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Parks & Facilities

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Recreation & Culture

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A. Departmental Overview

Mission

The Parks Department is committed to the development and protection of our parks, natural areas and greenspaces for present and future generations of Windsor residents & visitors. We are committed to showcasing our city's appearance to the highest standards possible.

To ensure our parks and facility systems are safe, clean and accessible to all.

Description

City Parks system serves our community to improve quality of life from two distinct functions, spaces which we can passively and actively recreate in and spaces which simultaneously serve to improve the quality of our urban environment through urban cooling, storm water management, noise calming and ecological function. The Parks Department also plays a large role in civic identity and improving civic pride.

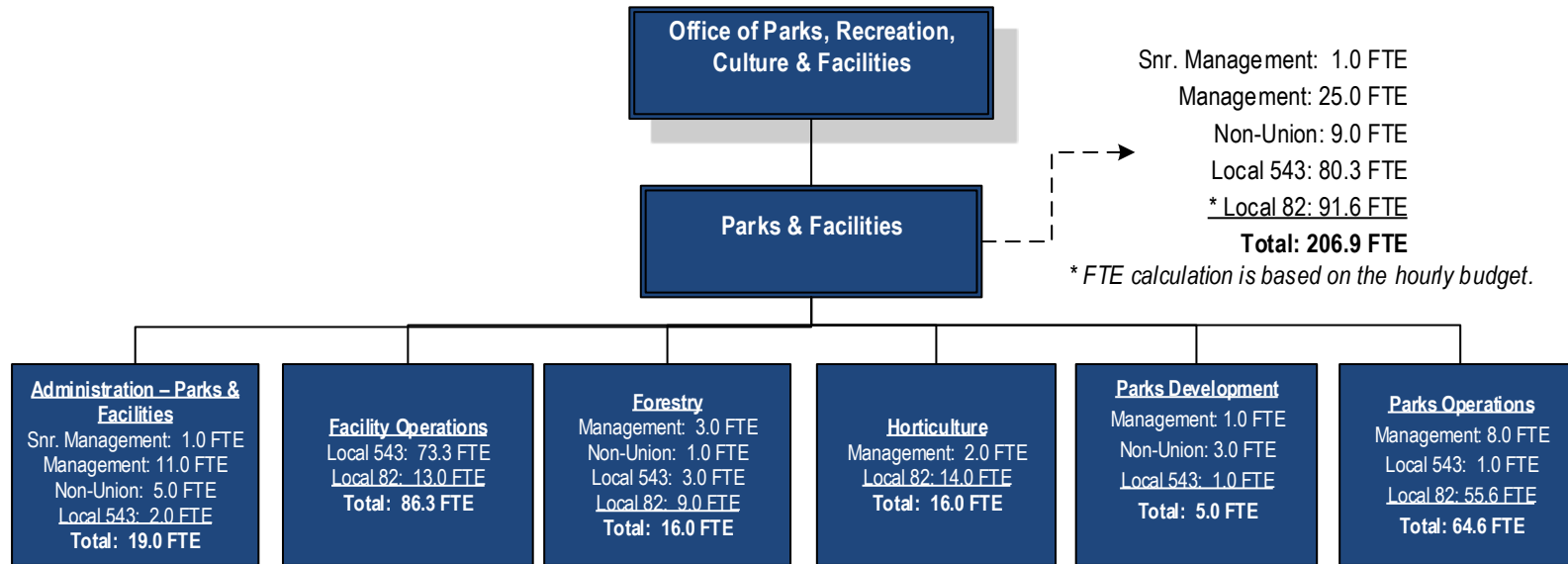
The Parks Department is responsible for managing; 209 parks, over 2400 acres of parkland; 100 km of trails; several 100 horticultural beds and features; over 100,000 city owned trees within the urban forest and the most species diverse parks in Canada. The Parks Department is also tasked with designing and creating unique parks experiences and supporting numerous special events across the city.

Parks are comprised of a host of amenities which include in many instances hundreds of units: playground structures, ball diamonds, sports pitches, sports courts, lighted stadiums, benches and tables, shade structures, rest rooms, fencing, parking lots, sidewalks, light standards, irrigation systems, premiere turf, fountains, specialty equipment, waste and recycle bins, interpretive and instructional signage and memorials.

Additionally the Parks Department is tasked with maintaining and managing the landscape of the E.C. Row Expressway, 462 city owned vacant lots, 125 km of roadside ditches, all City medians and boulevards, all City facilities (excluding in-service fire halls), Huron Lodge, Tilson Armouries and the Fairbairn Cemetery.

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 - Parks & Facilities | Corporate Leader, Parks, Corp Fac, Recreation & Culture | Snr Management | 0.0 | 0.0 | 1.0 |
| | Senior Manager of Facilities Operations | Management | 1.0 | 1.0 | 1.0 |
| | Senior Manager of Parks | Management | 0.0 | 0.0 | 0.0 |
| | Manager, Facility Operations | Management | 0.0 | 1.0 | 1.0 |
| | Manager, Assets & Projects | Management | 0.0 | 0.0 | 0.0 |
| | Supervisor, Facilities | Management | 8.0 | 8.0 | 8.0 |
| | Supervisor, Maintenance Contracts & Special Projects | Management | 0.0 | 0.0 | 0.0 |
| | Site Manager, Facilitator | Management | 1.0 | 1.0 | 1.0 |
| | Coordinator Technical Support | Non-Union | 1.0 | 1.0 | 1.0 |
| | Executive Initiative Coordinator | Non-Union | 0.0 | 0.0 | 1.0 |
| | Executive Administrative Assistant | Non-Union | 0.0 | 0.0 | 1.0 |
| | Facility Operations/Asset Analyst | Non-Union | 1.0 | 1.0 | 1.0 |
| | Parks Operations Asset Analyst | Non-Union | 1.0 | 1.0 | 1.0 |
| | Resource Operations Analyst | Local 543 | 1.0 | 1.0 | 1.0 |
| | Sub-Total | | 14.0 | 15.0 | 18.0 |
| Facility Operations | Roof Technologist | Local 543 | 1.0 | 1.0 | 1.0 |
| | Operating Engineer 4th Class | Local 543 | 4.0 | 4.0 | 5.0 |
| | Operating Engineer (MURF) | Local 543 | 1.0 | 1.0 | 1.0 |
| | Maintenance Engineer | Local 543 | 5.0 | 2.0 | 2.0 |
| | Painter Brush | Local 543 | 0.0 | 0.0 | 1.0 |
| | Maintenance Engineer (Carpentry) | Local 543 | 3.0 | 3.0 | 3.0 |
| | Building Automation & Low Voltages Technician | Local 543 | 0.0 | 1.0 | 1.0 |
| | General Staff | Local 543 | 1.0 | 0.0 | 0.0 |
| | Storekeeper | Local 543 | 1.5 | 0.0 | 0.0 |
| | Facility Person | Local 543 | 3.2 | 3.2 | 3.2 |
| | Caretaker | Local 543 | 45.2 | 54.5 | 56.1 |
| | General Caretaker - HL | Local 543 | 23.0 | 0.0 | 0.0 |

