	7,184,639	7,731,354	7,998,912	267,558	3.5%
Transfers to Reserves & Capital Funds	200,528	163,498	190,002	170,000	200,000	30,000	17.6%
Utilities, Insurance & Taxes	35,671	21,767	22,470	26,921	26,921	0	0.0%
Total Expenses	9,755,035	9,748,725	9,881,419	10,483,425	10,818,549	335,124	3.2%
Total Net	6,090,108	6,408,410	6,541,187	7,150,594	7,248,963	98,369	1.4%

D. Budget Summary by Major Revenue / Expense Accounts

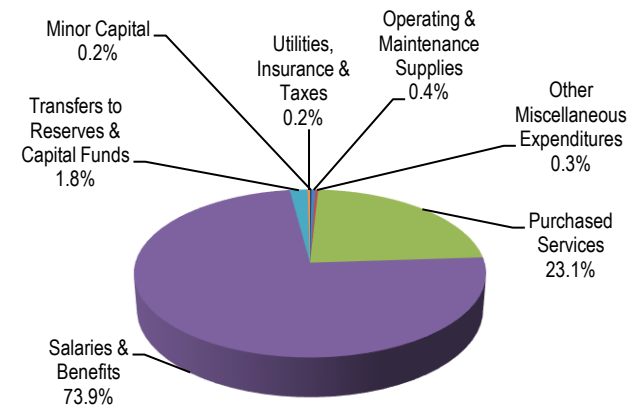
Revenues

	<u>2019 Budget</u>	
Grants & Subsidies	(136,715)	3.8%
Other Miscellaneous Revenue	(266,993)	7.5%
Recovery of Expenditures	(518,921)	14.5%
Transfers From Other Funds	(198,815)	5.6%
User Fees, Permits & Charges	(2,448,142)	68.6%
Total Revenue	<u>(3,569,586)</u>	100.0%



Expenditures

	<u>2019 Budget</u>	
Minor Capital	17,141	0.2%
Operating & Maintenance Supplies	43,801	0.4%
Other Miscellaneous Expenditures	30,974	0.3%
Purchased Services	2,500,800	23.1%
Salaries & Benefits	7,998,912	73.9%
Transfers to Reserves & Capital Funds	200,000	1.8%
Utilities, Insurance & Taxes	26,921	0.2%
Total Expenses	<u>10,818,549</u>	100.0%



E. Budget Issue Summary

* Issue Detail Page No.	Ref. #	Category	Description	Municipal Levy	Building Permit	Off-Street Parking	Sewer Surcharge	One-Time Funding
	n/a	Salary & Wage	** Departmental Salary & Wage Adjustment	104,564				
40	2019-0084	[A] Annualization	Live Video Streaming of Council Meetings	17,850				
41	2019-0052	[C] Contractual	Animal Control Contract - Windsor Essex County Humane Society	18,636				
43	2019-0083	[E] Inflationary	Increase Municipal Election Reserve	30,000				
45	2019-0086	[I] Revenue Increase	Increase Dog Tag Revenue	(10,000)				
46	2019-0088	[I] Revenue Increase	New User Fee - Uber	(32,000)				
47	2019-0286	[I] Revenue Increase	New User Fee - Dirty Yard Work Order	(168,750)				84,000
48	2019-0290	[I] Revenue Increase	Increase By Law User Fees	(19,150)				
49	2019-0063	[M] Service Enhancement	Conversion of One Corporate Marketing and Communications Officer Position	118,564				103,550
51	2019-0376	[M] Service Enhancement	Convert Part-Time 311 Support Analyst to Full-Time 311 Support Analyst	38,655				
Total 2019 Budget Increase/(Decrease)				98,369	0	0	0	187,550

* Comprehensive explanations and budget line item changes can be found in the "Budget Issue Detail" document referenced in the Issue Detail Page No. column.

** The Contractual/Council Pre-Approved Salary & Wage Adjustments do not include a reference number or issue detail write-ups as these amounts are generated from an in-depth salary development process that is undertaken at the beginning of the annual budget process. All departments develop their salary budgets based on the prior year's approved full time equivalent (FTE) complement, using a zero-based budgeting approach. Any reductions / increases in this line are attributed to the net impact of the department's incumbent changes, annualized step increments and increases resulting from negotiated salary & wage contracts.

