

**Operating Budget Review Committee**  
**Budget Issue Detail**  
**2023 Operating Budget**  
**(Public)**

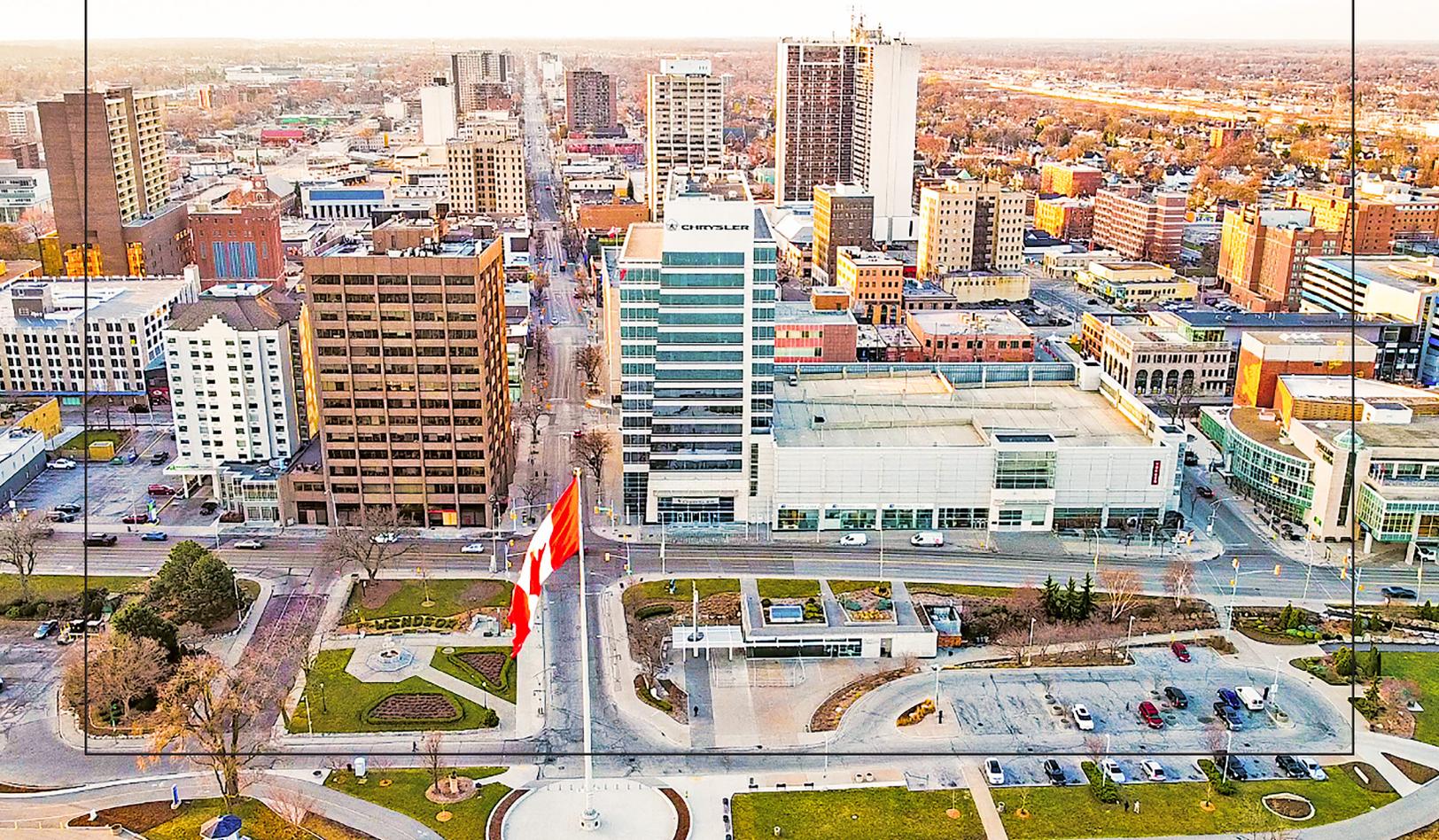


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<b>Budget Issue #</b>	2023-0088	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Administration & Representation	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	CAO's Office	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Administration - CAO's Office	<b>Status</b>	Public

## Increase to STAR Committee Budget

Attraction and retention have been identified as a Priority Enterprise Risk by the CLT since 2016. In 2019, an internal audit of HR's Recruiting Processes and Retention Strategy, conducted by PwC, offered additional insight into this risk. It identified challenges facing our retention strategy with examples including the employee recognition program having a minimal budget.

Addressing these challenges as well as the ones identified in various reports to Council on recruitment issues is not an easy task, especially given the fact that most factors are out of the Corporation's control. The breadth of issues affecting our ability to recruit and retain talented staff requires a long-term multi-pronged approach.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

The STAR Committee would like to offer the following suggestions:

When comparing the current budget for Staff Appreciation and Recognition (STAR) of \$7,500 plus the Employee Recognition Banquet's (ERB) budget of \$4,700 per regular full-time employee, it does not go very far, at \$6.08/employee.

Earlier this year, the STAR Committee polled the surrounding municipalities within Essex County regarding their appreciation and recognition budgets and events. Most have a recognition event for long standing service and retirees, some have an end of year holiday party and some hold mini-appreciation events or provide tokens of appreciation throughout the year. Of the municipalities that responded (Chatham-Kent, Lakeshore, LaSalle, Leamington and Tecumseh), budgets ranged from low end of \$16.89 per regular full-time employee to high end of \$66.67 per regular full-time employee.

While the STAR Committee currently has programs in place like years of service pins every 5 years and the Employee Recognition Banquet for award winners and retirees, we don't offer anything for new hires. Studies have shown that a person's decision to remain at a job isn't cemented when they accept the new position. In fact, 86% of new hires take six months to confirm whether they want to stay, and a third leave within those first six months. A strong onboarding process has been proven to increase the new hire retention rate and boost productivity. While a welcome kit is just a small component of a much larger onboarding process, it sends a clear message to new employees that "We are happy you are joining us, and we are putting in the effort to show you."

Last year we had approximately 280 new hires (not including students or contract positions) so we're approximating 300 kits for regular full-time, temporary full-time, regular part-time and temporary part-time hires in 2023. If approved, the STAR Welcome Kit would include a journal with City of Windsor logo, pen with STAR logo, lanyard with City of Windsor logo, City of Windsor lapel pin, City of Windsor drinkware (mug or reusable water bottle) and a welcome letter from CAO and Mayor all nicely packaged within a STAR logoed bag at an approximate cost of \$10,000. Cost breakdown for kit items is available and is based on on-line quotes from August 2022. Note: pricing could fluctuate based on supply availability and does not include logo set-up, tax or delivery fees.

Other initiatives the Committee would like to put forward should the overall budget increase include:

- Allocate additional funds to Recognition Banquet - Attendance at this event is limited and consists of usually the same attendees. Changing the format of the event may entice a different generation of employees to attend however, covid brought increased rates for venues and catering so thinking outside the box, or even staying within the box, now comes at a higher cost.
- Resurrect event for retirees only - While it is nice to have retirees attend the Recognition Banquet not much of the evening is dedicated to them and not many of them attend. Coordinating a meal, whether it is a breakfast or dinner, for the retiree and their spouse to attend free of charge, with their Supervisor, Manager, Executive Director, Corporate Leadership Team Member and CAO helps to let them know they were valued as an employee.
- Coordinate additional STAR Patrols including brand name vendors such as Mobile Tim Horton's Coffee Stand, Kona Ice Truck, Dari de Lite Truck, etc. to various City facilities.
- Coordinate more low to no cost events for employees and their families i.e. bowling, curling, disc golf, lawn bowling, stand up paddle boarding, trivia, skating, Adventure Bay, etc.
- Provide credit towards City branded merchandise
- Research and consider implementation of online staff appreciation platform, a cost that could not be considered within previous budget
- Partner with Corporate Training to provide lunch and learn opportunities for various topics outside the norm, aimed at employee appreciation
- Hold more Meet & Greets/Lunches with the CAO and CLT - good way for staff to meet the new CAO in 2023.

The above initiatives are only a few ideas that the STAR Committee could implement should the overall budget be increased to a total of \$100,000 (slightly under \$50 per regular full-time employee, even lower if you include all employee status).

**Risk**

Without low cost appreciation items as suggested above, employee morale may not improve which could impact the goal of being an employer of choice.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
CAO's Office	CAO Administration	Operating and Other Supplies	87,800			
		<b>Total Expenses</b>	<b>87,800</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>87,800</b>	<b>0</b>	<b>0</b>	<b>0</b>

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<b>Budget Issue #</b>	2023-0122	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Economic Development & Innovation	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Building Services	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Building By Law Services	<b>Status</b>	Public

## Amendments to User Fees to Increase Bill 108 Deferred and Frozen Interest Rate

This issue is to approve the 2023 increase in the Interest rate used in the calculations for Bill 108 - Deferred Rates Interest Payable with or without a Letter of Credit as well as Bill 108 - "Frozen" Development Charge Interest Payable based on the S27 agreement.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

The 2022 interest rate currently in the User fee schedule used for Bill 108 Deferred and Frozen Development Charges (DCs) are 8.7% if the applicant has a Letter of Credit and 12.7% if the applicant does not have a Letter of Credit (LOC). These interest rates are based on last years 2021 2nd quarterly CPI report provided by Hemson Consulting for Non Residential Building Cost index plus a 1% Administration fee for applicants with a LOC and CPI plus a 5% Administration fee for applicants without a LOC.

The Hemson Consulting report released for the second quarter of 2022 shows a 17% annual Building Construction Price index increase. This Building Construction Price Index represents the inflation rate for the Construction Industry and is used to maintain the City's purchasing power of DCs (that are deferred and/or frozen) when growth related infrastructure is constructed.

Therefore, the interest rates used in the S27 agreements for Deferred and Frozen Development Charges will need to be increased from 8.7% to 18% (17% + 1% Admin fee) for 2023 if the Developer has a Letter of Credit. If the Developer does not have a Letter of Credit, the User fee will increase from 12.7% to 22% (17% + 5% Admin fee).

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Building Services	Site Development	Licenses & Permits	(1)			
		<b>Total Revenues</b>	<b>(1)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(1)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0198	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Economic Development & Innovation	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Building Services	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Building Permit Services	<b>Status</b>	Public

## Building Services User Fee Schedule Changes

City Council has approved an increase of 7% in the Building Department’s 2023 user fees as per the following report: Private and Confidential Report from the Chief Building Official Responding to CQ33-2020 Regarding Building Permit Process Timelines and Methods to Improve the Speed of the Permitting Process (approved by CR361/2022). This budget issue includes the balance of revenue approved within this report (in addition to the revenue included in budget issue 2023-0069) along with additional revenue achieved through the various changes in existing user fees and newly created user fees discussed within this issue.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

This issue includes the balance of revenue generated through a 7% increase in user fees as approved through the “Private and Confidential Report from the Chief Building Official Responding to CQ33-2020 Regarding Building Permit Process Timelines and Methods to Improve the Speed of the Permitting Process (approved by CR361/2022).” In addition, the increase in revenue below includes a combination of user fee changes and newly created user fees as discussed below.

#### Changes to Existing User Fees:

The Building Inspections area is seeking approval to increase and create stage 1 and 2 property standards fees to better reflect the correct cost recovery for the time spent by the Building Inspectors and Building By-law officers on inspections. The current fee schedule for stage 1 and 2 does not reflect the total cost associated for our Building Inspectors and Building By-law Officers to provide their service time for Property Standards.

-Stage 1: The fee for Property Standards is currently \$200 per visit. After considering the number of visits to the residents and corresponding with the homeowners, the actual break-even cost is estimated to be \$325 per visit.

-Stage 2: The final warning letter is currently set at \$73 per correspondence. After considering the BBO time, the cost of mailing out the letter and administration's time to prepare the documents, the actual break-even cost is estimated to be \$150 per correspondence.

The Building Department would also like to start charging for Site Plan Control (SPC) By-law Orders and Sign Orders which should also reflect the same fees in stages 1,2,3,4 as listed below.

