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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.

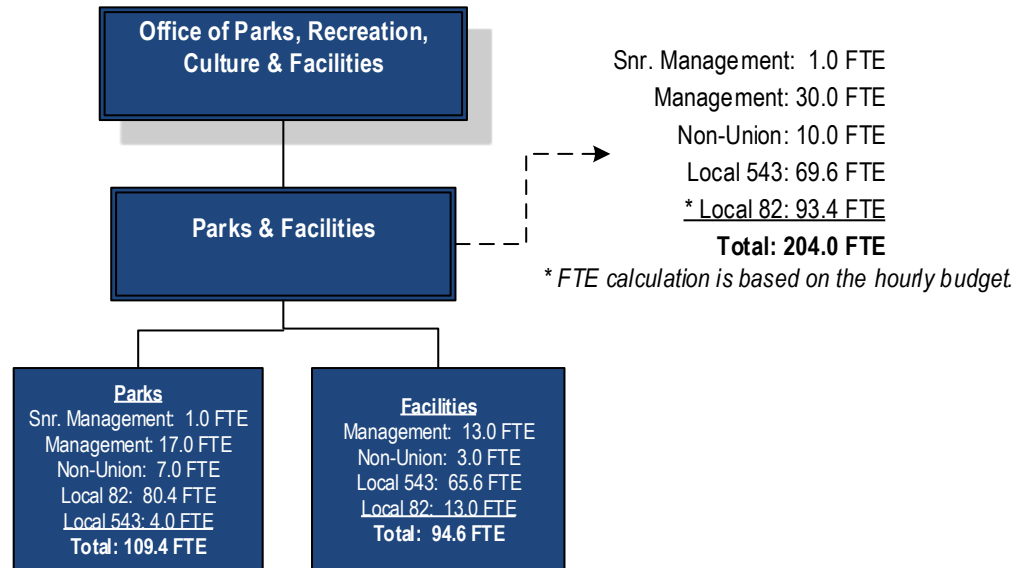
The Parks Department is responsible for managing; 209 parks, over 2400 acres of parkland; 100 km of trails; several 100 horticultural beds and features; over 100,000 city owned trees within the urban forest and the most species diverse parks in Canada. The Parks Department is also tasked with designing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

2019 Approved Budgeted Full Time Equivalents (FTE's)



B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Description	Position Profile	2017 FTE (Approved)	2018 FTE (Approved)	2019 FTE (Approved)
Parks	Corporate Leader, Parks, Corp Fac, Recreation & Culture	Snr Management	0.0	1.0	1.0
	Senior Manager of Parks	Management	0.0	0.0	1.0
	City Forester/Mgr, Forestry & Natural Areas	Management	1.0	1.0	1.0
	Supervisor Parks (Forestry)	Management	2.0	2.0	2.0
	Manager of Horticulture	Management	1.0	1.0	1.0
	Supervisor Parks (Horticulture)	Management	1.0	1.0	1.0
	Mgr, Parks Development	Management	1.0	1.0	1.0
	Supervisor, Parks Projects	Management	0.0	0.0	2.0
	ExDir, Parks	Management	1.0	0.0	0.0
	General Manger - Roseland	Management	1.0	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, Fleet	Management	1.0	1.0	1.0
	Executive Initiative Coordinator	Non-Union	0.0	1.0	1.0
	Coordinator Community Programming & Guest Services	Non-Union	0.0	0.0	0.0
	Executive Administrative Assistant	Non-Union	0.0	1.0	1.0
	Landscape Architect	Non-Union	1.0	1.0	1.0
	Naturalist & Outreach Coordinator	Non-Union	1.0	1.0	1.0
	Parks Operations Asset Analyst	Non-Union	0.0	1.0	1.0
	Parks Technologist	Non-Union	2.0	2.0	2.0
	Forestry II	Local 82	9.0	9.0	9.0
	Horticulturist I	Local 82	1.0	1.0	2.0
	Horticulturist III	Local 82	13.0	13.0	12.0
	Certified Automotive Service Technician	Local 82	6.0	6.0	6.0
	Certified Playground Inspector	Local 82	2.0	2.0	2.0
	Certified Refrigeration Operator	Local 82	2.2	2.2	2.2
	Heavy Equipment Operator	Local 82	2.0	2.0	2.0
	Rink Attendant "A" Full-Time	Local 82	8.6	8.6	8.4