A. Departmental Overview

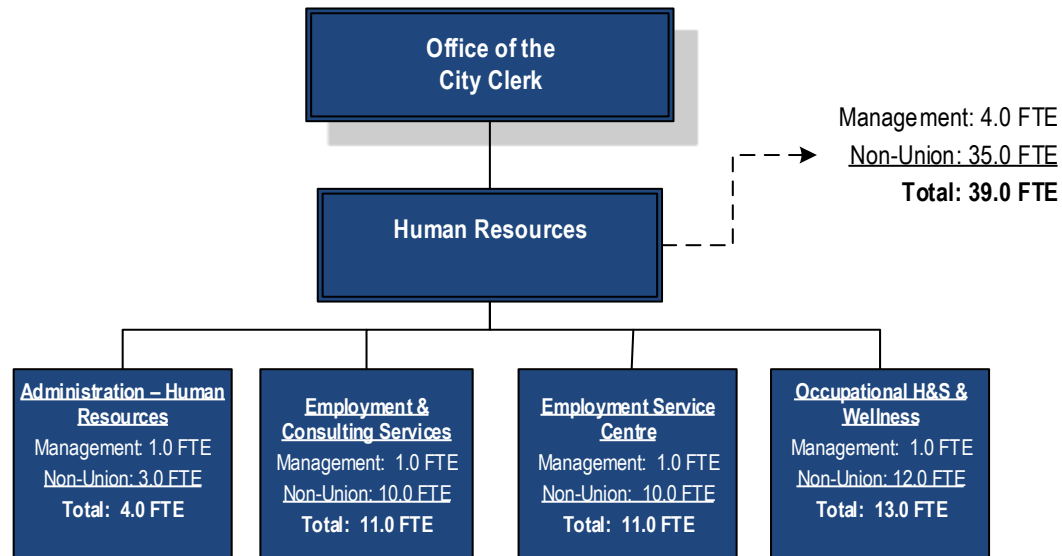
Mission

Human Resources is committed to providing a full range of employee services to all Corporate departments by means of a consistent, cost effective, innovative, valid and reliable service in an expedient fashion while observing the collective agreements and all legislative requirements.

Description

The Human Resources Department endeavors to promote fairness and equity in a quality work environment through the development and delivery of corporate wide management policies and procedures, various employee programs aligned with the Corporate Strategic Plan while maintaining harmonious relations with the Bargaining Units and associations.

2018 Approved Budgeted Full Time Equivalents (FTE's)



B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Description	Position Profile	2016 FTE (Approved)	2017 FTE (Approved)	2018 FTE (Approved)
Administration - Human Resources	ExDir, Human Resources	Management	1.0	1.0	1.0
	Manager, Employment Services	Management	1.0	0.0	0.0
	Mgr,OrgDevelopment & OSH	Management	1.0	0.0	0.0
	Policy & Procedures Coordinator	Non-Union	1.0	1.0	1.0
	Administrative Assistant	Non-Union	1.0	1.0	1.0
	Receptionist/Recruitment Asst.	Non-Union	1.0	0.0	0.0
	Diversity/Access Officer	Non-Union	1.0	1.0	1.0
	Sub-Total			7.0	4.0
Employment & Consulting Services	Employment & Consulting Services Manager	Management	0.0	1.0	1.0
	Coord. Disability Claims	Non-Union	1.0	0.0	0.0
	Total Compensation Specialist	Non-Union	0.0	1.0	1.0
	Compensation Coordinator	Non-Union	0.0	1.0	1.0
	Coord,Organizational Developmnt	Non-Union	1.0	1.0	1.0
	Employment Officer	Non-Union	7.0	0.0	0.0
	Organizational Development Specialist	Non-Union	1.0	1.0	1.0
	Human Resources Assistant	Non-Union	0.0	1.0	1.0
	HR Business Partner	Non-Union	0.0	4.0	4.0
	Workforce Planning Specialist	Non-Union	0.0	1.0	1.0
	Sub-Total			10.0	11.0
Employment Service Centre	Employee Service Centre Manager	Management	0.0	1.0	1.0
	Controls & Systems Analyst	Non-Union	1.0	2.0	2.0
	Pension & Benefits Specialist	Non-Union	0.0	1.0	1.0
	Employee Service Representative	Non-Union	0.0	6.0	6.0
	Records Management Clerk	Non-Union	1.0	1.0	1.0
	Sub-Total			2.0	11.0