In addition, Building Enforcement would like to create a new separate user fee for Vacant Buildings where the stage 1 fee would be \$700, stage 2 would be \$150 and the remaining stage 3 and 4 would match below. The stage 1 fee increase is mainly due to additional time spent on a vacant buildings. Currently the Building department has a revenue budget of \$136,500 established in 2018 as per budget issue 2018-0206, however, no separate fee was ever created to distinguish regular Property Standards charges from Vacant Building Property Standards.

Last but not least, Building Enforcement would also like to increase the Liquor license fee from \$25 to \$55 as well as change the Inspection fee from \$90 to \$100. This would account for the Inspector's time, communications as well as

administration's time to generate the letter and coordinate with the Fire Department for signature and contact the applicant for pick-up. The Building department only processes an average of 13 liquor license letters annually and so the increase in revenue would be minimal.

**New User Fees:**

Building Permit Services is seeking approval to create a new user fee for non-refundable deposits which would add to the current deposit fee process of collecting \$500 for all new residential dwelling units so that it further includes an ability to collect deposit fees on all other permit application types. The new non-refundable deposit fee would range from a minimum cost on a permit application for a new water service of \$80 up to a maximum cost of \$5,000 on a permit application for a new post disaster building. Permit Services would like to create this new user fee to help minimize pre-mature or lighthearted permit application submissions on all application types. Since the majority of these deposit fees collected will be a flow through there will be a minimal impact on revenue for the service area. This user fee is also being created so that Permit Services has the ability to recover any costs incurred for time spent on an application when it ends up being withdrawn or rejected and thus a permit not issued.

Building Permit Services is also seeking approval to create a new user fee for Piping Services Agreements (“Agreements”). These Agreements are required by the Ontario Building Code when a storm sewer, sanitary sewer and/or a water service are/is shared between neighbouring properties. The City is required to be a listed party on these Agreements which must be registered on title of each affected property. Given the administrative time required by Building Permit Services to execute these Agreements, it is recommended that we assess a flat fee of \$1,105, which would match what is assessed for Conditional Building Permit Agreements. On an annual average, Building Permit Services may encounter 1-2 permit application submissions that require a Piping Services Agreement, so assessing this fee will have a minimal impact on revenue for the service area.

**Current and New Property Standards Stage Charges**

Stage Number	Description	Current Fee	Proposed Fee	Vacant Building
Stage 1	Investigation with resulting Order	\$200	\$325	\$700
Stage 2	Not in compliance - Final Warning Letter (FWL)	\$73	\$150	\$150
stage 3	Not in compliance - Court Charge	\$300	\$300	\$300
stage 4	Court follow-up inspections until complete resolution	\$180	\$180	\$180

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Building Services	Site Development	Licenses & Permits	(101,457)			
		<b>Total Revenues</b>	<b>(101,457)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(101,457)</b>	<b>0</b>	<b>0</b>	<b>0</b>

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# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0293	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Economic Development & Innovation	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Information Technology	<b>Category</b>	[A] Annualization
<b>Division</b>	Enterprise Systems	<b>Status</b>	Public

## Conversion of Enterprise Support Analyst Position to Program Manager Position

To improve customer service to the Cloudpermit system, as approved by CR428/2022.

**Recommendation:** Recommended

**One-Time Funding:**

### Issue Detail

A Council report (CR361/2022) on the reorganization of the Building Service area was approved by council on August 8, 2022 and created the position of a RFT Enterprise Support Analyst. CR428/2022 then approved the conversion of this position to a Non-Union RFT Program manager position.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	8,217			
Information Technology	Enterprise Systems	Fringe Benefits (Dept.)	8,217			
Information Technology	Enterprise Systems	Salary-Reg.Full Time	24,900			
<b>Total Expenses</b>			<b>41,334</b>	<b>0</b>	<b>0</b>	<b>0</b>
Corporate Accounts	Fringe Benefits Recovery	Automated Fringes Recovery	(8,217)			
<b>Total Revenues</b>			<b>(8,217)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Total</b>			<b>33,117</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Information Technology	Enterprise Systems	Enterprise Support Analyst	Regular Full-Time	(1.0)
Information Technology	Enterprise Systems	Program Manager, Corporate Project	Regular Full-Time	1.0
<b>Total:</b>				<b>0.0</b>

# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0116	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Economic Development & Innovation	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Information Technology	<b>Category</b>	[C] Contractual
<b>Division</b>	Enterprise Systems	<b>Status</b>	Public

## Contractual Increase for Corporate Software Maintenance

Yearly contractual increases are required to maintain support for corporate systems including Granicus for the AMANDA system, Rimini Street for PeopleSoft and OpenText for the Livelink system.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

This is based on the annual increase for maintenance costs from Granicus for the AMANDA system contract (\$5,348), Rimini Street for PeopleSoft (\$316) and OpenText for the Livelink system (\$1,343).

### 5-Year History of Budget vs Actuals

Year	Budget	Actuals	Variance
2018	\$340,543	\$341,030	(\$487)
2019	\$353,900	\$353,991	\$1
2020	\$355,620	\$355,620	\$0
2021	\$363,232	\$355,656	\$7,576
*2022	\$389,435	\$378,981	\$10,453

\* Includes all payments

Granicus Invoice - One module has not been implemented yet therefore resulting in a one-time surplus.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Information Technology	Enterprise Systems	Computer Software	5,664			
Information Technology	Technology Infrastructure	Computer Maintenance	1,343			
		<b>Total Expenses</b>	<b>7,007</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>7,007</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0291	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Economic Development & Innovation	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Planning & Development	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Administration - Planning	<b>Status</b>	Public

## Planning & Development Position Increases

To add one Planner III Economic Development position, one Planner III Development Application position, two Planner II Development Review , one Manager of Planning Administrative Services and one Supervisor Development Applications

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

The Planning Department recommends adding one Planner III Economic Development position, one Planner III Development Application position, two Planner II Development Review , one Manager of Planning Administrative Services and one Supervisor Development Applications to help ease the current workload of Planning applications and to implement Windsor Works and other local economic development activities (e.g. CIP administration).

Planning plays a significant role in the implementation of Windsor Works and other local economic development activities. As such, this position will work closely with other departments to implement these recommendations. The position will also assist with the administration and tracking of existing Community Improvement Plan (CIP) incentive programs, and the development of new ones. This position will also be required to assist existing and potential members of the business community with requests for municipal approvals involving development applications and economic incentives, as well as, researching and preparing business expansion, retention and attraction strategies and other local economic development programs. This will include proactively coordinating the planning approvals necessary to create an inventory of shovel-ready employment and residential lands.

These positions are in response to the steadily increasing volume of Planning Act/development applications and significant economic development announcements (e.g. the NextStar Energy Inc (LG/Stellantis) battery plant and subsequent spin off investments). The table below shows an increasing volume of Planning applications since 2016.

Additionally, the recently adopted Bill 109, More Homes for Everyone Act, 2022 requires municipalities to provide refunds for zoning by-law amendment and site plan application fees where no decision is made during the statutory timeframe, regardless of what causes the delay. There is now an increased risk of having to refund application fees if deadlines are not met. The two additional positions will help process the Planning applications in a timely fashion to meet their required deadlines.

The Planner III positions are senior level Planners that will work on subdivisions, complex applications, major Official Plan Amendments and Secondary Plans and to support preparing the Sandwich South lands to meet the demand for future development.

### Annual Planning Applications

Year	Number of Applications	Percentage Change
2017	289	20%
2018	284	-2%
2019	292	3%

2020	339	16%
2021	460	36%

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	175,830			
Planning & Development	Admin Building & Planning	Cell Phones	600			
Planning & Development	Admin Building & Planning	Computer Maintenance	480			
Planning & Development	Admin Building & Planning	Computer Rental - INTERNAL	600			
Planning & Development	Admin Building & Planning	Fringe Benefits (Dept.)	29,885			
Planning & Development	Admin Building & Planning	Salary-Reg.Full Time	90,557			
Planning & Development	Development Applications	Cell Phones	600			
Planning & Development	Development Applications	Computer Maintenance	1,920			
Planning & Development	Development Applications	Computer Rental - INTERNAL	1,800			
Planning & Development	Development Applications	Fringe Benefits (Dept.)	116,060			
Planning & Development	Development Applications	Salary-Reg.Full Time	351,692			
Planning & Development	Planning Policy	Computer Maintenance	480			
Planning & Development	Planning Policy	Computer Rental - INTERNAL	400			
Planning & Development	Planning Policy	Fringe Benefits (Dept.)	29,885			
Planning & Development	Planning Policy	Salary-Reg.Full Time	90,557			
		<b>Total Expenses</b>	<b>891,346</b>	<b>0</b>	<b>0</b>	<b>0</b>
Corporate Accounts	Fringe Benefits Recovery	Automated Fringes Recovery	(175,830)			
Planning & Development	Development Applications	User Fees- External	(715,516)			
		<b>Total Revenues</b>	<b>(891,346)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Planning & Development	Admin Building & Planning	Manager of Planning Administrative Services/Planning Administrator	Regular Full-Time	1.0
Planning & Development	Development Applications	Planner III - Development Review	Regular Full-Time	1.0
Planning & Development	Development Applications	PlannerII- Development Review	Regular Full-Time	2.0
Planning & Development	Development Applications	Supervisor Development Files	Regular Full-Time	1.0
Planning & Development	Planning Policy	Planner III - Economic Develop	Regular Full-Time	1.0
			<b>Total:</b>	<b>6.0</b>

<b>Budget Issue #</b>	2023-0148	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Accounting	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Financial Accounting	<b>Status</b>	Public

## Contractual Increase for KPMG External Audit Fees

KPMG LLP has served as the City's External Auditor since the 1990's. During 2022, the City extended the External Audit contract with KPMG through to 2026 (CR346/2022). The budget impact below represents the contractual increase for KPMG external audit fees for the City and various agencies, boards and commissions as per the renewed contract.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

KPMG committed to fixed pricing for audit services for the City and all related agencies, boards and commissions (ABC's) for each of the fiscal years from 2022 through 2026. For administrative ease and efficiency, the City pays all KPMG invoices directly and then recovers amounts that are related to affiliated ABC's directly from those entities. This budget issue is intended to adjust the Financial Accounting Division's expense and revenue lines so they are consistent with the pricing submitted by KPMG for the audit of the 2023 fiscal year. In subsequent years, additional adjustments may be required and will be submitted in each year's budget process.

Net (of recoveries) increase of \$19,100, good until the end of 2026.

### Net KPMG Expenditure

	2021 Actual
CoW Portion (net)	\$91,700
Recovered Portion	\$183,750
<b>Total Audit Cost</b>	<b>\$275,450</b>

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Accounting	Financial Accounting	Other Prof Services-External	19,100			
		<b>Total Expenses</b>	<b>19,100</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>19,100</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0149	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Accounting	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Financial Accounting	<b>Status</b>	Public

## Addition of One Permanent Payroll Control & Reporting Specialist

The Payroll department’s full time complement is currently not adequate to carry out work required to successfully process City payroll and accompanying necessary payroll tasks. Up to 2 heavy workload employees have been temporarily assigned to the department for much of the last 5 years to ensure all processes meet required deadlines and work is completed on time. Administration is recommending to add 1 full time Payroll Control and Reporting Specialist in place of one of the remaining temporary heavy work load position to ensure payroll continues to be processed timely and accurately.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The payroll division has 4 permanent Payroll Control and Reporting Specialists. It was always envisioned that adjustments would likely be required to the number of Payroll Control and Reporting Specialists as full impacts of Workforce Management (WFM) and Employee Service Centre (ESC) requirements developed. Over approximately the last 5 years, there have been 5 permanent and heavy workload payroll specialists (heavy workload funded through the WFM project to address the ongoing volume and workload of the area).