B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Description	Position Profile	2017 FTE (Approved)	2018 FTE (Approved)	2019 FTE (Approved)
	One Man Packer	Local 82	1.0	1.0	1.0
	Parksperson/Service Attendant	Local 82	3.8	3.8	5.8
	Tractor/Operator Landscaper	Local 82	29.6	30.6	30.1
	Wildlife & Visitor Service Coordinator	Local 543	1.0	1.0	1.0
	Biodiversity Coordinator	Local 543	1.0	1.0	1.0
	Draftsperson IV	Local 543	1.0	1.0	1.0
	Administrative Assistant	Local 543	1.0	1.0	1.0
	Sub-Total		101.2	105.2	109.4
Facilities	Senior Manager of Facilities Operations	Management	1.0	1.0	1.0
	Manager, Facility Operations	Management	1.0	1.0	1.0
	Manager, Assets & Projects	Management	0.0	0.0	1.0
	Supervisor, Facilities	Management	7.0	7.0	8.0
	Supervisor, Facilities - Huron Lodge	Management	1.0	1.0	1.0
	Site Manager, Facilitator	Management	1.0	1.0	1.0
	Coordinator Technical Support	Non-Union	1.0	1.0	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
	Roof Technologist	Local 543	1.0	1.0	1.0
	Operating Engineer 4th Class	Local 543	4.0	5.0	5.0
	Operating Engineer (MURF)	Local 543	1.0	1.0	1.0
	Maintenance Engineer	Local 543	2.0	2.0	2.0
	Painter Brush	Local 543	0.0	1.0	1.0
	Maintenance Engineer (Carpentry)	Local 543	3.0	3.0	3.0
	Building Automation & Low Voltages Technician	Local 543	1.0	1.0	1.0
	Facility Person	Local 543	3.2	3.2	3.2
	Caretaker	Local 543	54.5	56.1	46.4
	Junior Clerk-Typist	Local 543	1.0	1.0	1.0

B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Description	Position Profile	2017 FTE (Approved)	2018 FTE (Approved)	2019 FTE (Approved)
	Certified Electrician	Local 82	3.0	3.0	3.0
	Certified Plumber	Local 82	3.0	3.0	3.0
	Certified Carpenter	Local 82	2.0	2.0	2.0
	Facilities Technician	Local 82	5.0	5.0	5.0
	Sub-Total		98.7	102.3	94.6
Total			199.9	207.5	204.0

C. Budget Summary by Division

Division	2016 Actuals	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	\$ Budget Change	% Budget Change
Revenues							
Parks	(1,885,160)	(1,625,368)	(2,406,923)	(2,098,818)	(1,910,620)	188,198	(9.0%)
Facilities	(11,938,536)	(11,521,508)	(12,267,895)	(11,214,393)	(11,252,360)	(37,967)	0.3%
Total Revenue	(13,823,696)	(13,146,876)	(14,674,818)	(13,313,211)	(13,162,980)	150,231	(1.1%)
Expenditures							
Parks	16,810,320	17,389,591	19,431,811	19,988,767	20,496,265	507,498	2.5%
Facilities	20,380,734	20,515,371	21,851,274	20,070,340	21,093,568	1,023,228	5.1%
Total Expenses	37,191,054	37,904,962	41,283,085	40,059,107	41,589,833	1,530,726	3.8%
Net							
Parks	14,925,160	15,764,223	17,024,888	17,889,949	18,585,645	695,696	3.9%
Facilities	8,442,198	8,993,863	9,583,379	8,855,947	9,841,208	985,261	11.1%
Total Net	23,367,358	24,758,086	26,608,267	26,745,896	28,426,853	1,680,957	6.3%