B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Description	Position Profile	2016 FTE (Approved)	2017 FTE (Approved)	2018 FTE (Approved)
Occupational H&S & Wellness	OHS and Wellness Manager	Management	0.0	1.0	1.0
	Supv, of Occupational Health & Safety	Management	1.0	0.0	0.0
	Disability Management Specialist	Non-Union	5.0	5.0	5.0
	Ergonomist & Wellness Specialist	Non-Union	1.0	1.0	1.0
	Occupational Health & Safety Advisor	Non-Union	5.0	5.0	5.0
	Intake Coord/Assistant	Non-Union	0.0	1.0	1.0
	Pay Equity Officer	Non-Union	1.0	0.0	0.0
	Coord, Health & Safety	Non-Union	1.0	0.0	0.0
	Staff Development Assistant	Non-Union	1.0	0.0	0.0
	Sub-Total		15.0	13.0	13.0
Total			34.0	39.0	39.0

C. Budget Summary by Division

Division	2015 Actuals	2016 Actuals	2017 Actuals	2018 Budget	2019 Budget	\$ Budget Change	% Budget Change
Revenues							
Administration - Human Resources	(353,800)	(416,009)	(279,998)	(323,906)	(356,342)	(32,436)	10.0%
Employment Service Centre	0	(2,009,654)	(1,078,639)	(5,000)	(557,746)	(552,746)	11054.9%
Employment & Consulting Services	(85,486)	(111,979)	(48,709)	(14,100)	(206,400)	(192,300)	1363.8%
Occupational H&S & Wellness	(402,421)	(44,220)	(10,890)	(33,400)	(102,825)	(69,425)	207.9%
Total Revenue	(841,707)	(2,581,862)	(1,418,236)	(376,406)	(1,223,313)	(846,907)	225.0%
Expenditures							
Administration - Human Resources	1,510,103	1,140,889	931,885	713,130	829,972	116,842	16.4%
Employment Service Centre	0	2,532,002	2,105,250	963,733	1,654,256	690,523	71.7%
Employment & Consulting Services	1,323,908	1,887,735	1,716,103	1,719,345	2,142,676	423,331	24.6%
Occupational H&S & Wellness	2,066,878	911,295	1,099,379	1,968,617	2,217,474	248,857	12.6%
Total Expenses	4,900,889	6,471,921	5,852,617	5,364,825	6,844,378	1,479,553	27.6%
Net							
Administration - Human Resources	1,156,303	724,880	651,887	389,224	473,630	84,406	21.7%
Employment Service Centre	0	522,348	1,026,611	958,733	1,096,510	137,777	14.4%
Employment & Consulting Services	1,238,422	1,775,756	1,667,394	1,705,245	1,936,276	231,031	13.5%
Occupational H&S & Wellness	1,664,457	867,075	1,088,489	1,935,217	2,114,649	179,432	9.3%
Total Net	4,059,182	3,890,059	4,434,381	4,988,419	5,621,065	632,646	12.7%

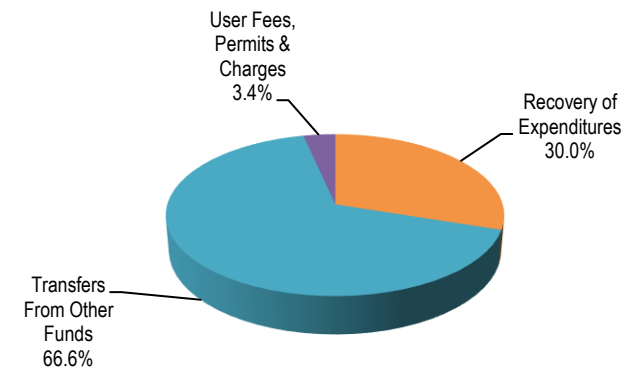
D. Budget Summary by Major Revenue / Expense Accounts

GL Category	2015 Actuals	2016 Actuals	2017 Actuals	2018 Budget	2019 Budget	\$ Budget Change	% Budget Change
Revenues							
Grants & Subsidies	0	0	(1,197)	0	0	0	n/a
Other Miscellaneous Revenue	(3,060)	(1,000)	(51)	0	0	0	n/a
Recovery of Expenditures	(456,710)	(503,234)	(330,739)	(334,206)	(366,642)	(32,436)	(9.7%)
Transfer From Reserve Accounts	(373,012)	(2,024,296)	(1,084,400)	0	0	0	n/a
Transfers From Other Funds	(8,925)	(51,216)	0	0	(814,471)	(814,471)	n/a
User Fees, Permits & Charges	0	(2,116)	(1,849)	(42,200)	(42,200)	0	0.0%
Total Revenue	(841,707)	(2,581,862)	(1,418,236)	(376,406)	(1,223,313)	(846,907)	(225.0%)
Expenditures							
Minor Capital	19,225	14,252	19,547	17,195	27,495	10,300	59.9%
Operating & Maintenance Supplies	54,545	51,460	59,988	67,210	67,210	0	0.0%
Other Miscellaneous Expenditures	31,525	41,828	32,647	52,484	74,659	22,175	42.3%
Purchased Services	696,433	623,209	574,368	618,440	643,635	25,195	4.1%
Salaries & Benefits	3,975,448	5,652,720	5,088,467	4,553,949	5,875,832	1,321,883	29.0%
Transfers to Reserves & Capital Funds	115,004	83,606	72,704	50,100	150,100	100,000	199.6%
Utilities, Insurance & Taxes	8,709	4,846	4,896	5,447	5,447	0	0.0%
Total Expenses	4,900,889	6,471,921	5,852,617	5,364,825	6,844,378	1,479,553	27.6%
Total Net	4,059,182	3,890,059	4,434,381	4,988,419	5,621,065	632,646	12.7%