As the WFM project has progressed, it has become increasingly clear that the current compliment of 4 Payroll Control and Reporting Specialists will not be sufficient to ensure that payroll is processed timely and accurately. Further, there is a project underway to process Windsor Public Library (WPL) payroll through the City’s payroll department. Currently WPL processes their own payroll. The additional work associated with this transition, as well as the remaining departments to come on board with Work Force Management, further emphasis the need for this additional position. In 2018, WPL utilized 2.5 accounting clerks, as well as a temporary Financial Analyst. There are only 2 permanent clerks in the WPL accounting department now, and though some payroll processing duties will be eliminated with the transition to WFM, Windsor Public Library will continue to need their complement of clerks to perform timekeeper and other reporting duties.

### Risk

There is an operational risk to continue with only 4 permanent Payroll Control and Reporting Specialists. As more departments have come live with WFM, 5 total Payroll Control and Reporting Specialists (4 permanent and 1 heavy workload) already require significant overtime at year end. With only 4 permanent staff, there is a strong likelihood that deadlines for regular pay will be missed or processed incorrectly. Further, remittances and year- end deadlines for T4s and other reporting are likely to be missed due to inadequate staffing.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Accounting	Payroll	Computer Maintenance	480			
Accounting	Payroll	Computer Rental - INTERNAL	400			
Accounting	Payroll	Fringe Benefits (Dept.)	19,124			
Accounting	Payroll	Salary-Reg.Full Time	57,968			
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	19,124			
<b>Total Expenses</b>			<b>97,096</b>	<b>0</b>	<b>0</b>	<b>0</b>
Corporate Accounts	Fringe Benefits Recovery	Automated Fringes Recovery	(19,124)			
<b>Total Revenues</b>			<b>(19,124)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Total</b>			<b>77,972</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Accounting	Payroll	Payroll Control & Reporting Specialist	Regular Full-Time	1.0
<b>Total:</b>				<b>1.0</b>

<b>Budget Issue #</b>	2023-0228	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Asset Planning	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Capital & Reserves	<b>Status</b>	Public

## Increase in Salary Recoveries and Operating Expenses

Increase in Fringe Recovery relating to Regular Full Time staff within the Capital & Reserves division of Asset Planning offset by various required operating expenses.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The various divisions of Asset Planning recover varying percentages of wages and fringe benefits for staff, depending on the work and projects they support. An increase in recoveries is being recommending to adjust for fringe recoveries relating to full time staff in the Capital and Reserves area. These staff support the development of the capital budget, and manage the Corporate Reserve Funds and Accounts. The recovery of fringe benefits from the capital budget for these positions will ensure consistency across the Asset Planning Department in terms of how wage recoveries are calculated.

Offsetting the increased recovery are required adjustments of \$37,000 to various operating expenses in the Asset Planning area. The Assetic software program has been implemented by the department to assist with modeling of capital budget scenarios relating to road and sewer work. The annual software fee of \$25,000 is currently being funded from capital, however it is recommended that this be established as an ongoing operating expense of the department. Further, due to organizational changes in the Asset Planning division an increase in Professional Fees and Dues of \$2,000 and in Other Operating Expenses and Supplies of \$10,000 is required to support ongoing operating expenditures.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Asset Planning	Asset Planning	Computer & SW Maint-External	25,000			
Asset Planning	Asset Planning	Membership Fees & Dues	2,000			
Asset Planning	Asset Planning	Operating and Other Supplies	10,000			
		<b>Total Expenses</b>	<b>37,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
Asset Planning	Capital & Reserves	Recovery of Fringes INTERNAL	(61,664)			
		<b>Total Revenues</b>	<b>(61,664)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(24,664)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0226	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Asset Planning	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Asset Planning	<b>Status</b>	Public

## Addition of RFT Community Energy Plan Project Administrator Position

The City of Windsor's Community Energy Plan (CEP), approved by Council CR426/2017, outlines the need for a full-time CEP Project Administrator to support the Environment Sustainability & Climate Change Office for advancing the implementation CEP action items, supporting numerous functions such as public engagement and outreach, identifying and promoting opportunities for economic development & seeking funding for initiatives. This position has been temporarily funded from BSR since June 2018. This request is being made to make the position permanent in order to perform and achieve all of the necessary functions described in the Community Energy Plan. The current temporary status of this position creates challenges to addressing and planning for the long-term strategies in the CEP .

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

In July 2017, City Council approved the Community Energy Plan and Corporate Climate Action Plan via CR426/2017. The Community Energy Plan (CEP) looks at all activities and recommends strategies for a smart energy future. The CEP is a long-term plan that identifies ways to support Windsor's local economy by increasing competitiveness, creating jobs in the energy sector, and serves as a business retention strategy. The CEP also identifies ways to improve energy efficiency, improve energy security, and reduce greenhouse gas emissions while contributing to the overall quality of life of the Windsor Community.

The CEP sets ambitious and transformative targets to support the global efforts to keep global temperature increases within 1.5C.

**Targets:**

1. Reduce per capita primary energy uses by 40 % from 2014 baseline by 2041; and
2. Reduce per capita GHG emissions by 40 % from 2014 by 2041.

The CEP also highlights that in 2014, \$842 million was spent on energy in the Community and without action this cost will likely increase to somewhere between \$1.8 billion and \$3.2 billion by 2041.

In November 2019, City Council unanimously declared a Climate Change Emergency (CR570/2019). In response to the Climate Change Emergency, the Acceleration of Climate Change Actions in response to the Climate Change Emergency Declaration was presented to City Council in May 2020 (CR187/2020). This report outlines Priority 1 mitigation actions required to put the City of Windsor on a path to meeting the current approved targets. This report also further recommends establishing the CEP Project Administrator as a full-time position.

During the Throne speech in September 2020, the federal government reaffirmed their commitment for Canada to exceed Canada's 2030 targets and be net-zero by the year 2050. Municipalities have influence over roughly 50% of greenhouse gas emissions in Canada. The federal targets can not be reached without municipal action and financial support. In 2022, City Council approved in principle Windsor's Science Based Targets of a 68% reduction in city-wide emissions and a 55% reduction in corporate-wide emissions below 2005 by 2030; and a net zero target for 2050. Administration is to report back with an updated strategy to reach these targets by November 2023.

The CEP Project Administrator is positioned well to leverage opportunities as put forth from the federal government.

In order to meet the City of Windsor's current GHG targets and the net zero 2050 future, the CEP calls for the need for a full-time CEP Project Administrator to support the Environment Sustainability and Climate Change Office. In 2018, a temporary 2-year CEP Project Administrator was approved with a one year extension granted in 2020, 2021 and again in 2022. The CEP Project Administrator duties include but are not limited to: implementation of CEP action items; ensuring various policies and planning documents support the CEP; public engagement and outreach; internal staff education; working with external community partners (e.g. businesses, non-profits, institutional partners); seek funding for initiatives; support the City's Carbon Disclosure Projects annual submission; undertake annual Community and Corporate greenhouse gas inventories; engaging with utilities and the IESO to understand and promote the needs of Windsor in order to support future economic growth; and regularly monitor and report on progress. The above targets cannot be met with the implementation of the CEP as a secondary focus of a position. A full-time staff person provides the best chance of achieving the CEP targets.

The City of Windsor has been awarded a number of grants under the Federation of Canadian Municipalities (FCM) Municipal Climate Innovation Program (MCIP), 3 of which support the CEP actions. The City of Windsor was also successful in receiving funding through FCM's Community Efficiency Financing grant. This grant includes an allowance for the recovery of staff time, representing approximately 75% of the planned CEP Project Administrator's time. In June of 2021, the City of Windsor also applied for a grant under FCM's Green Municipal Fund to develop a Sustainable Neighbourhood action plan, which was successfully received in mid-2022 and also allows for the recovery of some staff time.

The CEP outlines the economic and environmental benefits from taking immediate actions on the CEP, every year a delay in implementation reduce the economic and environmental benefits of the CEP. The temporary CEP Project Administrator started in June 2018 and has focused on the background work, detailed business plans and studies to take the CEP strategies from ideas to implementable actions. The success of past projects are now beginning to be recognized and should be leveraged in support of the Windsor Works plan.

The current Environmental Sustainability and Climate Change Office has 2 FTEs responsible for the implementation of four Masters Plans including: Environmental Master Plan; Climate Change Adaptation Plan; Community Energy Plan; Corporate Climate Action Plan. Other programs led by the ESCC team include Community Gardens, West Nile Virus program and Windsor Essex County Environment Committee (WECEC). The current staffing levels are insufficient to implement the actions noted while continuing to engage the public and external stakeholders as required. A survey of similar-sized municipalities to Windsor illustrated that staffing levels for the initiatives undertaken by Windsor's Environmental Sustainability and Climate Change Office is exceeded by its' peers.

Personnel within the Environmental Sustainability and Climate Change are critical for grants that require GHG Assessments, as there are no other individuals within the City that have the knowledge to complete this requirement. A Climate Lens assessment is required for any Infrastructure Canada grant in excess of \$10 million dollars. For example, The Disaster Mitigation and Adaptation Fund and ICIP Transit grants, involved the Supervisor, Environmental Sustainability and Climate Change, providing statistical information on the extreme weather events experienced by the City and the social and economical impact on residents as well as the possibility of reoccurrence of these events, potential negative impacts and an evaluation of proposed remedial efforts. These grants also require Climate Change mitigation assessments. Federal payments and more recently provincial payments are withheld on grants until GHG Assessments are completed. This climate change knowledge is also leveraged across the Corporation on a number Corporate projects to ensure that projects are considering energy use, GHG emissions and will be resilient to the impacts of climate change over the life of the projects.

As Triple Bottom Line Plus is rolled out to the organization to support the evaluation of proposed projects, staff will be relied upon to provide guidance in establishing social and environmental criteria. This group will be the subject matter experts in providing suitable evaluation criteria in assessing project impacts to City of Windsor residents, environmental impacts, energy consumption and efficiency. They will represent the City's position with respect to these areas and conduct evaluation of proposals. Without their involvement, the creation and execution of this assessment will be incomplete and delay the project and access to possible funding opportunities that exist.

Understanding the full objectives and targets of the ESCC team, establishment of the CEP Administrator position, as outlined in the Community Energy Plan (2017) is recommended.

Council, with Budget Issues 2018-0320, 2019-0218, 2020-0167 and 2021-0040, 2022-0184 approved the necessary temporary funding for this position for 2018 through 2022; however understanding the full objectives and targets of the

ESCC team, Administration is recommending that the CEP Project Administrator position now be established on a permanent basis as recommended in the Community Energy Plan (2017)..

If permanent funding is not be approved, \$107,073 from Budget Stabilization Reserve is being requested to fund this position on a temporary one time basis for 2023.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Asset Planning	Enviro.Sustainblty&Climate Chg	Computer Maintenance	480			
Asset Planning	Enviro.Sustainblty&Climate Chg	Computer Rental - INTERNAL	400			
Asset Planning	Enviro.Sustainblty&Climate Chg	Fringe Benefits (Dept.)	26,349			
Asset Planning	Enviro.Sustainblty&Climate Chg	Salary-Reg.Full Time	79,844			
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	26,349			
		<b>Total Expenses</b>	<b>133,422</b>	<b>0</b>	<b>0</b>	<b>0</b>
Corporate Accounts	Fringe Benefits Recovery	Automated Fringes Recovery	(26,349)			
		<b>Total Revenues</b>	<b>(26,349)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>107,073</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Asset Planning	Enviro.Sustainblty&Climate Chg	CEP Project Administrator	Regular Full-Time	1.0
			<b>Total:</b>	<b>1.0</b>

<b>Budget Issue #</b>	2023-0227	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Asset Planning	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Capital & Reserves	<b>Status</b>	Public

## One Time Funding for Temporary Energy Financial Analyst Position

The Energy Initiatives division of Asset Planning is managing or developing \$21 million worth of current and future energy efficiency projects. Administration has identified the need for an additional financial staff resource to assist with the analysis of significant amounts of energy data generated by the Corporation’s over 600 utility accounts. The ability to identify opportunities for energy cost savings via vigilant consumption analysis is of particular importance given the eventual establishment of a comprehensive enterprise-wide energy management program targeted for 2025.