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) |
|--------------------------|---|------------------|------------------------|------------------------|------------------------|
| | Junior Clerk-Typist (Environmental) | Local 543 | 1.0 | 1.0 | 1.0 |
| | Certified Electrician | Local 82 | 2.0 | 3.0 | 3.0 |
| | Certified Plumber | Local 82 | 2.0 | 3.0 | 3.0 |
| | Certified Carpenter | Local 82 | 2.0 | 2.0 | 2.0 |
| | Facilities Technician | Local 82 | 4.0 | 5.0 | 5.0 |
| | Caretaker/Pool Maintenance Operator | Local 82 | 3.0 | 0.0 | 0.0 |
| | Caretaker Community Centres | Local 82 | 3.9 | 0.0 | 0.0 |
| | Sub-Total | | 105.8 | 83.7 | 87.3 |
| Forestry | City Forester/Mgr, Forestry & Natural Areas | Management | 1.0 | 1.0 | 1.0 |
| | Supervisor Parks (Forestry) | Management | 2.0 | 2.0 | 2.0 |
| | Naturalist & Outreach Coordinator | Non-Union | 1.0 | 1.0 | 1.0 |
| | Parks Operations Asset Analyst | Local 543 | 0.0 | 0.0 | 1.0 |
| | Wildlife & Visitor Service Coordinator | Local 543 | 1.0 | 1.0 | 1.0 |
| | Biodiversity Coordinator | Local 543 | 1.0 | 1.0 | 1.0 |
| | Forestry II | Local 82 | 9.0 | 9.0 | 9.0 |
| | Sub-Total | | 15.0 | 15.0 | 16.0 |
| Horticulture | Manager of Horticulture | Management | 1.0 | 1.0 | 1.0 |
| | Supervisor Parks (Horticulture) | Management | 1.0 | 1.0 | 1.0 |
| | Horticulturist I | Local 82 | 0.0 | 1.0 | 1.0 |
| | Horticulturist III | Local 82 | 10.0 | 13.0 | 13.0 |
| | Sub-Total | | 12.0 | 16.0 | 16.0 |
| Parks Development | Mgr, Parks Development | Management | 1.0 | 1.0 | 1.0 |
| | Supervisor, Parks Projects | Management | 0.0 | 0.0 | 0.0 |
| | Landscape Architect | Non-Union | 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) |
|-------------------------|---|------------------|------------------------|------------------------|------------------------|
| | Parks Technologist | Non-Union | 2.0 | 2.0 | 2.0 |
| | Draftsperson IV | Local 543 | 1.0 | 1.0 | 1.0 |
| | Sub-Total | | 5.0 | 5.0 | 5.0 |
| Parks Operations | ExDir, Parks | Management | 1.0 | 1.0 | 0.0 |
| | General Manger - Roseland | Management | 0.0 | 1.0 | 1.0 |
| | Mgr, Parks Operations | Management | 1.0 | 1.0 | 1.0 |
| | Supervisor Parks (District) | Management | 3.0 | 3.0 | 3.0 |
| | Supervisor Parks (General) | Management | 2.0 | 2.0 | 2.0 |
| | Supervisor Parks (Fleet) | Management | 1.0 | 1.0 | 1.0 |
| | Administrative Assistant | Local 543 | 1.0 | 1.0 | 1.0 |
| | Certified Automotive Service Technician | Local 82 | 6.0 | 6.0 | 6.0 |
| | Certified Playground Inspector | Local 82 | 0.0 | 2.0 | 2.0 |
| | Certified Refrigeration Operator | Local 82 | 9.7 | 2.2 | 2.2 |
| | Heavy Equipment Operator | Local 82 | 4.0 | 2.0 | 2.0 |
| | Rink Attendant "A" Full-Time | Local 82 | 6.9 | 8.6 | 8.5 |
| | One Man Packer | Local 82 | 1.0 | 1.0 | 1.0 |
| | Parksperson/Service Attendant | Local 82 | 10.5 | 3.8 | 3.8 |
| | Tractor/Operator Landscaper | Local 82 | 21.1 | 29.6 | 30.1 |
| | Sub-Total | | 68.3 | 65.2 | 64.6 |
| Total | | | 220.1 | 199.9 | 206.9 |