D. Budget Summary by Major Revenue / Expense Accounts

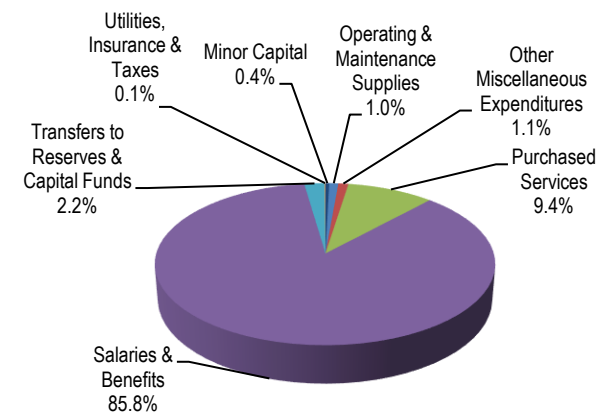
Revenues

	<u>2019 Budget</u>	
Recovery of Expenditures	(366,642)	30.0%
Transfers From Other Funds	(814,471)	66.6%
User Fees, Permits & Charges	(42,200)	3.4%
Total Revenue	(1,223,313)	100.0%



Expenditures

	<u>2019 Budget</u>	
Minor Capital	27,495	0.4%
Operating & Maintenance Supplies	67,210	1.0%
Other Miscellaneous Expenditures	74,659	1.1%
Purchased Services	643,635	9.4%
Salaries & Benefits	5,875,832	85.8%
Transfers to Reserves & Capital Funds	150,100	2.2%
Utilities, Insurance & Taxes	5,447	0.1%
Total Expenses	6,844,378	100.0%



E. Budget Issue Summary

* Issue Detail Page No.	Ref. #	Category	Description	Municipal Levy	Building Permit	Off-Street Parking	Sewer Surcharge	One-Time Funding
	n/a	Salary & Wage	** Departmental Salary & Wage Adjustment	110,389				
53	2019-0301	[B] Legislated	Legislated Health & Safety Certification Training	22,000				
55	2019-0303	[B] Legislated	Occupational Health & Safety Equipment Maintenance	5,500				
57	2019-0089	[C] Contractual	Enhancement of Closed-Captioning for Council Meetings	7,000				
58	2019-0300	[C] Contractual	Pre-Employment Testing Software	4,000				
60	2019-0302	[C] Contractual	Electrical Safety Authority (ESA) Continuous Safety Services Contract	2,000				
62	2019-0304	[C] Contractual	Police Record Checks for Existing Employees	2,000				
64	2019-0316	[C] Contractual	Annual Subscription Cost for E-Recruiting Software - JazzHR	6,300				
66	2019-0288	[F] Revenue Reduction	Decreased Recovery of Human Resources Support From Ontario Works Program	16,556				
67	2019-0018	[M] Service Enhancement	Conversion of Temporary Occupational Health & Safety (H&S) Advisor to Permanent	114,155				
69	2019-0019	[M] Service Enhancement	One-Time Funding for Health & Safety Coordinator	0				69,425
71	2019-0021	[M] Service Enhancement	Firefighters WSIB Occupational Illness and Disease Projected Cost Increases	1,000,000				
73	2019-0023	[M] Service Enhancement	Establishment of Two Permanent Human Resources Business Partner (HRBP) Positions	149,135				
75	2019-0050	[M] Service Enhancement	Corporate Training Tablets for Online E-Learn Training Courses	3,250				5,000
77	2019-0299	[M] Service Enhancement	Addition of a Controls & Systems Analyst	90,361				
79	2019-0366	[M] Service Enhancement	Increase to Annual Transfer for the Talent Management Program & Succession Planning Re	100,000				
			*** Interdepartmental Reallocations	(1,000,000)				
Total 2019 Budget Increase/(Decrease)				632,646	0	0	0	74,425

* Comprehensive explanations and budget line item changes can be found in the "Budget Issue Detail" document referenced in the Issue Detail Page No. column.