**Recommendation:** Recommended

**One-Time Funding:** \$84,656 (Budget Stabilization Reserve)

### Issue Detail

In 2019, Energy Initiatives developed its second 5-year Corporate Energy Management Plan 2019-2023 (CEMP) approved by Council under CR301/2019. The CEMP was prepared in compliance with Ontario Regulation 507/18 which required the initial Plan to be updated at the end of the five year period (2014-2018). This second Plan reflects the significant growth of energy efficiency projects and the need for sustainable energy conservation, the strategic management of the corporation’s energy consumption, and the goal of reducing the City’s carbon footprint toward net-zero. Furthermore, the Independent Electricity System Operator (IESO) continues to offer a varied range of incentives applicable to a broad spectrum of energy efficiency projects which allows the Corporation to participate and take advantage of available funding.

In addition to energy project identification, development, and implementation, Energy Initiatives is tasked with managing, monitoring, and analysing over 600 utility accounts for various metrics including invoice accuracy and identifying account consumption anomalies. The 2022 corporate energy budget is \$18.5 million, which is a decrease of \$2.6 million, compared to 2017 the energy budget of \$21.1 million. These budget swings are a function of introducing energy efficiency projects, Local Distribution Companies (LDC) utility rate adjustments and provincial/federal government policies which can cause budgets to increase as well as decrease.

Energy Initiatives is also responsible for managing or developing \$21 million worth of current and future energy efficiency projects. Asset Planning/Energy Initiatives has identified the need for an additional staff resource to assist with the analysis of significant amounts of energy data generated by the Corporation’s over 600 utility accounts. The ability to identify opportunities for energy cost savings via vigilant consumption analysis is of particular importance given the eventual establishment of a comprehensive enterprise-wide energy management program targeted for 2025.

As part of the 2021 budget, the Energy Analyst position was approved for a two-year period ending in 2022. The Covid pandemic and hiring process delays affected the ability to recruit on time and realize the expected savings as identified at that time; however as a result of work done by this position to-date, savings in excess of \$100k have been identified within various City water accounts and implementation of the recommended cost saving measures is underway.

### Position Job Tasks

The ability to track, monitor, analyse and problem solve consumption anomalies cannot be understated. Although Energy Initiatives has limited resources, it has been successful in identifying a wide variety of consumption anomalies but the approach has been somewhat ad hoc and inconsistent. The automation of utility invoicing and consumption data collection provided by our energy management software solution EnergyCAP has proven to be a significantly useful tool.

However, the sheer volume of data analysis and associated detection of anomalies provided by the software necessitates a staff person to mine for such detailed information on a more frequent and early detection basis. The most efficient and financially beneficial solution is to employ an energy financial analyst with the singular focus of constantly reviewing utility data and identifying operational savings / cost avoidance through the tracking and monitoring of consumption and cost abnormalities.

- Some examples of the past successes in terms of billing errors, tracking, monitoring, analysing accounts include:
- Identified abnormal water consumption associated with the four civic plaza fountains resulting in annual cost avoidance of approximately \$50,000 annually. While this anomaly was identified in 2010 it had been occurring for four (4) years prior.
  - Identified ENWIN billing error of \$500,000 associated with LED traffic lights conversion. Due to OEB's two (2) year ruling the City was only able to recover \$155,000.
  - Early detection of less than optimum electricity product from solar PV system at WIATC, approximately \$100,000 in revenue generation.
  - Identification of a lower than anticipated electricity consumption reduction as a result of ice plant upgrades at WFCU Center resulting in \$45,000 in cost avoidance

- The Energy Financial Analyst duties and responsibilities will include the following tasks:
- Central resource and subject matter expert for utility accounts and bill management of the City's 600 utility accounts
  - Identify consumption abnormalities and assist with corrective measures
  - Provide early issue detection to site managers
  - Assist with Facility operation efficiency (for example, identifying unnecessary equipment running at off/night hours)
  - Utility management of redundant/closed facilities
  - Review appropriateness of water meter line size and seasonal meters
  - Review utility invoices for billing errors
  - Provide quarterly reports
  - Sub-meter systems analysis
  - Benchmark energy use in similar type buildings within the corporation and across other jurisdictions
  - Assist with managing customer profile and consumption analysis associated with the City's public electric vehicle charging stations
  - Assessment of data gaps and opportunities for earlier detection/new project investigation/cost savings
  - Monitoring, verification tracking and analysis of project performance
  - Collecting un-incentivized electricity consumption reduction data

**Funding for Energy Financial Analyst**

This position is expected at a minimum to breakeven in terms of identifying utility related issues that will result in corporate operational savings and thereby offset the position's salary costs. It is well documented that vigilant review of utility account data can generate savings of up to 15%. Based on the 2022 utility budget of \$18.5 million, a 1% saving would equate to \$185,000 which is reasonably achievable and would be more than double the position's annual salary. If the savings do not materialize as anticipated, the position will be discontinued. The job rating would be that of a current Financial Analyst position (NU08) at a salary range of \$59,990 to \$72,917 plus benefits.

Administration is recommending that the Energy Financial Analyst position be dedicated to energy analysis and be funded for two years from Energy Reserve Fund #188 having a balance of \$796,688 as of July 31, 2022. Administration is further recommending that any realized savings attributed to the Energy Analyst position be reimbursed annually back into Fund #188.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Asset Planning	Asset Planning	TRANSFER From Reserve Funds	(84,656)			
		<b>Total Revenues</b>	<b>(84,656)</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Asset Planning	Capital & Reserves	Computer Maintenance	480			
Asset Planning	Capital & Reserves	Computer Rental - INTERNAL	400			
Asset Planning	Capital & Reserves	Other Pay	83,776			
		<b>Total Expenses</b>	<b>84,656</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0123	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Financial Planning	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Budget Development & Control	<b>Status</b>	Public

## One time Funding for Budget Development Public Engagement

The continued use of a public engagement software such as Balancing Act will require on-going funding. The current software solution provides the required functionality to educate the public and gain residents feedback on the annual budget development process. Balancing Act is also a partner company of Questica, the Corporation’s budget development software, which makes this the ideal solution.

**Recommendation:** Recommended

**One-Time Funding:** \$18,000

### Issue Detail

The current public engagement software (Balancing Act) includes the following applications:

**Budget Simulation:** This tool provided the residents with the opportunity to adjust the current spending for each of the City’s services while maintaining a balanced budget. Users are able to experience first hand the challenges of increasing spending on certain services while maintaining the current overall level of spending. This tool also acts as an educational opportunity as residents are able to access layers of service descriptions and see where their tax dollars are allocated. In addition, users are able to provide comments for each of the City’s services, which assist City Council and Administration in the budget development process.

**Taxpayer Receipt:** This tool provides residents with a valuable education component to the public engagement experience. Taxpayers are able to enter the total taxes that they pay and are provided with a personalized “tax receipt” for their property tax dollars. This application is extremely educational as tax payers can see the various municipal services provided by the municipality and the amount that is funded from their tax bill.

**Prioritize:** This module is a new engagement tool that solicits taxpayer preferences on various capital projects and other initiatives of importance. It goes above and beyond a simple survey as it allows the users to make selections and then rank their preferences. The resulting data provides a deeper insight into the priorities of the residents as it relates to competing capital funding and corporate initiatives. Its user friendly design and simplicity is an attractive addition to the overall public engagement tools offered through Balancing Act.

In 2021, City Council approved one-time funding to pilot the Budget Simulation and Taxpayer Receipt modules as new public engagement tools designed allow residents the opportunity to provide feedback to City Council and Administration in advance of the City’s 2022 budget deliberations and to help residents better understand how their tax dollars are spent. Prior to selecting Balancing Act as the budget engagement tool for the pilot, Administration researched other platforms and various available software solutions. It became apparent very quickly that based on the feedback from other municipalities already successfully using Balancing Act, and the fact that it is already partnered with our existing budget software (i.e. Questica) and Bang the Table, that Balancing Act was the most appropriate solution for the City. Bang the Table is currently being used by other City departments for public engagement in various City projects and initiatives that may create synergies in the future with the budget engagement tool.

There are currently 10 other Canadian provinces / municipalities using Balancing Act. In addition to the above noted Canadian institutions, there are 190 municipalities from the United States, and 10 municipalities from the United Kingdom, Australia and New Zealand using the product directly through Balancing Act. There are also several other

organizations that use the products through their partnership with Bang the Table.

On August 8, 2022, City Council, through CR 348/2022, again approved one-time funding to use Balancing Act as an engagement tool for the 2023 Budget process. This request will allow for the establishment of an annual budget to allow the use of the Balancing Act public engagement tool during the budget process for 2024 and beyond.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Financial Planning	Budget Development & Fin Admin	Computer Software	18,000			
		<b>Total Expenses</b>	<b>18,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
Financial Planning	Budget Development & Fin Admin	TRANSFER From Reserve Funds	(18,000)			
		<b>Total Revenues</b>	<b>(18,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0276	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Financial Planning	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Financial Support	<b>Status</b>	Public

## One-Time Funding of Financial Analyst - Parks & Recreation Support

One-time funding is required for a Financial Analyst-Parks & Recreation to assist with the increasing financial workload and support required for the area. The Parks & Recreation areas have seen a significant amount of growth and change over the past decade, resulting in a greater need for enhanced financial support. Over the last several years, temporary financial analysts have been used due to heavy workload on several occasions. There will be a negative impact to the timeliness and accuracy of recoveries from Capital projects/external parties, along with proper revenue recording if funding for this position is not approved. Providing financial analyst support for the Parks & Recreation areas will afford financial support consistent with the other operational departments.

**Recommendation:** Recommended

**One-Time Funding:** \$84,655 (Budget Stabilization Reserve)

### Issue Detail

The Parks and Recreation & Culture departments have seen a significant amount of growth and change over the past decade, resulting in a greater need for enhanced financial administration support. Large venues such as the WFCU Centre and the Windsor International Aquatic Training Centre (WIATC) & Adventure Bay are examples where although the consolidation of facilities resulted in operational and financial efficiencies, the size and complexity of these facilities have increased the overall workload with respect to financial support. In addition, the departments recently switched over to a new software scheduling program (ActiveNet) to record revenues through recreation programs and facility rentals.

The Finance Department has seen a significant increase in the number of reconciliations, financial summaries, ad hoc analysis, business cases, grant submissions and detailed reports requested for these departments. These additional responsibilities have added a significant amount of work to the day to day tasks that the two (2) Financial Planning Administrators (FPA) who support each department are required to do. Over the past several years, there have been two (2) short-term assignments where a temporary financial analyst was put in place on a heavy workload basis for this area for a period of time totaling approximately 18 months. In these situations, with a financial analyst assisting with more routine and recurring analysis, the FPAs were able to thoroughly work on more complex matters such as detailed Council report review/analysis, along with specific ad hoc analysis and business cases.

A recent analysis of overtime shows that for the first 7 months of 2022 (January-July) the two FPAs have worked a combined 5.72 weeks beyond their normal work week at a cost of \$10,872. This is a significant increase compared to 2019, the two departments' last full operating year prior to the pandemic, with a total of 4.7 weeks of overtime at a cost of \$8,592 for the year. This amount of overtime is not sustainable in the long run and may lead to issues with health and safety as well as retention of high performing staff.

With a combined annual budget of \$32.8M, the Parks and Recreation & Culture departments are two of the largest and most prominent operating divisions at the City. These two (2) departments are without a dedicated financial analyst to provide enhanced financial support similar to other large departments within the Corporation. Furthermore, in addition to its operating budget, the Parks capital project portfolio is also quite large with 55 ongoing projects totaling close to \$50M in value

With these responsibilities, a higher volume of Council reports requiring financial review, Ward projects, grant submissions and greater scope of high-profile Enhanced Capital Projects (i.e. Peche Island, Bright Lights, Open Streets,

etc.), there is a greater need for a Financial Analyst position (FA), to support the Parks and Recreation & Culture departments in order to help fill some of the gaps and address workload challenges.