C. Budget Summary by Division

| Division | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Budget | 2019 Budget | \$ Budget Change | % Budget Change |
|-------------------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| Revenues | | | | | | | |
| Administration - Parks & Facilities | 0 | (554,428) | (555,306) | (679,646) | (479,646) | 200,000 | (29.4%) |
| Facility Operations | 0 | (11,384,108) | (10,966,217) | (12,473,992) | (11,905,491) | 568,501 | (4.6%) |
| Forestry | (238,080) | (483,799) | (313,453) | (334,185) | (344,305) | (10,120) | 0.0% |
| Horticulture | (111,293) | (235,589) | (148,344) | (144,382) | (161,957) | (17,575) | 0.0% |
| Parks Development | (345,986) | (553,962) | (422,060) | (673,060) | (855,145) | (182,085) | 27.1% |
| Parks Operations | (701,898) | (611,810) | (741,496) | (603,911) | (785,411) | (181,500) | 30.1% |
| Total Revenue | (1,397,257) | (13,823,696) | (13,146,876) | (14,909,176) | (14,531,955) | 377,221 | (2.5%) |
| Expenditures | | | | | | | |
| Administration - Parks & Facilities | 0 | 1,946,426 | 1,972,106 | 2,928,712 | 3,140,541 | 211,829 | 7.2% |
| Facility Operations | 0 | 18,434,308 | 18,545,488 | 20,114,865 | 19,846,988 | (267,877) | (1.3%) |
| Forestry | 2,395,939 | 2,816,405 | 2,584,600 | 2,791,137 | 2,813,545 | 22,408 | 0.8% |
| Horticulture | 2,100,431 | 2,377,713 | 2,505,338 | 2,578,116 | 2,715,520 | 137,404 | 5.3% |
| Parks Development | 651,369 | 611,316 | 701,195 | 752,348 | 1,000,634 | 248,286 | 33.0% |
| Parks Operations | 10,626,925 | 11,004,886 | 11,596,235 | 12,074,160 | 13,519,269 | 1,445,109 | 12.0% |
| Total Expenses | 15,774,664 | 37,191,054 | 37,904,962 | 41,239,338 | 43,036,497 | 1,797,159 | 4.4% |
| Net | | | | | | | |
| Administration - Parks & Facilities | 0 | 1,391,998 | 1,416,800 | 2,249,066 | 2,660,895 | 411,829 | 18.3% |
| Facility Operations | 0 | 7,050,200 | 7,579,271 | 7,640,873 | 7,941,497 | 300,624 | 3.9% |
| Forestry | 2,157,859 | 2,332,606 | 2,271,147 | 2,456,952 | 2,469,240 | 12,288 | 0.5% |
| Horticulture | 1,989,138 | 2,142,124 | 2,356,994 | 2,433,734 | 2,553,563 | 119,829 | 4.9% |
| Parks Development | 305,383 | 57,354 | 279,135 | 79,288 | 145,489 | 66,201 | 83.5% |
| Parks Operations | 9,925,027 | 10,393,076 | 10,854,739 | 11,470,249 | 12,733,858 | 1,263,609 | 11.0% |
| Total Net | 14,377,407 | 23,367,358 | 24,758,086 | 26,330,162 | 28,504,542 | 2,174,380 | 8.3% |

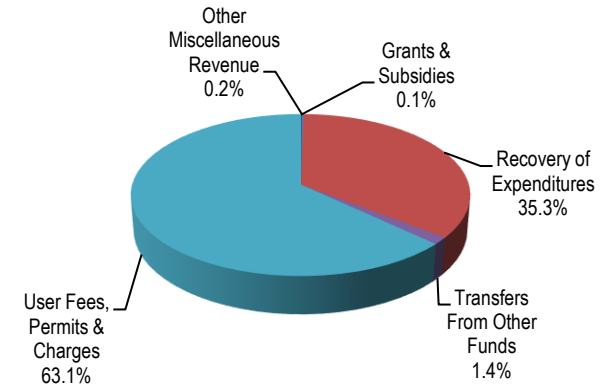
D. Budget Summary by Major Revenue / Expense Accounts

| GL Category | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Budget | 2019 Budget | \$ Budget Change | % Budget Change |
|--|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| Revenues | | | | | | | |
| Grants & Subsidies | 0 | (10,134) | (23,736) | (11,424) | (11,424) | 0 | n/a |
| Other Miscellaneous Revenue | (46,185) | (21,545) | (84,771) | (24,200) | (24,200) | 0 | 0.0% |
| Recovery of Expenditures | (787,179) | (4,348,059) | (3,891,116) | (4,712,697) | (5,125,558) | (412,861) | (8.8%) |
| Taxes - Municipal (Incl. Grants in Lieu) | 0 | 100 | 0 | | | 0 | n/a |
| Transfer From Reserve Accounts | 0 | (142,000) | (188,355) | 0 | 0 | 0 | n/a |
| Transfers From Other Funds | (188,932) | (428,440) | (278,173) | (996,134) | (202,932) | 793,202 | n/a |
| User Fees, Permits & Charges | (374,961) | (8,873,618) | (8,680,725) | (9,164,721) | (9,167,841) | (3,120) | (0.0%) |
| Total Revenue | (1,397,257) | (13,823,696) | (13,146,876) | (14,909,176) | (14,531,955) | 377,221 | 2.5% |
| Expenditures | | | | | | | |
| Minor Capital | 1,420,094 | 1,981,794 | 2,219,113 | 3,245,763 | 3,438,903 | 193,140 | 6.0% |
| Operating & Maintenance Supplies | 343,780 | 3,251,899 | 3,482,239 | 3,458,538 | 3,517,770 | 59,232 | 1.7% |
| Other Miscellaneous Expenditures | 26,841 | 28,615 | 27,026 | 26,699 | 27,699 | 1,000 | 3.7% |
| Purchased Services | 2,794,751 | 6,635,274 | 7,248,099 | 7,877,954 | 8,346,424 | 468,470 | 5.9% |
| Salaries & Benefits | 10,041,292 | 19,300,220 | 18,643,169 | 20,288,326 | 21,211,143 | 922,817 | 4.5% |
| Transfers for Social Services | 732 | 4,238 | 5,660 | 1,500 | 1,500 | 0 | n/a |
| Transfers to Reserves & Capital Funds | 389,400 | 1,850,275 | 2,072,099 | 1,881,385 | 2,031,385 | 150,000 | 8.0% |
| Utilities, Insurance & Taxes | 757,774 | 4,138,739 | 4,207,557 | 4,459,173 | 4,461,673 | 2,500 | 0.1% |
| Total Expenses | 15,774,664 | 37,191,054 | 37,904,962 | 41,239,338 | 43,036,497 | 1,797,159 | 4.4% |
| Total Net | 14,377,407 | 23,367,358 | 24,758,086 | 26,330,162 | 28,504,542 | 2,174,380 | 8.3% |