** The Contractual/Council Pre-Approved Salary & Wage Adjustments do not include a reference number or issue detail write-ups as these amounts are generated from an in-depth salary development process that is undertaken at the beginning of the annual budget process. All departments develop their salary budgets based on the prior year's approved full time equivalent (FTE) complement, using a zero-based budgeting approach. Any reductions / increases in this line are attributed to the net impact of the department's incumbent changes, annualized step increments and increases resulting from negotiated salary & wage contracts.

*** The Interdepartmental Reallocation lines do not include a reference number or issue detail write-ups as these amounts represent the cumulative net budget increase / decrease to this department resulting from budget issues that have been submitted by other departments. In some cases, budget issues submitted by one department may have a budgetary impact on another or various other departments. This is done in order to facilitate the presentation of an issue by the coordinating department as opposed to repeating the issue for all departments (i.e. Utilities, Insurance, Fuel). At the Approved Stage, this line may include interdepartmental reallocations that net to zero.

A. Departmental Overview

Mission

The mission of the Windsor Public Library is to enrich our community by providing access to resources that inform and entertain.

We believe in the freedom to read, learn and discover.

Description

The Windsor Public Library makes our community a better place to live, work and raise a family. The board and staff envision a future where the library: enriches the lives of all residents and where reading is a part of daily life.

The following values guide WPL Board and staff decisions and actions.

Excellent customer service

WPL values and respects its customers, partners, volunteers and staff.
We are committed to always providing welcoming, courteous and efficient service.

Lifelong learning and literacy

WPL values intellectual freedom, literacy and access to information.
We believe the passion for reading and learning should be shared.

Community

WPL values team work, partnerships and serving the community.
We are committed to a strong and healthy Windsor.

Accountability

WPL values wise planning and responsible stewardship.
We are committed to providing efficient use of public funds and resources.

Integrity

WPL values direct and honest communications and actions.
We are committed to conducting business in an ethical and transparent manner.

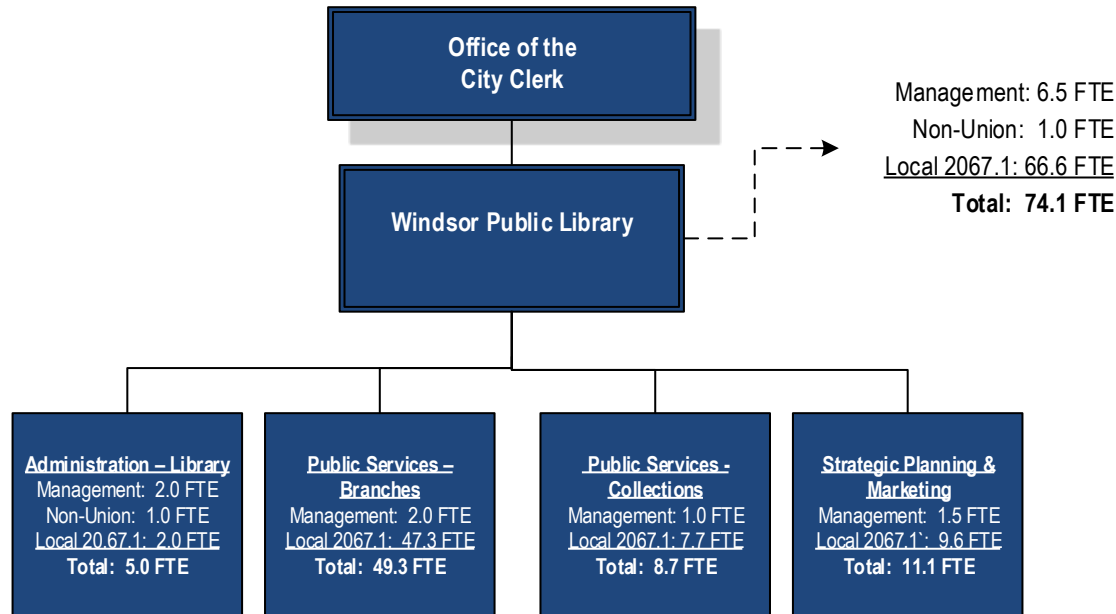
Growth and Innovation

WPL values intellectual curiosity and innovation.
We are constantly recalibrating and capitalizing on opportunities to improve.