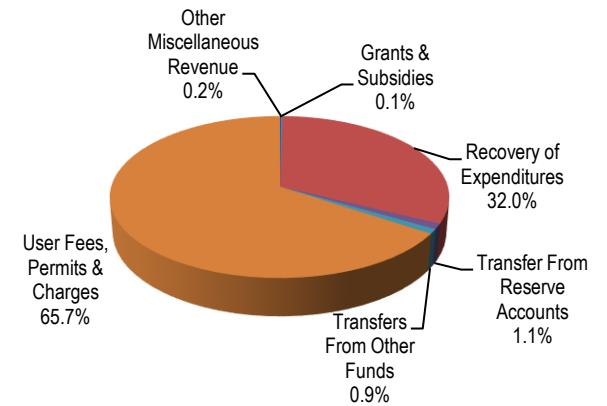
D. Budget Summary by Major Revenue / Expense Accounts

GL Category	2016 Actuals	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	\$ Budget Change	% Budget Change
Revenues							
Grants & Subsidies	(10,134)	(23,736)	(46,255)	(11,424)	(11,424)	0	0.0%
Other Miscellaneous Revenue	(21,545)	(84,771)	(29,264)	(26,200)	(26,200)	0	0.0%
Recovery of Expenditures	(4,348,059)	(3,891,116)	(4,942,806)	(4,337,650)	(4,206,919)	130,731	3.0%
Taxes - Municipal (Incl. Grants in Lieu)	100	0	0	0	0	0	n/a
Transfer From Reserve Accounts	(142,000)	(188,355)	(397,715)	(142,000)	(142,000)	0	0.0%
Transfers From Other Funds	(428,440)	(278,173)	(378,534)	(202,932)	(123,432)	79,500	39.2%
User Fees, Permits & Charges	(8,873,618)	(8,680,725)	(8,880,244)	(8,593,005)	(8,653,005)	(60,000)	(0.7%)
Total Revenue	(13,823,696)	(13,146,876)	(14,674,818)	(13,313,211)	(13,162,980)	150,231	1.1%
Expenditures							
Minor Capital	1,981,794	2,219,113	2,579,821	2,338,134	2,361,634	23,500	1.0%
Operating & Maintenance Supplies	3,251,899	3,482,239	4,845,511	3,980,784	4,064,170	83,386	2.1%
Other Miscellaneous Expenditures	28,615	27,026	59,703	28,134	28,134	0	0.0%
Purchased Services	6,635,274	7,248,099	7,539,155	7,397,926	8,104,133	706,207	9.5%
Salaries & Benefits	19,300,220	18,643,169	19,651,909	20,783,451	21,436,084	652,633	3.1%
Transfers for Social Services	4,238	5,660	37,731	1,500	1,500	0	0.0%
Transfers to Reserves & Capital Funds	1,850,275	2,072,099	2,126,848	1,057,400	1,122,400	65,000	6.1%
Utilities, Insurance & Taxes	4,138,739	4,207,557	4,442,407	4,471,778	4,471,778	0	0.0%
Total Expenses	37,191,054	37,904,962	41,283,085	40,059,107	41,589,833	1,530,726	3.8%
Total Net	23,367,358	24,758,086	26,608,267	26,745,896	28,426,853	1,680,957	6.3%

D. Budget Summary by Major Revenue / Expense Accounts

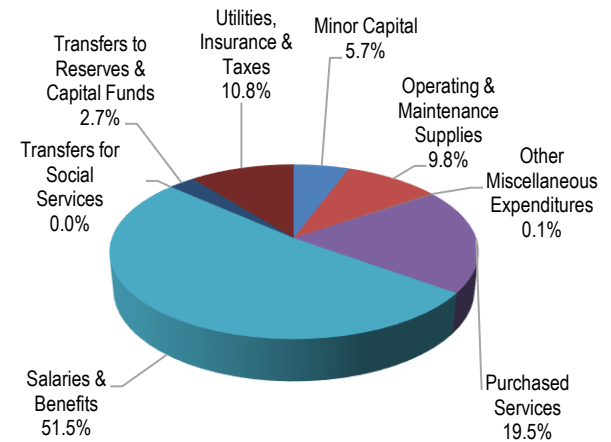
Revenues

	<u>2020 Budget</u>	
Grants & Subsidies	(11,424)	0.1%
Other Miscellaneous Revenue	(26,200)	0.2%
Recovery of Expenditures	(4,206,919)	32.0%
Transfer From Reserve Accounts	(142,000)	1.1%
Transfers From Other Funds	(123,432)	0.9%
User Fees, Permits & Charges	(8,653,005)	65.7%
Total Revenue	(13,162,980)	100.0%