D. Budget Summary by Major Revenue / Expense Accounts

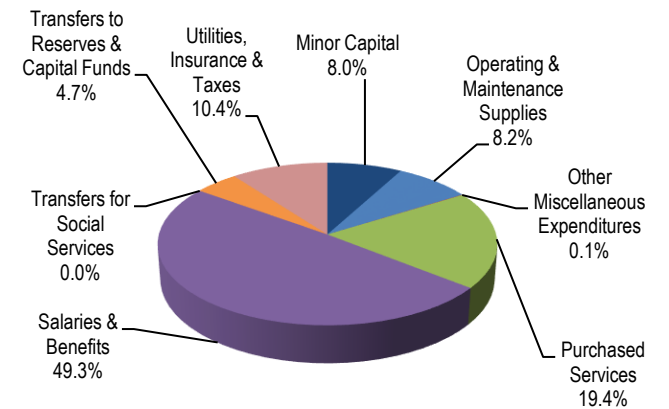
Revenues

| | <u>2019 Budget</u> | |
|------------------------------|---------------------|---------------|
| Grants & Subsidies | (11,424) | 0.1% |
| Other Miscellaneous Revenue | (24,200) | 0.2% |
| Recovery of Expenditures | (5,125,558) | 35.3% |
| Transfers From Other Funds | (202,932) | 1.4% |
| User Fees, Permits & Charges | (9,167,841) | 63.1% |
| Total Revenue | (14,531,955) | 100.0% |



Expenditures

| | <u>2019 Budget</u> | |
|---------------------------------------|--------------------|---------------|
| Minor Capital | 3,438,903 | 8.0% |
| Operating & Maintenance Supplies | 3,517,770 | 8.2% |
| Other Miscellaneous Expenditures | 27,699 | 0.1% |
| Purchased Services | 8,346,424 | 19.4% |
| Salaries & Benefits | 21,211,143 | 49.3% |
| Transfers for Social Services | 1,500 | 0.0% |
| Transfers to Reserves & Capital Funds | 2,031,385 | 4.7% |
| Utilities, Insurance & Taxes | 4,461,673 | 10.4% |
| Total Expenses | 43,036,497 | 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 | 217,395 | | | | |
| 223 | 2019-0074 | [C] Contractual | Increase to Uniform Budget | 5,000 | | | | |
| 224 | 2019-0075 | [C] Contractual | Negotiated Wage Increase for Temporary Staff | 2,687 | | | | |
| 226 | 2019-0222 | [C] Contractual | Increase for Irrigation System Maintenance Contract | 36,400 | | | | |
| 228 | 2019-0228 | [C] Contractual | Increase in Security Guard Service Contract Costs Across Multiple Departments | 191,205 | | | | |
| 231 | 2019-0237 | [C] Contractual | Negotiated Increase Related to Temporary Wages | 19,583 | | | | |
| 233 | 2019-0235 | [F] Revenue Reduction | Reduction in Parks Development Salary Cost Recoveries From Capital | 52,884 | | | | |
| 235 | 2019-0072 | [G] Line Item Increase | Budget Increase for Maintenance at 2437 Howard Ave | 38,000 | | | | |
| 236 | 2019-0329 | [G] Line Item Increase | Fairbairn Cemetery Provision of Additional Maintenance Materials | 4,000 | | | | |
| 238 | 2019-0069 | [H] Line Item Reduction | Project Completion for Twelve Transitional Caretaking Positions | (2,223) | | | | |
| 240 | 2019-0280 | [I] Revenue Increase | Parks User Fee Updates | (146,145) | | | 9,000 | |
| 243 | 2019-0051 | [M] Service Enhancement | Establishment of Permanent Manager, Parks & Facilities - Assets & Projects Position | 149,491 | | | | |
| 246 | 2019-0070 | [M] Service Enhancement | Conversion of One Supervisor, Facilities Projects | 61,484 | | | | |
| 248 | 2019-0189 | [M] Service Enhancement | Addition of a Horticulturalist III Position | 101,433 | | | | |
| 250 | 2019-0200 | [M] Service Enhancement | Addition of Service Staff For Parks For Hazardous Debris & Garbage Collection Enhancement | 94,508 | | | | |
| 252 | 2019-0224 | [M] Service Enhancement | Addition Of Tractor Operator and Students For Vacant Land Maintenance | 169,114 | | | | |
| 254 | 2019-0233 | [M] Service Enhancement | Parks Supervisor For Playground Inspection Program | 180,506 | | | | |
| 256 | 2019-0234 | [M] Service Enhancement | Playground Maintenance Program | 76,328 | | | | |
| 258 | 2019-0236 | [M] Service Enhancement | Parks Inspection and Preventative Maintenance Position | 100,480 | | | | |
| 260 | 2019-0239 | [M] Service Enhancement | Additional Summer Students for Splash Pad and Shelter Maintenance | 33,766 | | | | |
| 262 | 2019-0245 | [M] Service Enhancement | Bench Replacement Program | 0 | | | | 52,500 |
| 264 | 2019-0250 | [M] Service Enhancement | Increase Security Services at WIATC and WITT | 77,000 | | | | |
| 265 | 2019-0251 | [M] Service Enhancement | Establishment of Sport Courts Maintenance Program | 25,000 | | | | |
| 267 | 2019-0252 | [M] Service Enhancement | Establishment of a Trail Maintenance Budget | 100,000 | | | | |
| 268 | 2019-0254 | [M] Service Enhancement | Addition of Parksperson/ Service Attendant For Trail Cleaning of Goose Droppings | 83,211 | | | | |
| 270 | 2019-0337 | [M] Service Enhancement | Restructuring of Parks Administrative Staff | 172,746 | | | | |
| 272 | 2019-0340 | [M] Service Enhancement | Conversion of Parks Development Temporary Staff to Permanent Positions | 0 | | | | |