The Windsor Public Library has turned the page and in 2016 is focused on consolidating services and live within our means. 92,000 Windsor residents borrowed over 1,200,000 resources from the mighty WPL in 2014. With 440,000 books, DVD/s CD's and online data bases in 10 branches WPL is building a relevant collection and providing new and innovative information services to meet the every changing informational and recreational reading needs of Windsor residents. From the preschooler with a digital picture book to the senior accessing Ancestry.com WPL believes in the freedom to read, learn and discover.

A. Departmental Overview

2018 Approved Budgeted Full Time Equivalents (FTE's)



B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Description	Position Profile	2016 FTE (Approved)	2017 FTE (Approved)	2018 FTE (Approved)
Administration - Library	Chief Executive Officer (CEO) Windsor Public Library	Management	1.0	1.0	1.0
	Administrative Receptionist	Non-Union	1.0	1.0	1.0
	Manager, WPL Operations	Management	1.0	1.0	1.0
	Manager Financial Services	Management	0.0	0.0	0.0
	Accounting Clerk	Local 2067.1	2.0	2.0	2.0
	Sub-Total			5.0	5.0
Public Services - Branches	Manager Public Services	Management	2.0	2.0	2.0
	Team Leader	Local 2067.1	4.0	4.0	4.0
	Librarian	Local 2067.1	10.0	10.2	11.2
	Literacy Co-ordinator	Local 2067.1	0.0	0.0	0.6
	Self Publishing Facilitator	Local 2067.1	1.0	1.0	1.0
	Page Supervisor	Local 2067.1	4.0	3.0	3.0
	Customer Service Representative	Local 2067.1	9.5	9.0	9.0
	Library Service Representative	Local 2067.1	17.7	17.3	17.3
	Book Mobile/CSR Driver	Local 2067.1	0.0	1.2	1.2
	Book Buddy Coordinator	Local 2067.1	0.0	0.0	0.0
	Sub-Total			48.2	47.7
Public Services - Collections	Manager Public Services	Management	1.0	1.0	1.0
	Accessibility Librarian	Local 2067.1	1.0	1.0	1.0
	Librarian	Local 2067.1	2.0	2.0	2.0
	Archivist	Local 2067.1	1.0	1.0	1.0
	Digital Media Librarian	Local 2067.1	1.0	1.0	1.0
	Library Service Representative	Local 2067.1	0.0	0.0	0.0
	Collections Senior Clerk	Local 2067.1	1.0	1.0	1.0
	Collections Clerk	Local 2067.1	3.0	3.0	1.7
Sub-Total			10.0	10.0	8.7

B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Description	Position Profile	2016 FTE (Approved)	2017 FTE (Approved)	2018 FTE (Approved)
Strategic Planning & Marketing	Director Strategic Planning Priorites & Marketing	Management	1.0	1.0	1.0
	Manager Building Operations	Management	0.5	0.5	0.5
	Maintenance/Repair	Local 2067.1	1.0	1.0	1.0
	Shipper Receiver	Local 2067.1	1.0	1.0	1.0
	Caretaker	Local 2067.1	6.0	6.6	6.6
	Graphic Designer	Local 2067.1	0.6	0.6	0.6
	Driver	Local 2067.1	0.4	0.4	0.4
	Sub-Total			10.5	11.1
Total			73.7	73.8	74.1

C. Budget Summary by Division

Division	2015 Actuals	2016 Actuals	2017 Actuals	2018 Budget	2019 Budget	\$ Budget Change	% Budget Change
Revenues							
Administration Library	(181,571)	(1,177,528)	(1,109,320)	(360,409)	(401,701)	(41,292)	11.5%
Public Services - Branches	0	0	0	(566,622)	(535,278)	31,344	(5.5%)
Public Services - Collections	0	0	0	(235,646)	(235,646)	0	0.0%
Strategic Planning & Marketing	0	0	0	(19,875)	(19,875)	0	0.0%
Total Revenue	(181,571)	(1,177,528)	(1,109,320)	(1,182,552)	(1,192,500)	(9,948)	0.8%
Expenditures							
Administration Library	7,817,750	8,744,673	9,042,924	6,884,243	3,113,920	(3,770,323)	(54.8%)
Public Services - Branches	0	0	0	528,456	3,235,006	2,706,550	512.2%
Public Services - Collections	0	0	0	1,127,384	1,683,983	556,599	49.4%
Strategic Planning & Marketing	0	0	0	846,406	1,353,732	507,326	59.9%
Total Expenses	7,817,750	8,744,673	9,042,924	9,386,489	9,386,641	152	0.0%
Net							
Administration Library	7,636,179	7,567,145	7,933,604	6,523,834	2,712,219	(3,811,615)	(58.4%)
Public Services - Branches	0	0	0	(38,166)	2,699,728	2,737,894	(7173.6%)
Public Services - Collections	0	0	0	891,738	1,448,337	556,599	62.4%
Strategic Planning & Marketing	0	0	0	826,531	1,333,857	507,326	61.4%
Total Net	7,636,179	7,567,145	7,933,604	8,203,937	8,194,141	(9,796)	(0.1%)