Expenditures

	<u>2020 Budget</u>	
Minor Capital	2,361,634	5.7%
Operating & Maintenance Supplies	4,064,170	9.8%
Other Miscellaneous Expenditures	28,134	0.1%
Purchased Services	8,104,133	19.5%
Salaries & Benefits	21,436,084	51.5%
Transfers for Social Services	1,500	0.0%
Transfers to Reserves & Capital Funds	1,122,400	2.7%
Utilities, Insurance & Taxes	4,471,778	10.8%
Total Expenses	41,589,833	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	251,471				
231	2020-0227	[A] Annualization	Establishment of Operating Budget for Paul Martin Building (PMB)	280,240				
233	2020-0012	[C] Contractual	Negotiated Wage Increase for Temporary Staff	2,720				
235	2020-0127	[C] Contractual	Negotiated Increase Related to Temporary Wages	21,444				
IC 237	2020-0378	[D] Council Initiative	In-Camera Item	25,000				
238	2020-0122	[F] Revenue Reduction	Reduction in Parks Development Salary Cost Recoveries From Capital	178,945				
240	2020-0193	[G] Line Item Increase	Budget Increase for Maintenance at 85 Pitt St.	23,000				
241	2020-0299	[G] Line Item Increase	Budget Increase for Chemicals at Windsor International Aquatic Training Centre (WIATC)	70,000				
243	2020-0158	[I] Revenue Increase	Parks User Fees Updates	(38,147)			4,500	
246	2020-0123	[M] Service Enhancement	Sport Courts Maintenance Program	75,000				
248	2020-0125	[M] Service Enhancement	Trail Maintenance Budget	100,000				
249	2020-0135	[M] Service Enhancement	Addition of a Temporary Seasonal Staff Person for Horticulture Division	71,242				
251	2020-0177	[M] Service Enhancement	Improvements to Parks Drainage for Flood Mitigation	50,000				
252	2020-0196	[M] Service Enhancement	Adjustment to Security Requirements for New 350 City Hall	180,000				
254	2020-0201	[M] Service Enhancement	Budget Increase for Security Services at Lakeview Park Marina	33,000				
256	2020-0298	[M] Service Enhancement	Addition of One (1) Supervisor, Facilities	128,532				
IC 258	2020-0326	[M] Service Enhancement	In-Camera Item	116,507				60,000
261	2020-0327	[M] Service Enhancement	Conversion of Temporary Coordinator of Community Programming and Guest Services To Pt	0				
			*** Interdepartmental Reallocations	112,003			(4,500)	
Total 2020 Budget Increase/(Decrease)				1,680,957	0	0	0	60,000

* 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.