Some of the duties and responsibilities that would be completed by the FA include, but are not limited to:

- WFCU/Global monthly bank reconciliations and settlements
- ActiveNet reconciliations, refunds, gifts cards, deferred revenue and accounts receivables
- Monthly reallocations of accounts to correct chart field
- Monthly labour salary distribution and recoveries from Capital projects
- Prepare recurring monthly journal entries
- Reconcile leases
- Tracking of daily participation trends and revenue at WIATC/Adventure Bay
- Capital project analysis and tracking
- User Fee Analysis & Update
- Recreation Master Plan & Implementation
- After school program grants allocation
- Monthly financial variances packages

One-time funding for the position was approved in the 2021 budget, but due to the ongoing pandemic and recruitment challenges, the position was briefly filled in September 2021 and again recently in July 2022. An additional year of one-time funding is being requested by the Department in order to meet increasing financial responsibilities in the Parks and Recreation & Culture departments and to better assess the need for the position on a permanent basis. By not accepting this service enhancement, there is the potential for a negative impact to the quality of the financial support provided to two critical Departments and to the health and safety of our existing staff.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Financial Planning	Budget Control&Financial Admin	Computer Maintenance	480			
Financial Planning	Budget Control&Financial Admin	Computer Rental - INTERNAL	400			
Financial Planning	Budget Control&Financial Admin	Other Pay	83,775			
		<b>Total Expenses</b>	<b>84,655</b>	<b>0</b>	<b>0</b>	<b>0</b>
Financial Planning	Budget Control&Financial Admin	TRANSFER From Reserve Funds	(84,655)			
		<b>Total Revenues</b>	<b>(84,655)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0015	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Human Resources	<b>Category</b>	[A] Annualization
<b>Division</b>	Employment & Consulting Serv.	<b>Status</b>	Public

## Addition of a Human Resources Business Partner

To formalize the addition of one Regular Full-Time Human Resources Business Partner (HRBP) as a result of the approved (CR 336/2022) in-camera report dated July 25, 2022 regarding “Employee Recruitment and Retention”.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

On July 25, 2022 the Executive Director, Human Resources brought an in-camera report to City Council regarding “Employee Recruitment and Retention”. The report outlined the challenges currently facing the Corporation of the City of Windsor with respect to recruiting and retaining talented employees. One of the recommendations of the in-camera report, approved by City Council (CR 336/2022), was “THAT City Council APPROVE the hiring of one (1) Regular Full-Time Non Union Human Resource Business Partner.

The addition of the Human Resources Business Partner will assist with the backlog of recruitments resulting from the current period of high retirement due to Baby Boomers leaving the workforce, employees being recruited by competitors and the staff vaccination policy which has led to a backlog of positions that need to be recruited. The existing Human Resources Business Partners are each conducting a large number of recruitments simultaneously, which can cause lengthy recruitments resulting in some of the candidates securing employment with other organization by the time a position is offered which continues to lengthen the recruitment or can even cause the recruitment process to restart. Human Resources is expecting that the increased number of recruitments currently being experienced will persist for the foreseeable future. Should the number of annual recruitments decrease sometime in the future, the additional position can be eliminated through attrition.

The cost of this one additional Regular Full-Time Human Resources Business Partner is being funded in 2022 by departmental gapping dollars for the remainder of the the year with any shortfall in 2022 funded through the Budget Stabilization Reserve. The ongoing cost of this position is being formalized in this budget write-up and will be included in the 2023 Human Resources Operating Budget with a split (50-50) in funding between Human Resources Department and Employment and Social Services Department (ESS). Given that the ESS Department will be funding part of the position much of the focus of one HRBP will be on the Social Services Department, where 21% of the workforce is eligible to retire in the next 5 years and the Department is experiencing high volume of vacancies.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	24,921			

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Human Resources	Employment & Consulting Serv.	Computer Maintenance	480			
Human Resources	Employment & Consulting Serv.	Computer Rental - INTERNAL	600			
Human Resources	Employment & Consulting Serv.	Fringe Benefits (Dept.)	24,921			
Human Resources	Employment & Consulting Serv.	Salary-Reg.Full Time	75,525			
		<b>Total Expenses</b>	<b>126,447</b>	<b>0</b>	<b>0</b>	<b>0</b>
Corporate Accounts	Fringe Benefits Recovery	Automated Fringes Recovery	(24,921)			
Human Resources	Employment & Consulting Serv.	Recovery of Fringes INTERNAL	(12,461)			
Human Resources	Employment & Consulting Serv.	Recovery of Salaries-INTERNAL	(37,763)			
		<b>Total Revenues</b>	<b>(75,145)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>51,302</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Human Resources	Employment & Consulting Serv.	HR Business Partner	Regular Full-Time	1.0
			<b>Total:</b>	<b>1.0</b>

<b>Budget Issue #</b>	2023-0016	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Human Resources	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Occupational H&S & Wellness	<b>Status</b>	Public

## One-Time Funding for External Investigations

Each year the Corporation conducts investigations into incidents of workplace harassment and violence arising in our workplaces in order to comply with legislative obligations and to provide an effective process for addressing these matters. These investigations are typically conducted by in-house staff who receive specialized training to perform this essential task, however Transit’s collective agreement mandates that all sexual harassment allegations be investigated by a third party. At this time, there are no dedicated funds to cover the cost of these external investigations. Given the frequency with which circumstances arise that mandate the use of an external investigator, our recommendation is to provide one-time funding for 2023 to cover the cost of these investigations.

**Recommendation:** Recommended

**One-Time Funding:** \$30,000 (Budget Stabilization Reserve)

### Issue Detail

Each year the Corporation conducts investigations into incidents and complaints of workplace harassment and violence arising in our workplaces in order to comply with legislative obligations and to provide an effective process for addressing these workplace health and safety matters. Over the past five years, the Corporation has experienced an average of 40 reported incidents per year. When looking at the best approach to address an incident or allegation of workplace harassment, the opportunity exists to address the circumstances through an informal or mediated approach to dispute resolution. However, in some circumstances, one of the parties may be unwilling to participate in an informal resolution. In these circumstances, Administration must determine if the circumstance warrants investigation. Investigations follow a formalized process detailed in the Workplace Harassment and Violence procedures the result of which is for the investigator to determine whether the allegations brought forward meet the definition of harassment and/or violence is determined through the investigation process. In addition to making a determination of whether or not a violation has occurred, the Investigation Report will include recommendations designed to prevent a future occurrence of the same type of behaviours. In instances where a threat of violence has occurred, an informal approach is not suitable given the established risk level. In these instances, the workplace investigation will assess if the allegations brought forward are proven and what recommendations are reasonable to ensure the safety of all workplace parties.

For the most part, investigations are conducted by in-house staff who receive specialized training to perform this essential task. Instances where contracting an external investigator is contemplated include where the parties are members of Senior Administration, such as commissioners and executive directors, members of City Council, divisional reviews or where there is evidence of the presence of potential systemic issues. Further, there are specific provisions in the Transit Windsor Collective Agreement that mandate that investigations into sexual harassment complaints be done by an external third party. In the past five years, 13 incidents and/or complaints were investigated through a contract to external legal firms at a cost of \$148,770.65 or approximately \$11,443 per investigation. At this time, there are no dedicated funds to cover the cost of these external investigations, and the cost of each investigation lies within the department where the parties are employed. Given the frequency with which circumstances arise that mandate the use of an external investigator based on the five-year overview, it is requested that one-time funding be provided to cover the expenses to ensure thorough reviews are performed. At this time, the cost of mediation services will remain with the affected department.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Human Resources	Health & Safety	Other Prof Services-External	30,000			
		<b>Total Expenses</b>	<b>30,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
Human Resources	Health & Safety	TRANSFER From Reserve Funds	(30,000)			
		<b>Total Revenues</b>	<b>(30,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0020	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Human Resources	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Administration - Human Resources	<b>Status</b>	Public

## One-Time Funding for an Accessibility Assistant Position

The Accessibility Assistant would provide specialized technical support to the Diversity and Accessibility Officer to assist with the high volume of ongoing complex and legislatively required work to ensure that we meet all of our legislative responsibilities in a timely and fiscally responsible manner. This is one time funding to cover the cost of these essential duties pending the completion of the Anti-racism and Anti-Discrimination engagement strategy which will be completed by an external consultant. It is prudent to consider the results of this engagement and strategy to better understand the full breadth of long-term resources.

**Recommendation:** Recommended

**One-Time Funding:** \$62,001 (Budget Stabilization Reserve)

### Issue Detail

Reporting to the Diversity and Accessibility Officer this position provides administrative support related accessibility services at the City of Windsor with a primary focus on fulfilling the broad, ongoing legislated requirements /responsibilities under the Accessibility for Ontarians with Disabilities Act (AODA). Legislatively required Accessibility standards were created as part of the Accessibility for Ontarians with Disabilities Act and set out the rules that businesses and organizations in Ontario need to follow to identify, remove and prevent barriers so that people with disabilities have more opportunities to participate in everyday life. These Standards include legislative requirements for organizations tied to Accessible Customer service, Accessible Information and Communications, Accessible Employment, Accessible Transportation and Accessibility in the Design of Public Spaces.

The successful candidate would have the following skills :

- Demonstrated experience with and knowledge of the World Wide Web Consortium Web Content Accessibility Guidelines (WCAG) 2.0 with the skill to remediate basic to complex documents and replace existing documents on the public and private web spaces.
- Advanced knowledge of Adobe Acrobat DC Pro including batching, troubleshooting, tagging, forms, and customization of the platform.
- Hands on experience with accessibility remediation platforms including but not limited to AbleDocs AxesPDF and Axes4Word, and the Equidox accessibility remediation platforms.
- Advanced level Microsoft Word and Excel (the ability to develop customized extensions to the platform is an asset)
- Knowledge of languages including VBA, SQL, Java, and Python is an asset
- Demonstrated competencies including flexibility and adaptability, innovation & creativity, diplomacy, collaboration, customer focused, effective communicator, ability to foster collaborative relationships, emotional intelligence, and resiliency.

This position would work under the close guidance of the Diversity and Accessibility Officer and provide assistance with:

- The examination of architectural renderings of existing and new built environments to make recommendations regarding beneficial accessibility enhancements and conformance with relevant legislation, standards and the corporate FADS to help identify, remove and prevent barriers.
- The examination of site plans and other city planning documents for external public environments including but not limited to beaches, trails, playgrounds, parks, pools, ramps, concessions, doors, stairs, sidewalks, crosswalks, curbs, and Transit Windsor. Make recommendations regarding beneficial accessibility enhancements and conformance with relevant legislation, standards and the corporate FADS to help identify, remove and prevent barriers.

- The review and recommendations regarding a variety of accessibility technologies/enhancements (i.e.: including but not limited to wayfinding technologies, audible pedestrian crosswalks, hearing systems, tactile surfacing, assistive devices etc.)
- Collaborating with consultants and vendors to solve platform-specific issues ranging from configuration of license managers to detecting, reporting, and resolving technical errors.
- Extraction and interpretation of Google Analytics data to determine the most frequently accessed documents requiring accessibility remediation
- Administrator responsibilities on the CCW public platform (Sharepoint)
- Administrator responsibilities on the CCW Dashboard platform (Sharepoint)
- Creating, building, modifying, and removing ASPX pages from the public and private web platforms.
- Booking accessibility accommodation services for internal and external customers including but not limited to American Sign Language, CART Services and Closed Captioning.
- Administrative support including support to assist initiatives tied to the Windsor Accessibility Advisory Committee
- Participates on committees, meetings, task forces, work groups and special projects, as directed.
- Assists with Accessibility audits of Corporate facilities as needed
- Accessibility related research and provides input or prepares reports, memos, briefing notes, presentations, statistics and analysis.
- Support to the Diversity and Accessibility Officer with the implementation, monitoring and compliance of accessibility regulations under the AODA
- Support to the Diversity and Accessibility Officer with accessibility planning and accessibility related inclusion policy/procedure/standard development initiatives.
- Support to the Diversity and Accessibility Officer in providing input and guidance to departments regarding AODA and applicable regulations (tied to accessible customer service, accessible employment, accessible transportation, accessible built environment and accessible information and communications), Facility Accessibility design requirements and other relevant legislation and standards.
- Other duties as assigned.