E. Budget Issue Summary

| * Issue Detail Page No. | Ref. # | Category | Description | Municipal Levy | Building Permit | Off-Street Parking | Sewer Surcharge | One-Time Funding |
|--|-----------|-------------------------|---|------------------|-----------------|--------------------|-----------------|------------------|
| 274 | 2019-0354 | [M] Service Enhancement | Holiday Light Displays | 235,500 | | | | |
| 276 | 2019-0385 | [M] Service Enhancement | Replacement of Security Cameras at 400 City Hall Square | 0 | | | | 27,000 |
| | | | *** Interdepartmental Reallocations | 95,027 | | | (9,000) | |
| Total 2019 Budget Increase/(Decrease) | | | | 2,174,380 | 0 | 0 | 0 | 79,500 |

* 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

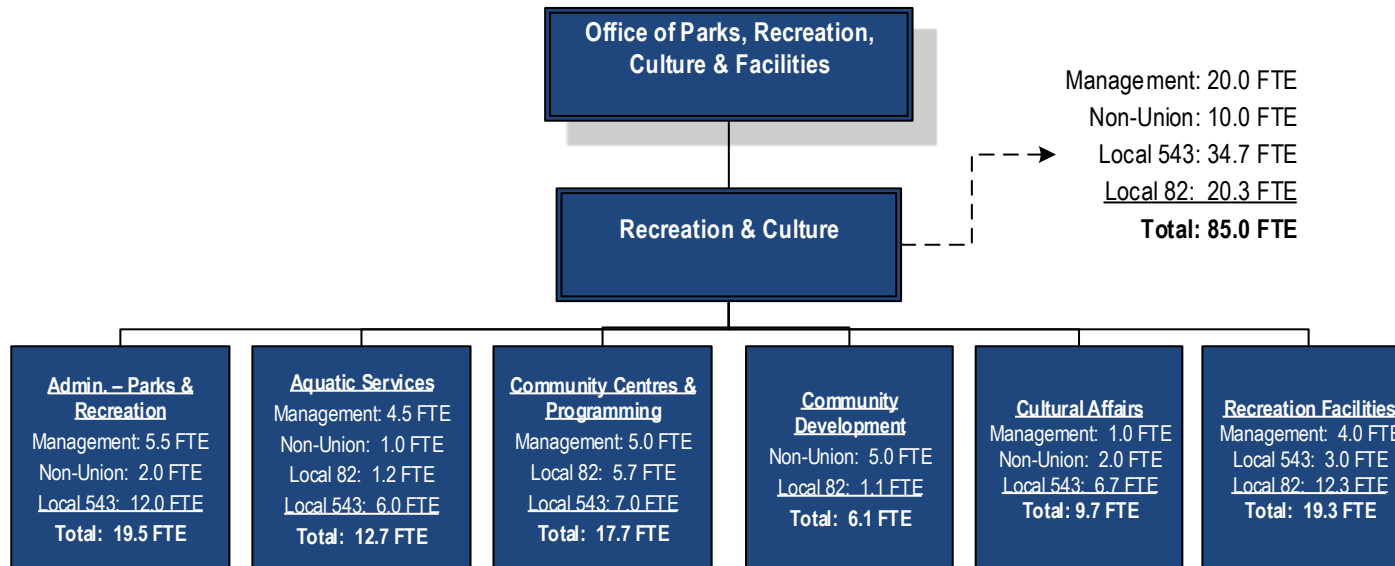
Mission

The Recreation and Culture Department ensures that excellent recreation and cultural programs, services and facilities are available to everyone in our city, aimed at improving their quality of life at a reasonable cost and contributing to the health and social welfare of the community. We facilitate community development and promote expanding community partnerships.

Description

Recreation and Culture is a key facilitator for designing and providing community recreation and cultural programming in its network of community facilities including arenas, pools, community centres and heritage buildings. Recreation and Culture also administers specialized services such as the coordination of festivals and events, administering Windsor's Community Museum, Lakeview Park Marina and providing leadership in recreation training and services to persons with disabilities. A fair and equitable fee policy ensures that high quality recreation and rental opportunities are available within the community.