E. Budget Issue Summary

**** 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

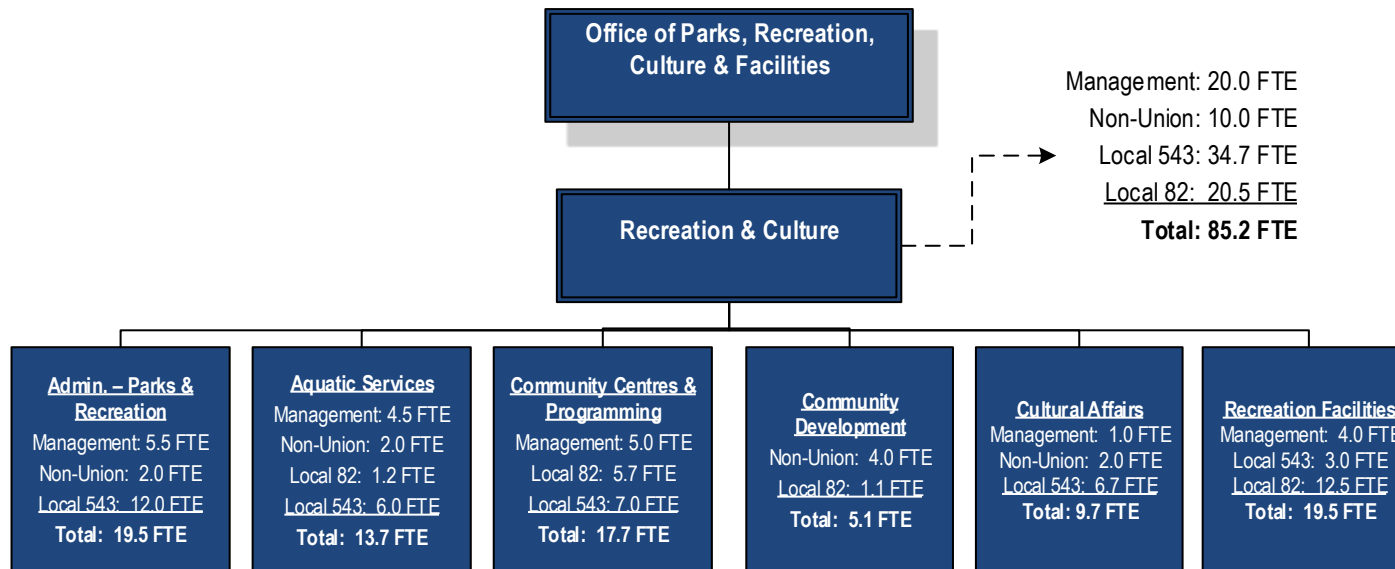
Mission

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.

2019 Approved Budgeted Full Time Equivalents (FTE's)



B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Description	Position Profile	2017 FTE (Approved)	2018 FTE (Approved)	2019 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	0.0	0.0
Recreation Clerk	Local 543	1.0	1.0	1.0	
Sub-Total			20.5	19.5	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 of Community Development	Non-Union	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	1.0	1.2	1.2

B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Description	Position Profile	2017 FTE (Approved)	2018 FTE (Approved)	2019 FTE (Approved)
	Recreation Assistant - Aquatics	Local 543	3.0	3.0	3.0
	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		13.5	13.7	13.7
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	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	3.0	5.7	5.7
	Caretaker Community Centres	Local 82	3.9	0.0	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		18.9	17.7	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	1.0	1.0
	Marina Operator	Non-Union	1.0	1.0	1.0
	Parksperon/Service Attendant	Local 82	0.2	0.2	0.2
	Tractor/Operator Landscaper	Local 82	0.4	0.4	0.9
	Rink Attendant "A" Full-Time	Local 82	0.0	0.0	0.0
	Sub-Total		3.6	4.6	5.1

B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Description	Position Profile	2017 FTE (Approved)	2018 FTE (Approved)	2019 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	2.8	2.8	2.8
	Parksperon/Service Attendant	Local 82	0.0	0.0	0.0
	Rink Attendant "A" Full-Time	Local 82	7.4	7.4	7.7
	Caretaker/Pool Maintenance Operator	Local 82	0.0	2.0	2.0
	Recreation Assistant - Aquatics	Local 543	1.0	1.0	1.0
	Recreation Centre Clerk, WFCU	Local 543	2.0	2.0	2.0
	Sub-Total			17.2	19.2
Total			83.4	84.4	85.2