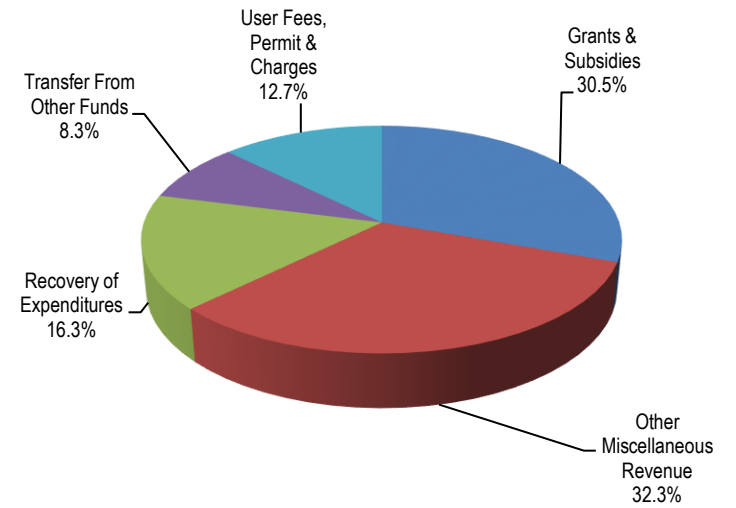
D. Budget Summary by Major Revenue / Expense Accounts

Division	2015 Actuals	2016 Actuals	2017 Actuals	2018 Budget	2019 Budget	\$ Budget Change	% Budget Change
Revenues							
Grants & Subsidies	0	(410,618)	(366,594)	(363,540)	(363,540)	0	0.0%
Investment Income & Dividends		0	0	0	0	0	n/a
Other Miscellaneous Revenue	0	(334,561)	(454,966)	(416,051)	(384,707)	31,344	(7.5%)
Recovery of Expenditures	(181,571)	(160,249)	(129,550)	(193,894)	(193,894)	0	0.0%
Transfer From Other Funds	0	(113,664)	0	(57,767)	(99,059)	(41,292)	71.5%
User Fees, Permit & Charges	0	(158,436)	(158,210)	(151,300)	(151,300)	0	0.0%
Total Revenues	(181,571)	(1,177,528)	(1,109,320)	(1,182,552)	(1,192,500)	(9,948)	0.8%
Expenditures							
Financial Expenses	0	205,200	67,105	158,690	123,690	(35,000)	(22.1%)
Minor Capital	0	175,692	233,910	139,050	86,050	(53,000)	(38.1%)
Operating & Maintenance Supplies	0	322,880	365,017	412,966	397,966	(15,000)	(3.6%)
Other Miscellaneous Expenditures	0	27,507	24,640	43,204	43,204	0	0.0%
Purchased Services	4,539	2,048,438	2,084,735	2,184,591	2,266,925	82,334	3.8%
Salaries & Benefits	190,326	5,560,977	5,887,402	6,084,877	6,105,695	20,818	0.3%
Transfers for Social Services	0	2,382	0	0	0	0	n/a
Transfer to External Agencies	7,622,885	0	0	0	0	0	n/a
Transfers to Reserves & Capital Funds	0	10,857	10,547	14,000	14,000	0	0.0%
Utilities, Insurance & Taxes	0	390,740	369,568	349,111	349,111	0	0.0%
Total Expenses	7,817,750	8,744,673	9,042,924	9,386,489	9,386,641	152	0.0%
Total Net	7,636,179	7,567,145	7,933,604	8,203,937	8,194,141	(9,796)	(0.1%)