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) |
|---------------------------------------|--|------------------|------------------------|------------------------|------------------------|
| Admin - Parks & Recreation | ExDir, Recreation & Culture | Management | 1.0 | 1.0 | 1.0 |
| | Mgr, Community Centres & Programming | Management | 1.0 | 1.0 | 1.0 |
| | Mgr, Community Development | Management | 1.0 | 1.0 | 1.0 |
| | Manager, WIATC/Adventure Bay & Aquatics Services | Management | 0.5 | 0.5 | 0.5 |
| | Manager, WFCU Centre & Recreation Facilities | Management | 1.0 | 1.0 | 1.0 |
| | Mgr, Administration | Management | 1.0 | 1.0 | 1.0 |
| | Coord, Recreation Systems | Non-Union | 1.0 | 1.0 | 1.0 |
| | Client Support & Staff Development Coordinator | Non-Union | 1.0 | 1.0 | 1.0 |
| | Parks Operations Assistant | Local 543 | 1.0 | 1.0 | 1.0 |
| | Administrative Assistant | Local 543 | 1.0 | 1.0 | 1.0 |
| | Seasonal & Sports Facilitator | Local 543 | 1.0 | 1.0 | 1.0 |
| | Senior Accounting Clerk | Local 543 | 1.0 | 1.0 | 1.0 |
| | Parks Clerk | Local 543 | 1.0 | 1.0 | 1.0 |
| | Payroll & Accounts Payable Clerk | Local 543 | 1.0 | 1.0 | 1.0 |
| | P & R Data Clerk | Local 543 | 1.0 | 1.0 | 1.0 |
| | Account Receivable Clerk | Local 543 | 1.0 | 1.0 | 1.0 |
| | Receptionist | Local 543 | 1.0 | 1.0 | 1.0 |
| | Accounting Clerk | Local 543 | 1.0 | 1.0 | 1.0 |
| | File Clerk | Local 543 | 1.0 | 1.0 | 1.0 |
| | Forestry Clerk | Local 543 | 1.0 | 1.0 | 0.0 |
| Recreation Clerk | Local 543 | 1.0 | 1.0 | 1.0 | |
| Sub-Total | | | 20.5 | 20.5 | 19.5 |
| Aquatic Services | Manager, WIATC/Adventure Bay & Aquatics Services | Management | 0.5 | 0.5 | 0.5 |
| | Assistant Mgr, WIATC/Adventure Bay & Recreation Business | Management | 1.0 | 1.0 | 1.0 |
| | Supv, Community Programming WIATC/Adventure Bay-Nat | Management | 2.0 | 2.0 | 2.0 |
| | Supv, Community Programming (Gino & Liz Marcus CC/Out | Management | 1.0 | 1.0 | 1.0 |
| | Coordinator, Community Programming & Guest Services | Non-Union | 1.0 | 1.0 | 1.0 |
| | Caretaker/Pool Maintenance Operator | Local 82 | 0.0 | 1.0 | 1.2 |
| | Recreation Assistant - Aquatics | Local 543 | 3.0 | 3.0 | 3.0 |

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) |
|--|--|------------------|------------------------|------------------------|------------------------|
| | Recreation Centre Clerk (FAC - Natatorium) | Local 543 | 2.0 | 2.0 | 2.0 |
| | Recreation Centre Clerk (Gino & Liz Marcus CC) | Local 543 | 1.0 | 1.0 | 1.0 |
| | Sub-Total | | 11.5 | 12.5 | 12.7 |
| Community Centres & Programming | Supv, Community Programming (Oakwood CC) | Management | 1.0 | 1.0 | 1.0 |
| | Supv, Community Programming (Forsest Glade) | Management | 1.0 | 1.0 | 1.0 |
| | Supv, Community Programming (Optimist CC & John Atkins Management) | Management | 1.0 | 1.0 | 1.0 |
| | Supv, Community Programming (Adie Knox) | Management | 1.0 | 1.0 | 1.0 |
| | Supv, Community Programming (Mackenzie Hall) | Management | 1.0 | 1.0 | 1.0 |
| | Caretaker/Pool Maintenance Operator | Local 82 | 0.0 | 3.0 | 5.7 |
| | Caretaker Community Centres | Local 82 | 0.0 | 3.9 | 0.0 |
| | Recreation Assistant | Local 543 | 1.0 | 1.0 | 1.0 |
| | Recreation Assistant - Community Programming | Local 543 | 1.0 | 1.0 | 1.0 |
| | Recreation Centre Clerk (Oakwood CC) | Local 543 | 1.0 | 1.0 | 1.0 |
| | Recreation Centre Clerk (Mackenzie Hall) | Local 543 | 1.0 | 1.0 | 1.0 |
| | Recreation Centre Clerk (Forest Glade CC) | Local 543 | 1.0 | 1.0 | 1.0 |
| | Recreation Centre Clerk (Optimist & John Atkinson) | Local 543 | 1.0 | 1.0 | 1.0 |
| | Recreation Centre Clerk (Adie Knox) | Local 543 | 1.0 | 1.0 | 1.0 |
| | Sub-Total | | 12.0 | 18.9 | 17.7 |
| Community Development | Coord, Community Special Event | Non-Union | 1.0 | 1.0 | 1.0 |
| | Coord, Comm Sports Services | Non-Union | 1.0 | 1.0 | 1.0 |
| | City Events Initiatives Coordinator | Non-Union | 0.0 | 0.0 | 1.0 |
| | Coordinator of Community Development | Non-Union | 1.0 | 1.0 | 1.0 |
| | Marina Operator | Non-Union | 1.0 | 1.0 | 1.0 |
| | Parksperon/Service Attendant | Local 82 | 0.5 | 0.2 | 0.2 |
| | Tractor/Operator Landscaper | Local 82 | 0.1 | 0.4 | 0.9 |
| | Rink Attendant "A" Full-Time | Local 82 | 0.1 | 0.0 | 0.0 |
| | Sub-Total | | 4.7 | 4.6 | 6.1 |