C. Budget Summary by Division

Division	2016 Actuals	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	\$ Budget Change	% Budget Change
Revenues							
Admin - Recreation & Culture	(584,601)	(631,320)	(842,057)	(205,942)	(205,942)	0	0.0%
Aquatic Services	(3,618,135)	(3,413,729)	(3,314,487)	(3,460,057)	(3,460,057)	0	0.0%
Community Centres & Programming	(1,712,341)	(1,924,367)	(2,228,001)	(2,080,212)	(2,080,213)	(1)	0.0%
Community Development	(1,200,135)	(1,188,108)	(1,324,122)	(1,271,590)	(1,271,590)	0	0.0%
Cultural Affairs	(260,334)	(303,509)	(292,605)	(301,633)	(301,633)	0	0.0%
Recreation Facilities	(4,433,977)	(4,796,541)	(4,399,580)	(4,385,277)	(4,385,277)	0	0.0%
Total Revenue	(11,809,523)	(12,257,574)	(12,400,852)	(11,704,711)	(11,704,712)	(1)	0.0%
Expenditures							
Admin - Recreation & Culture	2,663,105	2,762,424	3,049,953	2,623,645	2,754,803	131,158	5.0%
Aquatic Services	6,686,355	6,944,138	6,889,336	7,422,088	7,394,400	(27,688)	(0.4%)
Community Centres & Programming	3,594,723	4,242,736	4,449,799	4,500,065	4,517,275	17,210	0.4%
Community Development	1,570,838	1,605,527	1,714,200	1,765,689	1,828,305	62,616	3.5%
Cultural Affairs	1,305,395	1,419,191	1,483,918	1,556,762	1,590,761	33,999	2.2%
Recreation Facilities	5,234,186	6,356,407	6,444,463	6,779,038	6,781,000	1,962	0.0%
Total Expenses	21,054,602	23,330,423	24,031,669	24,647,287	24,866,544	219,257	0.9%
Net							
Admin - Recreation & Culture	2,078,504	2,131,104	2,207,896	2,417,703	2,548,861	131,158	5.4%
Aquatic Services	3,068,220	3,530,409	3,574,849	3,962,031	3,934,343	(27,688)	(0.7%)
Community Centres & Programming	1,882,382	2,318,369	2,221,798	2,419,853	2,437,062	17,209	0.7%
Community Development	370,703	417,419	390,078	494,099	556,715	62,616	12.7%
Cultural Affairs	1,045,061	1,115,682	1,191,313	1,255,129	1,289,128	33,999	2.7%
Recreation Facilities	800,209	1,559,866	2,044,883	2,393,761	2,395,723	1,962	0.1%
Total Net	9,245,079	11,072,849	11,630,817	12,942,576	13,161,832	219,256	1.7%

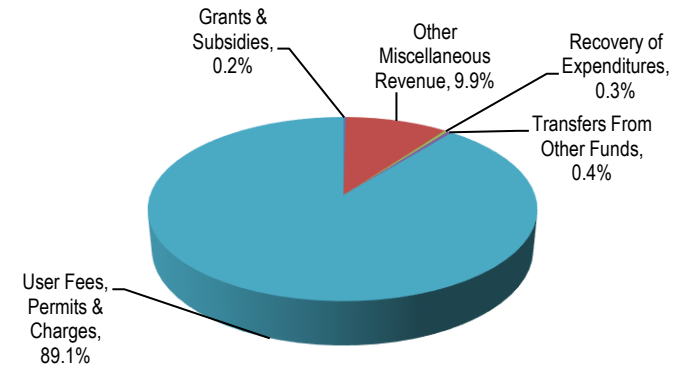
D. Budget Summary by Major Revenue / Expense Accounts