With an Accessibility Administrative Assistant, the Corporation would have a dedicated staff member to provide specialized support to the Diversity and Accessibility Officer to assist with the high volume of ongoing complex and legislatively required work. Hiring a specialized position like this will help to keep up with a wide range of current projects, and ensure we can meet the required pace of change as legislated standards are updated, new technologies emerge, etc. Having proper human resources for this essential area is important to the success of the work and helps to ensure fiscal responsibility in meeting our legal responsibilities. Specialized accessibility consultants can be very expensive, so it is important to build skills internally to maximize the results of our investment in accessibility. This position is urgently needed to keep up with the ongoing technical requirements including remediation and without this position, we will have to pay external consultants to assist with the required work.

### **Risk**

Failing to provide adequate staffing support to this crucial area, with ongoing legislative and provincial reporting requirements, would put the Corporation and Community at risk for failing to meet its legislated requirements that could result in fines and losses tied to reputation. Given the breadth, scope, importance and complexity of work in this crucial area, inadequate staffing will also result in a shortfall of necessary technical skills that are required to keep pace with the accessibility work of other similar size municipalities that are expanding their departments. Attracting and keeping skilled employees is crucial because of the level of training to develop the broad skill set required for the multi-disciplinary nature of this field that encompasses accessibility tied to customer service, human resources, technology, transportation and the built environment (i.e.: architecture, urban planning, engineering) and which are specializations each in their own right. Proper and sustainable human resources are required to support our legislated requirements and continue our work to eliminate accessibility related inequalities and barriers within the organization and the community. Failure to provide funding for this skilled position could result in sky rocking accessible document remediation costs and also the need for a consultant to assist with the development of out new Accessible Design Standards instead of being able to address this internally. This position would handle the majority of these tasks and without this position we would have to send to service providers at a cost that would be much greater than the salary for this position.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Human Resources	Diversity & Accessibility	Computer Maintenance	480			
Human Resources	Diversity & Accessibility	Computer Rental - INTERNAL	600			
Human Resources	Diversity & Accessibility	Other Pay	60,921			
		<b>Total Expenses</b>	<b>62,001</b>	<b>0</b>	<b>0</b>	<b>0</b>
Human Resources	Diversity & Accessibility	TRANSFER From Reserve Funds	(62,001)			
		<b>Total Revenues</b>	<b>(62,001)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0087	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Human Resources	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Employment & Consulting Serv.	<b>Status</b>	Public

## One-Time Funding for Cognitive Demands Analysis

A Cognitive Demands Analysis (CDA) is an objective evaluation of the specific cognitive, emotional and psychological skills required to perform the essential job duties of a given position. A proactive approach to capturing the cognitive and behavioral demands can assist with providing suitable accommodations and implementing strategies that aim to reduce claims and costs associated with mental health conditions. The Corporation has used CDA's in a number of return-to-work plans for employees throughout the year with success, however, there is no dedicated funding for these analysis and departments need to allocate funding from alternate accounts. This one-time funding is being requested in order to perform an analysis on the positions where it is deemed critical.

**Recommendation:** Recommended

**One-Time Funding:** \$30,000 (Budget Stabilization Reserve)

### Issue Detail

The majority of positions in the Corporation have a Physical Demands Analysis (PDA) completed for them and the City recently completed a Request for Quote to secure the services of Achieva Health Inc. to complete PDAs for newly created positions, changed positions as well as a review.

A PDA is a systematic procedure to quantify and evaluate all of the physical and environmental demand components of all essential and nonessential tasks of a job. PDAs are an essential component of the return to work and modified work process and assist both the City and treating practitioner to determine an employee's suitability and functional capabilities. It is also used as a proactive injury management tool to establish physical testing for a specific job based on the essential functions of that job.

There is an option for the Human Resources Department to expand from the PDAs and begin to have cognitive job demands analysis completed for identified positions. It has been identified that occupational claims related to mental health are on the rise and 33% of current long term disability cases are related to mental health. A Cognitive Job Demands Analysis (CDA) is an objective evaluation of the specific cognitive, emotional and psychological skills required to perform the essential job duties of a given position. As mentioned, traditional PDAs typically address only the physical components of the essential job duties. Jobs are multifaceted and performance at work depends on the interplay of human physical, cognitive, emotional, behavioral and environmental factors. Having a CDA in conjunction with a PDA can be a helpful baseline measurement tool to complete a number of functions in a variety of Human Resource positions.

The Disability Management Specialists, Ergonomist and Wellness Specialist and Occupational Health and Safety Advisors can utilize the information to assist with completing job hazard analysis, returning employees to a safe work environment and accommodating employees in their respective jobs; Employee Relations and the Total Compensation Specialist could reference the information during a job evaluation review; and Business Partners would benefit from referencing the information during the recruitment process.

Achieva Health Inc. has the ability to complete CDAs as well as PDAs. The time to complete a cognitive demands analysis requires more hours than a PDA, however, the funds in this budget will be used for positions where it is deemed critical (as a result of, but not limited to claims data and job hazard analysis findings) to have CDAs completed.

A proactive approach to capturing the cognitive and behavioural demands can assist with understanding the demands at

each position to better respond to accommodation and return to work challenges when they arise; and help with implementing appropriate strategies aimed to reduce incidents associated with mental health conditions.

**Risk**

Determination of the cognitive and behavioural demands of work is an important part of holistic workplace intervention, especially important when developing return-to-work programs for persons with reduced cognitive or behavioural capacity. These comprehensive and detailed assessments can be utilized when any health condition (cognitive, physical, or emotional) impacts an employee’s thinking, cognition and/or their interpersonal processes and abilities. A CDA can assist with clearly defining and standardizing the interpretation of workplace demands into the health field (and vice versa). Facilitating successful return to work programs and providing suitable accommodations can be challenging when cognitive work demands are not clearly defined.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Human Resources	Employment & Consulting Serv.	Other Prof Services-External	30,000			
		<b>Total Expenses</b>	<b>30,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
Human Resources	Employment & Consulting Serv.	TRANSFER From Reserve Funds	(30,000)			
		<b>Total Revenues</b>	<b>(30,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0089	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Human Resources	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Employment & Consulting Serv.	<b>Status</b>	Public

## Enhancement to the Corporate Training and Development Budget

The Human Resources Department is requesting a budget enhancement to the Corporate Training Budget to augment learning and development initiatives that focus on building a world class organization with world class talent . In order to continue to build organizational capacity, a critical investment in training and development is necessary to equip employees at all levels of the organization with the necessary and transformative skills, knowledge, and abilities needed today and into the future. Creating a culture of learning is central to the future of work. It’s also the key to shaping an organization into a more adept and agile employer. Learning and development plays a critical role in reskilling and upskilling within the future of learning.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

“Organizations with strong learning cultures exhibit better overall organizational performance in the areas of employee engagement, customer satisfaction, overall productivity, and overall leadership performance compared to organizations with weak learning cultures.” (Conference Board of Canada, 2018).

The need to boost the training and development budget arises out of the necessity to address:

- New and evolving job/tasks/duties
- Career and leadership development gaps
- Learning solutions that support development initiatives
- Workforce Diversity to attract, retain and strengthen talented employees

The COVID-19 pandemic accelerated changes in the way we work, prompting a response to consider the kinds of skills needed today and into the future and the ways in which these skills can be developed. As an organization, we need to consider how we can best recruit, develop and retain an evolving workforce to meet both current and future challenges.

Skilled, engaged employees are essential to the organization’s future. Employee’s that are trained to be more adaptive and more human-centric can better handle change. The type of work employees perform, the demographics of the workforce, and the workplace itself are all shifting rapidly. The impact of these changes will require significant reskilling and upskilling for employees in the next few years.

Careful consideration is needed in the areas of:

1. Building critical skills and competencies
2. Organizational design and change management
3. Current and future leadership bench
4. Future of work
5. Diversity, Equity and Inclusion

This presents a unique opportunity to shape the future of learning and development in ways not previously considered. More and different skills are needed. New skills are replacing old ones and many of the skills that were necessary in an

average job will become obsolete in the next few years. Additionally, there is mounting pressure on diversity, equity and inclusion. Greater effort is needed to invest in diversifying leadership opportunities amongst all levels of the organization.

An enhanced training and development budget will:

- Act as an important attraction and retention strategy
- Develop future leaders
- Empower employees
- Boost workplace engagement
- Build workplace relationships

Further, an investment in learning and development underscores the value in many respects if we want to:

- Build high-performing teams
- Develop a pool of great leaders
- Build on technical and analytical skills and;
- Create a high performance-focused culture

Areas in which a budget enhancement will produce an organization that is innovative, agile, collaborative, solution-oriented, efficient, and effective include learning and development programs focused around:

- Business Acumen
- Collaboration
- Communication
- Developing Others
- Emotional Intelligence
- Empowerment
- Leading Change
- Navigating and Resolving Conflict
- Resilience and Agility
- Strategy and Execution

While it would be short-sighted to identify specific programs, including professional development; leadership; technology, or technical to address the skills needed today and into the future, an enhanced budget will allow flexibility in allocating training dollars to meet the critical skill shortages and an effective deployment strategy that makes the most sense for learners at all levels of the organization.

Workplace demographics are shifting rapidly. Retirements are on the rise and across the organization, employees are refining the skills needed for current roles while seeking opportunities to explore other paths that increase their skillsets. In sharp contrast to the traditional career ladder, a career lattice, also known as the rock wall captures the idea that careers aren't just upward, linear climbs. Instead, there are sideways moves in addition to upwards movement, and learning and development opportunities should be provided even if those moves aren't in ascending directions. Offering employees with more ways to move laterally and rewarding them for it encourages them to:

- Learn and grow without feeling stymied
- Advance their own knowledge and careers
- Assume greater ownership for their own career growth

## **Performance Indicators**

There continues to be a high demand for a variety of training courses. Most notably Microsoft Office computer training, The Art of Supervision and Emerging Leader program have generally incurred a waitlist.

According to research published by the Conference Board of Canada, on average, employers in Canada spent \$1,014 per employee on learning and development in 2021. Using 2021 stats, the City is well below average with spending at \$161 per employee. The approval of this issue will bring the average spending up to \$195/person. It's important to note that an investment in training has a positive impact on employee retention. According to research, 94 per cent of employees would stay with a company longer if their company invested in their career development. Another study found that 37 per cent of employees would consider leaving their organization if training and development were not offered, while 79 per cent indicated that training opportunities are important when job searching. The Corporation's figure does not include the payroll for Police/Roseland or Boards and Commissions and is inclusive of Educational Assistance, Corporate Training Expenditures, inclusive of Corporate Coaching and Succession Planning.

Organizationally we've come to a cross section where an investment in learning and development is a necessity if we want to thrive, attract and retain a talented workforce.

**Risk**

A budget enhancement to the Corporate Training Budget is a smart investment. Without the additional financial support and learning strategy, the organization will lag in developing and retaining talent, putting itself at significant risk.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Human Resources	Employment & Consulting Serv.	Consulting Services - External	100,000			
		<b>Total Expenses</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0090	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Human Resources	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Occupational H&S & Wellness	<b>Status</b>	Public

## One-Time Funding for a Disability Management Specialist Position

Understanding of the interconnection of the 7 overall dimensions of wellness and work life, including the wellbeing of mental, physical, social financial, spiritual, environmental and vocational each being interdependent and influencing each other. The Corporation has seen increases in a few of these dimensions such as the mental, physical and financial conditions that needs to continue to be supported. DMS work closely with managers to ensure appropriate supports are provided to employees struggling with stress, anxiety, depression and post traumatic syndrome (PTSD). Providing one-time funding for an additional DMS will enhance our ability to manage the increasingly challenging needs of our workforce with effective modified work plans individually suited for our employees and their needs.

**Recommendation:** Recommended

**One-Time Funding:** \$121,772 (Budget Stabilization Reserve)

### Issue Detail

As of June 30th 2022, mental health WSIB claims make up the most expensive type of WSIB claim with the average cost of a mental health claim at \$ 31,475.85. The Disability Management Specialists, or DMS, have unique skill sets that enable them to work consultatively with an array of mental health professionals, union and association representatives and management teams to develop, implement and support unique modified and return to work plans. As a result of the level of skill and ability of our DMS team, and their efforts with the workplace parties, 98% of our employees were employed at the end of their return to work plan. But the reality is that management of mental health claims requires more intensive and creative planning and consultation to develop and implement effective modified work and return to work plans.