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) |
|------------------------------|---|------------------|------------------------|------------------------|------------------------|
| Cultural Affairs | Mgr, Cultural Affairs | Management | 1.0 | 1.0 | 1.0 |
| | Cultural Development Coord | Non-Union | 1.0 | 1.0 | 1.0 |
| | Curator | Non-Union | 1.0 | 1.0 | 1.0 |
| | Museum Assistant | Local 543 | 1.7 | 1.7 | 1.7 |
| | Museum Collections Assistant | Local 543 | 1.0 | 1.0 | 1.0 |
| | Registrar | Local 543 | 1.0 | 1.0 | 1.0 |
| | Museum Coordinator | Local 543 | 1.0 | 1.0 | 1.0 |
| | Education/Volunteer Coordinator | Local 543 | 1.0 | 1.0 | 1.0 |
| | Recreation Centre Clerk (Willistead Manor) | Local 543 | 1.0 | 1.0 | 1.0 |
| | Sub-Total | | | 9.7 | 9.7 |
| Recreation Facilities | Supervisor Arena Services, WFCU Centre | Management | 2.0 | 2.0 | 2.0 |
| | Supervisor Arena Services, Community Arenas | Management | 1.0 | 1.0 | 1.0 |
| | Supv, Community Programming, WFCU | Management | 1.0 | 1.0 | 1.0 |
| | Certified Refrigeration Operator | Local 82 | 4.2 | 2.8 | 2.8 |
| | Parksperon/Service Attendant | Local 82 | 2.3 | 0.0 | 0.0 |
| | Rink Attendant "A" Full-Time | Local 82 | 2.5 | 7.4 | 7.4 |
| | Caretaker/Pool Maintenance Operator | Local 82 | 0.0 | 0.0 | 2.0 |
| | Recreation Assistant - Aquatics | Local 543 | 0.4 | 1.0 | 1.0 |
| | Recreation Centre Clerk, WFCU | Local 543 | 2.0 | 2.0 | 2.0 |
| | Sub-Total | | | 15.4 | 17.2 |
| Total | | | 73.7 | 83.4 | 85.0 |

C. Budget Summary by Division

| Division | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Budget | 2019 Budget | \$ Budget Change | % Budget Change |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| Revenues | | | | | | | |
| Admin - Recreation & Culture | (114,873) | (584,601) | (631,320) | (205,942) | (205,942) | 0 | 0.0% |
| Aquatic Services | (3,793,162) | (3,618,135) | (3,413,729) | (3,460,057) | (3,460,057) | 0 | 0.0% |
| Community Centres & Programming | (2,217,139) | (1,712,341) | (1,924,367) | (1,895,211) | (1,945,212) | (50,001) | 2.6% |
| Community Development | (1,491,832) | (1,200,135) | (1,188,108) | (1,080,145) | (1,093,645) | (13,500) | 1.2% |
| Cultural Affairs | (35,901) | (260,334) | (303,509) | (301,633) | (301,633) | 0 | 0.0% |
| Recreation Facilities | (4,089,072) | (4,433,977) | (4,796,541) | (4,355,177) | (4,355,177) | 0 | 0.0% |
| Total Revenue | (11,741,979) | (11,809,523) | (12,257,574) | (11,298,165) | (11,361,666) | (63,501) | 0.6% |
| Expenditures | | | | | | | |
| Admin - Recreation & Culture | 2,414,186 | 2,663,105 | 2,762,424 | 2,500,587 | 2,593,713 | 93,126 | 3.7% |
| Aquatic Services | 6,919,905 | 6,686,355 | 6,944,138 | 7,036,753 | 7,065,043 | 28,290 | 0.4% |
| Community Centres & Programming | 3,603,170 | 3,594,723 | 4,242,736 | 4,284,375 | 4,362,062 | 77,687 | 1.8% |
| Community Development | 2,056,310 | 1,570,838 | 1,605,527 | 1,595,984 | 1,734,948 | 138,964 | 8.7% |
| Cultural Affairs | 863,299 | 1,305,395 | 1,419,191 | 1,628,156 | 1,638,497 | 10,341 | 0.6% |
| Recreation Facilities | 5,186,375 | 5,234,186 | 6,356,407 | 7,068,746 | 7,110,054 | 41,308 | 0.6% |
| Total Expenses | 21,043,245 | 21,054,602 | 23,330,423 | 24,114,601 | 24,504,317 | 389,716 | 1.6% |
| Net | | | | | | | |
| Admin - Recreation & Culture | 2,299,313 | 2,078,504 | 2,131,104 | 2,294,645 | 2,387,771 | 93,126 | 4.1% |
| Aquatic Services | 3,126,743 | 3,068,220 | 3,530,409 | 3,576,696 | 3,604,986 | 28,290 | 0.8% |
| Community Centres & Programming | 1,386,031 | 1,882,382 | 2,318,369 | 2,389,164 | 2,416,850 | 27,686 | 1.2% |
| Community Development | 564,478 | 370,703 | 417,419 | 515,839 | 641,303 | 125,464 | 24.3% |
| Cultural Affairs | 827,398 | 1,045,061 | 1,115,682 | 1,326,523 | 1,336,864 | 10,341 | 0.8% |
| Recreation Facilities | 1,097,303 | 800,209 | 1,559,866 | 2,713,569 | 2,754,877 | 41,308 | 1.5% |
| Total Net | 9,301,266 | 9,245,079 | 11,072,849 | 12,816,436 | 13,142,651 | 326,215 | 2.5% |

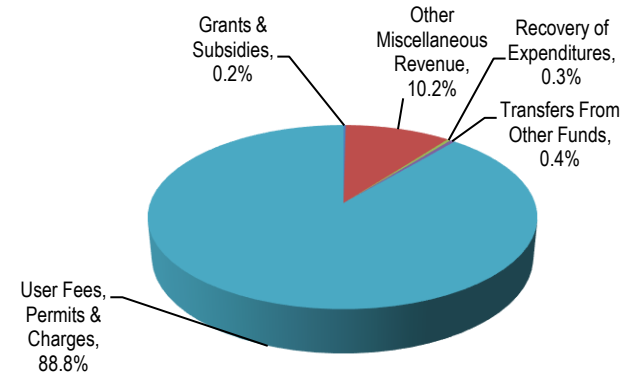
D. Budget Summary by Major Revenue / Expense Accounts