D. Budget Summary by Major Revenue / Expense Accounts

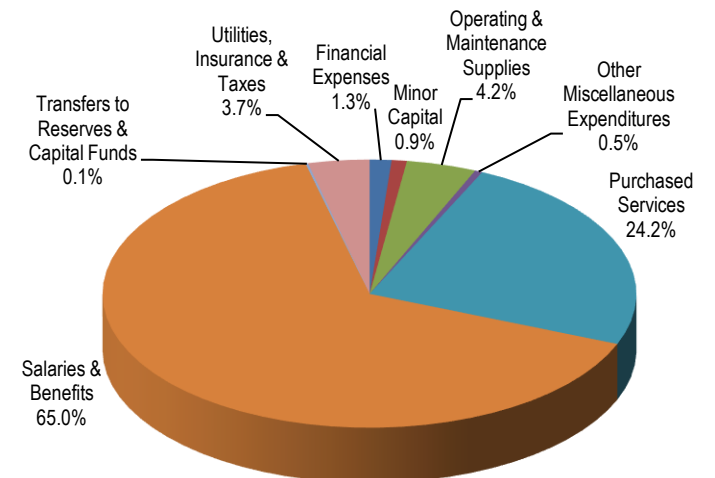
Revenues

	<u>2019 Budget</u>	
Grants & Subsidies	(363,540)	30.5%
Other Miscellaneous Revenue	(384,707)	32.3%
Recovery of Expenditures	(193,894)	16.3%
Transfer From Other Funds	(99,059)	8.3%
User Fees, Permit & Charges	(151,300)	12.7%
Total Revenue	(1,192,500)	100.0%



Expenditures

	<u>2019 Budget</u>	
Financial Expenses	123,690	1.3%
Minor Capital	86,050	0.9%
Operating & Maintenance Supplies	397,966	4.2%
Other Miscellaneous Expenditures	43,204	0.5%
Purchased Services	2,266,925	24.2%
Salaries & Benefits	6,105,695	65.0%
Transfers to Reserves & Capital Funds	14,000	0.1%
Utilities, Insurance & Taxes	349,111	3.7%
Total Expenses	9,386,641	100.0%



E. Budget Issue Summary

*Issue Detail Page No.	Ref. #	Category	Description	Municipal Levy	Building Permit	Off-Street Parking	Sewer Surcharge	One-Time Funding
	n/a	Salary & Wage	** Departmental Salary & Wage Adjustment	66,336				
81	2019-0227	[C] Contractual	Contractual Increase for IT Systems and Material Database	6,530				
82	2019-0386	[C] Contractual	Bill 148 Legislative Increase in Minimum Wage	48,000				
83	2019-0268	[H] Line Item Reduction	Elimination of Manager of Building Operations Budget	(58,433)				
84	2019-0269	[H] Line Item Reduction	Reduce Long-Term Debt Budget	(35,000)				
85	2019-0360	[H] Line Item Reduction	Reduction of Supply Staff Budget	(100,000)				
IC 86	2019-0267	[J] Alternative Service Delivery	In-Camera Item	(46,607)				
88	2019-0225	[M] Service Enhancement	Conversion of Temporary Funding to Establish a Book Buddy Coordinator	0				
90	2019-0226	[M] Service Enhancement	Temporary Funding for a Financial Analyst Position	0				74,838
92	2019-0358	[M] Service Enhancement	Addition of Friday Branch Hours	98,412				
			*** Interdepartmental Reallocations	10,966				
Total 2019 Budget Increase/(Decrease)				(9,796)	0	0	0	74,838

* Comprehensive explanations and budget line item changes can be found in the "Budget Issue Detail" document referenced in the Issue Detail Page No. column.

** The Contractual/Council Pre-Approved Salary & Wage Adjustments do not include a reference number or issue detail write-ups as these amounts are generated from an in-depth salary development process that is undertaken at the beginning of the annual budget process. All departments develop their salary budgets based on the prior year's approved full time equivalent (FTE) complement, using a zero-based budgeting approach. Any reductions / increases in this line are attributed to the net impact of the department's incumbent changes, annualized step increments and increases resulting from negotiated salary & wage contracts.

*** The Interdepartmental Reallocation lines do not include a reference number or issue detail write-ups as these amounts represent the cumulative net budget increase / decrease to this department resulting from budget issues that have been submitted by other departments. In some cases, budget issues submitted by one department may have a budgetary impact on another or various other departments. This is done in order to facilitate the presentation of an issue by the coordinating department as opposed to repeating the issue for all departments (i.e. Utilities, Insurance, Fuel). At the Approved Stage, this line may include interdepartmental reallocations that net to zero.