The impact of PTSD on the Corporations workforce has been significant particularly with the regulatory change to presumptive status for claims for emergency services such as Police and Fire. In affected departments, PTSD claims make up a significant portion of mental health claims with the average cost of a PTSD claim at \$32,018.39. Working with employees struggling with the impact of PTSD requires specialized skills that our DMS team have but with current workload challenges, does not allow a DMS to dedicate sufficient time to managing these challenging claims. Providing one-time funding for an additional Disability Management Specialist will enhance the Corporation’s ability to continue to manage the complex needs of our workforce and support departments with effective modified work and return to work planning.

The alternative to having employees return successfully to a job within the Corporation is long-term disability, or retirement where the conditions are satisfied. On LTD, employees receive only a percentage of their salary. Working with our LTD provider our DMS team complete the extensive administrative requirements to assist employees to move onto or off of LTD when they cannot remain at work and no other alternatives are available to them.

While having LTD available is a wonderful benefit for employees, employees on LTD must be replaced, creating the additional salary burden while the Corporation pays the cost of the LTD claim. As a result, though we continue to see a steady increase in our LTD numbers, our DMS team work actively with case managers from Canada Life to create successful return to work plans that enable our employees to reintegrate into a suitable job, and avoid extended absences from work where ever possible. The provision of one-time funding for an additional Disability Management Specialist will enhance the Corporation’s ability to work collaboratively with our LTD provider to return our staff to work as soon as they are deemed to able to do so.

**Performance Indicators**

The predominance of PTSD claims for first responders, such as in Windsor Fire and Rescue Services, requires time and ability in order to provide effective claims management. The following demonstrates the increase in PTSD claims over the past five years:

- 2017 - 1 case
- 2018 - 6 cases
- 2019 - 10 cases
- 2020 - 8 cases (2 additional cases approved and backdated to their occurrence date in 2006 and 2009 respectively, which are before the year when PTSD was deemed to be presumptive for emergency responders in 2014)
- 2021 - 11 cases

There are currently 5 Regular Full Time DMS positions. .Providing one-time funding for the recommended position may assist in reducing WSIB costs, especially in the police and fire departments.

**Risk**

Failure to provide additional funding to support the enhancement of the Disability Management Specialist team will hinder our ability to provide effective attendance management and reduce our ability to apply the expertise required to address challenging individual employee circumstances related to the preponderance of mental health claims, and particularly for PTSD claims.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Human Resources	Health & Safety	Cell Phones	250			
Human Resources	Health & Safety	Computer Maintenance	480			
Human Resources	Health & Safety	Computer Rental - INTERNAL	600			
Human Resources	Health & Safety	Other Pay	120,442			
		<b>Total Expenses</b>	<b>121,772</b>	<b>0</b>	<b>0</b>	<b>0</b>
Human Resources	Health & Safety	TRANSFER From Reserve Funds	(121,772)			
		<b>Total Revenues</b>	<b>(121,772)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0180	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Taxation	<b>Category</b>	[F] Revenue Reduction
<b>Division</b>	Taxation & Taxpayer Support	<b>Status</b>	Public

## One Time Funding for Tax Registrations Fees

A reduction of \$50,000 in the revenue received from the additional charges levied against property owners when there is a tax registration lien filed on title is expected to be realized in 2023. This is largely due to the approached used by the Collections Team and the current economic conditions which have allowed taxpayers to enter into payment plans which will bring their account up to date in a reasonable time- frame and forego the impact of having a tax lien registered against their property.

**Recommendation:** Recommended

**One-Time Funding:** \$50,000

### Issue Detail

In 2010, City Council adopted a pro-active property tax collection strategy in order to address the concern of an increasing balance in the property taxes due to the inability for many property owners to remain current with the property taxes. At the time that the enhanced collection activity was, adopted property tax arrears were increasing and projected to exceed \$50 million. Since 2010, staff have been actively administering the tax collection strategy working directly with individual property owners with the intent to bring their arrears up to date. As of December 31, 2019 the total outstanding tax arrears owing was approximately \$28.7 million. As a result of COVID-19, the Province announced measures that placed the collection of taxes on hold. As such, taxes receivable as of December 31, 2020 increased to \$37.7 million, an increase of \$9 million. However the real estate market continues to be strong allowing property owner to refinance in order to meet their property tax liability, foregoing collection activity that may result in a lien.

Ultimately, if a property owner is unable to make sufficient payment arrangements a tax arrears lien is registered on title. The cost added to the property owner's account at time of registration is \$1,450. Since 2015, the number of tax registrations has been declining. This is due to improved economic conditions, which have allowed property owners to obtain refinancing to address the arrears or to enter into sufficient payment plans that will forego a tax registration. This is a positive outcome of the enhanced collection activity however requires an adjustment in the anticipated revenue received from the registration of a tax arrears certificate which has been trending approx. \$100,000 less than projected over the last four years. Administration had recommended that a phased approach in the reduction of revenue be considered resulting in a recommended reduction of revenue of \$50,000 for 2020. Administration is recommending that one-time funding be provided for 2023 in the amount of \$50,000 to address the anticipated shortfall. A permanent funding reduction will be considered as part of the 2024 budget development if it is still deemed to be needed.

### 5-Year Budget History

Year	Budget	Actual	Variance	% Earned
2018	(\$250,000)	(\$153,700)	(\$96,300)	61.5%
2019	(\$250,000)	(\$81,200)	(\$168,800)	32.5%
2020	(\$200,000)	(\$1,450)	(\$198,550)	0.7%**
2021	(\$200,000)	(\$5,800)	(\$194,200)	2.9%**
2022*	(\$200,000)	(\$50,000)*	(\$150,000)*	25%*

\*2022 Q2 Year End Projection

\*\* Due to COVID

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Taxation	Taxation & Taxpayer Support	Tax Lien Registration Fees	50,000			
Taxation	Taxation & Taxpayer Support	TRANSFER From Reserve Funds	(50,000)			
<b>Total Revenues</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Total</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0033	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Legal & Legislative Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Council Services	<b>Category</b>	[A] Annualization
<b>Division</b>	Licensing	<b>Status</b>	Public

## Animal Control Contract - Windsor Essex County Humane Society

The City of Windsor has a contract with the Windsor Essex County Humane Society for animal control services as per City Council approval (CR229/2022). This contractual agreement was effective July 1, 2022 and runs through June 30, 2027 with an annual inflation adjustment clause of 2% per year. Failure to pay the annual contracted amount to the Windsor Essex County Humane Society would result in the City being in breach of their contractual obligation.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

Windsor Essex County Humane Society contract will be funded from 2022 - 2027 as per City Council Decision CR229/2022, which approved the following:

- That City Council APPROVE the offer to provide contractual animal control services from the Windsor-Essex Humane Society in the annual amount of \$1,081,601 (exclusive of any applicable tax) with an annual inflation adjustment of 2% for a five year period commencing July 1, 2022, and,
- That the new contract amount BE ANNUALIZED and included in the 2022 and future budgets throughout the term of the contract; and, That the contract INCLUDE a termination clause upon the provision of six (6) months written notice;

There was an 8% increase from the end of the previous Windsor Essex County Humane Society contract to the current one, which is why the dollar increase and percentage increase were so high for the contract date July 1, 2022 to June 30, 2023.

### Windsor Essex County Humane Society Contract

Contract Start	Contract End	Contract Amount	\$ Increase Over PY Contract	% Increase Over PY Contract
July 1, 2022	June 30, 2023	\$1,081,601	\$82,972	8%
July 1, 2023	June 30, 2024	\$1,103,233	\$21,632	2%
July 1, 2024	June 30, 2025	\$1,125,297	\$22,064	2%
July 1, 2025	June 30, 2026	\$1,147,802	\$22,505	2%
July 1, 2026	June 30, 2027	\$1,170,758	\$22,956	2%

A budget increase of \$83,802 is requested for 2023. This includes a true up for the 2022 budget that had been underestimated since the 2022-2023 contract amount was not known during the 2022 budget preparation.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Council Services	Licencing & Gaming	Other Prof Services-External	83,802			
		<b>Total Expenses</b>	<b>83,802</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>83,802</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0074	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Legal & Legislative Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Fire & Rescue	<b>Category</b>	[B] Legislated
<b>Division</b>	Fire Operations	<b>Status</b>	Public

## Fire & Rescue NFPA Certification and Internal Computer Fees

The Provincial Government, Ontario Fire Marshal (OFM) has legislated that all Fire & Rescue personnel must be NFPA certified in the position they hold for employment by 2026. In order for Windsor Fire and Rescue personnel to be compliant, they will need online training to ensure success for both the written and practical component of certification. Most of staff will require the following certifications: NFPA 1001 FF Level I and Level II, NFPA 1002 Pump Operator, NFPA 1041 Instructor I, NFPA 1021 Fire Officer I, and Fire Officer II.

**Recommendation:** Recommended

**One-Time Funding:** \$15,000 from the Budget Stabilization Reserve

### Issue Detail

The Windsor Fire Rescue complement consists of 206 Firefighters, 44 Captains and 8 District Chiefs. A considerable amount of time and resource is required to ensure the department reaches NFPA compliance. Administration is recommending that training starts in 2023 with approximately 1/3 staff completing the certification each year. This would assist in ensuring that the required training is completed by the end of year 2025 in order to meet the OFM's legislated requirement. The cost is for the purchase of textbooks and annual online access codes to facilitate the training estimated at \$9,200 annually.

The training division currently holds 12 laptops that are utilized year round for various training needs such as recruit class and promotional classes. In order to facilitate this new on-line training requirement, the addition of 10 computers is recommended. These computers are essential to allow classes to run concurrently and maximize training time. The cost of one-time purchase of 10 computers is \$15,000 and is requested to be funded from the Budget Stabilization reserve. The ongoing internal maintenance and support fees require an operating budget increase consisting of:

- 10 x \$480 maintenance = \$4,800
- 10 x \$600 PAYG replacement = \$6,000

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Fire & Rescue	FIRE-Training	Computer Maintenance	4,800			
Fire & Rescue	FIRE-Training	Computer Rental - INTERNAL	6,000			
Fire & Rescue	FIRE-Training	Training Courses	9,200			
		<b>Total Expenses</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0073	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Legal & Legislative Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Fire & Rescue	<b>Category</b>	[E] Inflationary
<b>Division</b>	Fire Operations	<b>Status</b>	Public

## Self Contained Breathing Apparatus (SCBA) Increase Contribution to Reserve

WFRS recommends an increase in annual Reserve Account contribution to better meet future equipment replacement cost.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

Self Contained Breathing Apparatus (SCBA) is an essential component in protecting the health and Safety of firefighters, providing firefighters with the ability to breathe and communicate while working in hazardous environments such as structure fires, vehicle fires and hazardous materials incidents.

On December 21, 2015, Council approved 2016 Operating Budget (BI#2016-0036), which includes establishment of Self-Contained Breathing Apparatus (SCBA) Reserve of \$100,000 per year to ensure the sustainability of future equipment purchases without a significant one time impact. Due to the inflation experienced over the last year(s), the current funding model will not be sufficient to meet the cost for the next replacement purchase scheduled for 2029. An increase to the reserve funding is recommended.

2022 Budget: \$100,000

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Fire & Rescue	Firefighting	TRANSFER to Reserve Account	25,000			
		<b>Total Expenses</b>	<b>25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0085	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Legal & Legislative Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Fire & Rescue	<b>Category</b>	[E] Inflationary
<b>Division</b>	Fire Operations	<b>Status</b>	Public

## Fire & Rescue Inflationary/CPI Pressures

Inflationary pressures in 2022 have reached levels that no longer fit within the existing budget. Current projections across the board are 10-15% due to increase in parts, supplies and lack of product availability. Other expenses such as tools and minor equipment are experiencing increases of up to 20%. Windsor Fire and Rescue is recommending budget increases to specific accounts to address the most critical needs.