| GL Category | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Budget | 2019 Budget | \$ Budget Change | % Budget Change |
|---------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| Revenues | | | | | | | |
| Grants & Subsidies | (621,145) | (478,886) | (475,500) | (25,000) | (25,000) | 0 | 0.0% |
| Other Miscellaneous Revenue | (874,071) | (1,094,323) | (1,187,116) | (1,157,362) | (1,157,362) | 0 | 0.0% |
| Recovery of Expenditures | (61,786) | (99,022) | (105,821) | (38,400) | (38,400) | 0 | 0.0% |
| Transfers From Other Funds | (150,111) | (334,330) | (154,651) | 0 | (50,000) | (50,000) | n/a |
| User Fees, Permits & Charges | (9,994,367) | (9,802,962) | (10,334,486) | (10,077,403) | (10,090,904) | (13,501) | (0.1%) |
| Total Revenue | (11,741,979) | (11,809,523) | (12,257,574) | (11,298,165) | (11,361,666) | (63,501) | (0.6%) |
| Expenditures | | | | | | | |
| Financial Expenses | 64,014 | 69,444 | 69,043 | 127,873 | 127,873 | 0 | 0.0% |
| Minor Capital | 119,993 | 89,513 | 277,865 | 273,575 | 274,075 | 500 | 0.2% |
| Operating & Maintenance Supplies | 907,861 | 827,742 | 952,727 | 832,337 | 835,587 | 3,250 | 0.4% |
| Other Miscellaneous Expenditures | 59,038 | 88,945 | 123,547 | 102,389 | 102,389 | 0 | 0.0% |
| Purchased Services | 1,097,699 | 1,190,825 | 1,318,612 | 1,590,996 | 1,730,481 | 139,485 | 8.8% |
| Salaries & Benefits | 12,828,124 | 13,055,601 | 14,603,040 | 14,992,210 | 15,238,691 | 246,481 | 1.6% |
| Transfers for Social Services | 518,239 | 451,812 | 463,729 | 0 | 0 | 0 | n/a |
| Transfers to External Agencies | 96,200 | 96,200 | 97,200 | 96,200 | 96,200 | 0 | 0.0% |
| Transfers to Reserves & Capital Funds | 343,990 | 138,082 | 378,849 | 822,040 | 822,040 | 0 | 0.0% |
| Utilities, Insurance & Taxes | 5,008,087 | 5,046,438 | 5,045,811 | 5,276,981 | 5,276,981 | 0 | 0.0% |
| Total Expenses | 21,043,245 | 21,054,602 | 23,330,423 | 24,114,601 | 24,504,317 | 389,716 | 1.6% |
| Total Net | 9,301,266 | 9,245,079 | 11,072,849 | 12,816,436 | 13,142,651 | 326,215 | 2.5% |

D. Budget Summary by Major Revenue / Expense Accounts

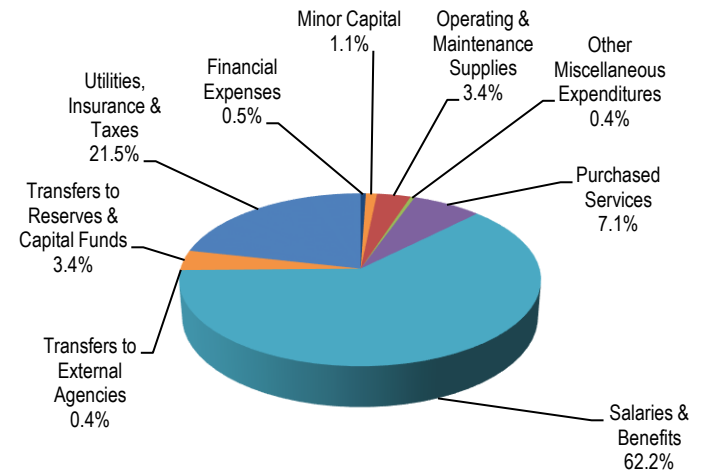
Revenues

| | <u>2019 Budget</u> | |
|------------------------------|---------------------|---------------|
| Grants & Subsidies | (25,000) | 0.2% |
| Other Miscellaneous Revenue | (1,157,362) | 10.2% |
| Recovery of Expenditures | (38,400) | 0.3% |
| Transfers From Other Funds | (50,000) | 0.4% |
| User Fees, Permits & Charges | (10,090,904) | 88.8% |
| Total Revenue | (11,361,666) | 100.0% |



Expenditures

| | <u>2019 Budget</u> | |
|---------------------------------------|--------------------|---------------|
| Financial Expenses | 127,873 | 0.5% |
| Minor Capital | 274,075 | 1.1% |
| Operating & Maintenance Supplies | 835,587 | 3.4% |
| Other Miscellaneous Expenditures | 102,389 | 0.4% |
| Purchased Services | 1,730,481 | 7.1% |
| Salaries & Benefits | 15,238,691 | 62.2% |
| Transfers to External Agencies | 96,200 | 0.4% |
| Transfers to Reserves & Capital Funds | 822,040 | 3.4% |
| Utilities, Insurance & Taxes | 5,276,981 | 21.5% |
| Total Expenses | 24,504,317 | 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 | 113,752 | | | | |
| 277 | 2019-0153 [A] | Annualization | Annual Operation of Open Streets Event | 61,500 | | | | |
| 279 | 2019-0155 [A] | Annualization | Spectra Venue Management | 24,000 | | | | |
| 281 | 2019-0145 [C] | Contractual | Departmental Negotiated Wage Adjustment (Part-Time Staff Only) | 84,861 | | | | |
| 283 | 2019-0223 [D] | Council Initiative | Establish Annual Operating Budget for Peche Island | 70,293 | | | | |
| 285 | 2019-0148 [G] | Line Item Increase | Windsor Water World Operations | 0 | | | | 50,000 |
| 287 | 2019-0150 [I] | Revenue Increase | User Fee Increase - Recreation and Culture | (1) | | | | |
| | | | *** Interdepartmental Reallocations | (28,190) | | | | |
| Total 2019 Budget Increase/(Decrease) | | | | 326,215 | 0 | 0 | 0 | 50,000 |

* 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.