GL Category	2016 Actuals	2017 Actuals	2018 Actuals	2019 Budget	2020 Budget	\$ Budget Change	% Budget Change
Revenues							
Grants & Subsidies	(478,886)	(475,500)	(752,122)	(25,000)	(25,000)	0	0.0%
Other Miscellaneous Revenue	(1,094,323)	(1,187,116)	(1,216,559)	(1,157,362)	(1,157,362)	0	0.0%
Recovery of Expenditures	(99,022)	(105,821)	(207,444)	(38,400)	(38,400)	0	0.0%
Transfers From Other Funds	(334,330)	(154,651)	(63,383)	(50,000)	(50,000)	0	n/a
User Fees, Permits & Charges	(9,802,962)	(10,334,486)	(10,161,344)	(10,433,949)	(10,433,950)	(1)	(0.0%)
Total Revenue	(11,809,523)	(12,257,574)	(12,400,852)	(11,704,711)	(11,704,712)	(1)	(0.0%)
Expenditures							
Financial Expenses	69,444	69,043	102,329	127,873	127,873	0	0.0%
Minor Capital	89,513	277,865	221,680	274,075	274,075	0	0.0%
Operating & Maintenance Supplies	827,742	952,727	1,031,565	918,215	918,215	0	0.0%
Other Miscellaneous Expenditures	88,945	123,547	68,680	101,939	101,939	0	0.0%
Purchased Services	1,190,825	1,318,612	1,433,154	1,725,341	1,770,398	45,057	2.6%
Salaries & Benefits	13,055,601	14,603,040	15,053,327	15,475,624	15,649,824	174,200	1.1%
Transfers for Social Services	451,812	463,729	491,628	0	0	0	n/a
Transfers to External Agencies	96,200	97,200	97,200	96,200	96,200	0	0.0%
Transfers to Reserves & Capital Funds	138,082	378,849	649,870	875,776	875,776	0	0.0%
Utilities, Insurance & Taxes	5,046,438	5,045,811	4,882,236	5,052,244	5,052,244	0	0.0%
Total Expenses	21,054,602	23,330,423	24,031,669	24,647,287	24,866,544	219,257	0.9%
Total Net	9,245,079	11,072,849	11,630,817	12,942,576	13,161,832	219,256	1.7%

D. Budget Summary by Major Revenue / Expense Accounts

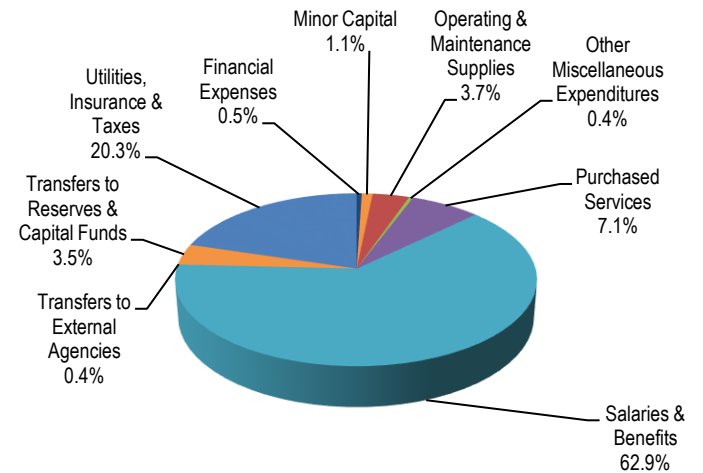
Revenues

	<u>2020 Budget</u>	
Grants & Subsidies	(25,000)	0.2%
Other Miscellaneous Revenue	(1,157,362)	9.9%
Recovery of Expenditures	(38,400)	0.3%
Transfers From Other Funds	(50,000)	0.4%
User Fees, Permits & Charges	(10,433,950)	89.1%
Total Revenue	(11,704,712)	100.0%



Expenditures

	<u>2020 Budget</u>	
Financial Expenses	127,873	0.5%
Minor Capital	274,075	1.1%
Operating & Maintenance Supplies	918,215	3.7%
Other Miscellaneous Expenditures	101,939	0.4%
Purchased Services	1,770,398	7.1%
Salaries & Benefits	15,649,824	62.9%
Transfers to External Agencies	96,200	0.4%
Transfers to Reserves & Capital Funds	875,776	3.5%
Utilities, Insurance & Taxes	5,052,244	20.3%
Total Expenses	24,866,544	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	78,378				
263	2020-0215	[C] Contractual	Departmental Negotiated Wage Adjustment (Part-Time Staff Only)	95,822				
265	2020-0218	[G] Line Item Increase	Windsor Water World Operations	0				50,000
267	2020-0254	[I] Revenue Increase	User Fee Increase - Recreation and Culture	(1)				
			*** Interdepartmental Reallocations	45,057				
Total 2020 Budget Increase/(Decrease)				219,256	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.