**Recommendation:** Recommended

**One-Time Funding:** Budget Stabilization Reserve

### Issue Detail

WFRS is experiencing sharp inflationary cost increases in a variety of accounts this year. Every day operations are costing more to provide the same services. While the department's planning and multiple quote seeking provides some flexibility the general cost of doing business no longer fits within the current envelope of the existing budget. The inflationary pressures are most felt in accounts such as station equipment and appliance repairs, fire truck maintenance and repairs, CAD system annual fees, and firefighting foam as shown in the table below.

WFRS is recommending budget increases as follows:

Department	Account	Inflationary pressure	Description
Fire Operations	2995-Other Purchased Services	\$6,000	Station equip. repairs eg. fitness, appliances, etc.
Fire Operations	5130-Furniture & Finishings	\$10,000	Replacement of mattresses, chairs, etc.
Fire Operations	5110-Machinery & Equipment	\$7,500	Foam for firefighting
Fire Apparatus	2250-Vehicle Maintenance & Repair	\$20,000	Fire truck parts eg. tires, air tank, etc.
Fire Communication and Prevention	2927-Computer & SW maint-External	\$29,000	Annual fees CAD & Skymobile

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Fire & Rescue	Firefighting	Furniture & Furnishings	10,000			
Fire & Rescue	Firefighting	Machinery & Equipment - TCA	7,500			
Fire & Rescue	Firefighting	Other Purchased Services	6,000			

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Fire & Rescue	FIRE-Apparatus	Vehicle Maint Parts/Materials	20,000			
Fire & Rescue	FIRE-Communications	Computer & SW Maint-External	18,000			
Fire & Rescue	FIRE-Prevention	Computer & SW Maint-External	11,000			
		<b>Total Expenses</b>	<b>72,500</b>	<b>0</b>	<b>0</b>	<b>0</b>
Fire & Rescue	Firefighting	TRANSFER From Reserve Funds	(23,500)			
Fire & Rescue	FIRE-Apparatus	TRANSFER From Reserve Funds	(20,000)			
Fire & Rescue	FIRE-Communications	TRANSFER From Reserve Funds	(18,000)			
Fire & Rescue	FIRE-Prevention	TRANSFER From Reserve Funds	(11,000)			
		<b>Total Revenues</b>	<b>(72,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0009	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Legal & Legislative Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Fire & Rescue	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Fire Operations	<b>Status</b>	Public

## Addition of One Deputy Fire Chief of Professional Standards & Quality

The addition of a Deputy Chief position is vital to ensure quality service delivery and enhance the department's ability to address gaps and minimize risk to the Corporation. WFRS employs 4 non-union staff (2 Deputies) that are directly involved in management and leadership of 299 unionized employees. In comparison, Chatham/Kent employs 4 Assistant Chiefs with duties equivalent to that of a Deputy Chief (total 8 non-union). Essex/Windsor EMS, equivalent in size to WFRS, employs 3 Deputy Chiefs with 1 position assigned the role of Professional Standards. Within the fire service, each department determines the number of management staff based on their unique needs. This new position will drive key decisions to develop future strategies and cultural change within the department.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

Windsor Fire & Rescue Services (WFRS) recommends an addition of a non-union position within the department in order to position itself to more effectively manage its operations and identify previously unforeseen risks to the Corporation, service delivery gaps and professional performance issues. While local comparators like Chatham/Kent Fire Services and Essex Windsor EMS employ higher levels of management staff in comparison to Windsor, the number of non-unionized management positions within Fire Departments and emergency services varies across Ontario. Departments address the level of Management staff in accordance with their own specific needs.

In the report written for The City of Windsor, titled Organization and Administrative Review in January 2006 by T L. Powell & Associates Ltd - E. Dean & Associates - Cyril Hare & Associates Inc, Page 8, it states: "There appears to be little emphasis or focus on other aspects of management responsibilities such as coaching, managing performance, succession planning, discipline, managing finances and/or resources, policy and planning, program and service development, information and data management, evaluation or measurement of results of services and programs. It is unreasonable to expect the 2 excluded managers of the WFS staff to sit on all of the corporate committees and attend all of the corporate meetings, when they have the duties and responsibilities of managing the 300+ unionized staff of WFS." Further, the report recommends: "The City change the management structure of the Fire/Rescue Department by undertaking staffing changes. Increase the number of excluded staff from 4 to 11, to enhance the capacity of the department to provide more direction and skills."

The current Fire Management Team is under-resourced and struggles to respond timely to the day-to-day situations that arise. The proposed position would create some of the much needed capacity required to address issues before.

While the report was written in 2006 the challenges identified within it remain. The report recommended the staffing be changed and a number of unionized division head positions be converted to excluded Deputy Chief positions. At this time it is not possible for those conversions to occur.

The Deputy Chief of Professional Standards and Quality Control would address many of the concerns noted in the report and would be responsible for ensuring compliance with the reporting requirements of the FPPA. Additionally, the position would also be responsible to audit service delivery and ensure that emergency calls and inspections are being handled appropriately and in accordance with best practices. In 2022, in response to a complaint, the Ontario Fire Marshal conducted a review of the Fire Prevention Division. A position focused on ensuring quality may have avoided this

situation altogether. The review serves as an example that greater oversight and attention to quality assurance is required. The implementation of this position has the potential to reduce the liability associated with failure to follow the most current and up-to-date industry practices.

As the department is increasing its ability to capture and track reliable data, it is essential the information is used to drive key decisions and is relied upon to develop future strategies and cultural change within the department. The Professional Standards Deputy will be integral in the analysis of such data and the development of future improvement plans whether applicable to process, compliance, emergency management, service delivery, and professional behaviour.

**Capital Budget Implication**

Should Council approve this addition, an additional vehicle (SUV) would be required and would be purchased through the Capital Fleet Additions project OPS-022-07 at a cost of approximately \$87,420 including required lights and sirens. This unit would be included in the dedicated Fire First Response fleet with appropriate depreciation contributed to the Fleet Replacement Reserve #163 to fund future replacements. A rental unit may be required on a temporary basis for Fire use until the new vehicle addition can be purchased and received.

The annual operating budget impact of this addition is detailed below.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	50,138			
Fire & Rescue	Firefighting	Depreciation	10,650			
Fire & Rescue	Firefighting	Motor Fuels	4,533			
Fire & Rescue	FIRE -Admin	Clothing - Uniforms	400			
Fire & Rescue	FIRE -Admin	Computer Maintenance	580			
Fire & Rescue	FIRE -Admin	Computer Rental - INTERNAL	600			
Fire & Rescue	FIRE -Admin	Fringe Benefits (Dept.)	50,138			
Fire & Rescue	FIRE -Admin	Salary-Reg.Full Time	151,926			
Fire & Rescue	FIRE-Communication s	Cell Phones	600			
Public Works	Fleet	Motor Fuels	4,533			
		<b>Total Expenses</b>	<b>274,098</b>	<b>0</b>	<b>0</b>	<b>0</b>
Corporate Accounts	Fringe Benefits Recovery	Automated Fringes Recovery	(50,138)			
Public Works	Fleet	Fees and Recoveries INTERNAL	(4,533)			
		<b>Total Revenues</b>	<b>(54,671)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>219,427</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Fire & Rescue	FIRE -Admin	Deputy Fire Chief	Regular Full-Time	1.0
			<b>Total:</b>	<b>1.0</b>

<b>Budget Issue #</b>	2023-0078	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Legal & Legislative Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Fire & Rescue	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Fire Support Services	<b>Status</b>	Public

## Addition of One Emergency Communication Operator

The staffing level in the Communication Division has been historically insufficient. This trend was exacerbated by the pandemic sick policy and frequency of staff reporting symptoms that prevent them from coming to work. This resulted in significant overtime costs but more concerning is staffing being unavailable to ensure continuity of operations.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

The Emergency Communications Centre (ECC) consists of an overall staff complement of 11 FTEs. In 2019, Council approved one additional emergency communicator position to float between 2 dispatch platoons. The division is divided into 2 groups of 5 that work a 4-on 4-off schedule resulting in an average 42 hour work week. Of the five people available each day, 2 are required for the 12 hour day shift and 2 are required for the 12 hour night shift. The fifth person is available to cover scheduled absences such as vacation and statutory holidays or known prolonged sick leave or WSIB absences. The addition of the 6th person floating between two groups provided much needed relief under normal environment. However, the pandemic made the relief short lived and as a result the division must utilize staff on overtime to ensure the ECC remains fully staffed. See table below, additional FTE impact on overtime from 2019 approval.

The additional FTE would allow for 2 groups of 6 available each day or 3 for the day and 3 for the night shift. Of the three, only two would be scheduled while the third would be a floater dedicated to only one of the two platoons. The additional person would further alleviate vacation, sick days and other unplanned absences at each platoon and provide stability required to operate at capacity, while limiting more costly overtime.

Currently, higher paid Emergency Communications Coordinators, Firefighters and even Chief Training Officer are called to cover operator absences and each is paid at a much higher overtime cost than dispatch operator.

Also historically, ECC staff has not taken much if any opportunities for training to improve performance. This is because of the need to maintain staffing levels. ECC staff must find time to allow for ongoing training as the NextGen 911 implementation occurs and new Provincial legislation mandates Dispatch Certification compliance.

Addition of one Emergency Communications Operator cost:  
 Salary with fringes: \$102,628  
 Clothing allowance: \$400  
 Total: \$103,028

The Communication (Dispatch) division has been incurring significant negative overtime variance for many years. This leads to a staff burn out and causes excessive overtime cost especially when other higher paid department staff are called in to maintain the required staffing level.

As per table below, overtime cost exceeds budget every year. This is not a desired solution nor can it be sustained. The frequent demand for overtime within the division affects the health and well-being of staff.

**Fire Communication (Dispatch) Actual 5-Year Overtime Variance**

Year	Budget	Actual	Variance	Comment
2018	\$47,618	\$195,039	(\$147,421)	
2019	\$47,618	\$133,166	(\$85,548)	
2020	\$47,618	\$66,208	(\$18,590)	2019 additional FTE impact
2021	\$47,618	\$121,297	(\$73,679)	
2022 as of Oct 31 YTD	\$47,618	\$143,133	(\$95,515)	Projected Variance (\$120,000)

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	25,467			
Fire & Rescue	FIRE-Communications	Clothing - Uniforms	400			
Fire & Rescue	FIRE-Communications	Fringe Benefits (Dept.)	25,467			
Fire & Rescue	FIRE-Communications	Salary-Reg.Full Time	77,161			
		<b>Total Expenses</b>	<b>128,495</b>	<b>0</b>	<b>0</b>	<b>0</b>
Corporate Accounts	Fringe Benefits Recovery	Automated Fringes Recovery	(25,467)			
		<b>Total Revenues</b>	<b>(25,467)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>103,028</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Fire & Rescue	FIRE-Communications	Emergency Communications Oper.	Regular Full-Time	1.0
<b>Total:</b>				<b>1.0</b>

<b>Budget Issue #</b>	2023-0082	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Legal & Legislative Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Legal Services	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Legal Services & Real Estate	<b>Status</b>	Public

## Increase in Legal User Fees

Legal User Fees require a further increase in rates following several years without an increase from 2011 to 2017. A 7.6% increase is being brought forward based on the annual CPI for 2022 from Statistics Canada.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

A 7.6% increase is being put forward based on July 2022 CPI from Statistics Canada to match inflationary expenditures in the 2022 budget.

The following user fees are being increased:

- Amending Subdivision/Condominium
- By-law deleting Part Lot Control from Lands with Registered Plans of Subdivision
- Committee of Adjustment - Agreements, Deeds, Easements
- Connect to Sewer Agreements
- Copies of Documents (first page of each document)
- Copies of Documents (each additional page after first page)
- Condominium Agreements
- Deeds, Quit Claim Deeds, Easements
- Demolition Agreements
- Discharge of Mortgage
- Encroachment Agreements
- Mortgages (preparation)
- Release of Agreements, Easements, Deeds
- Release of Encroachment Agreement
- Servicing Agreements
- Site Plan Control Agreement
- Subdivision Agreements

Budgeted user fee revenue would require a corresponding dollar increase:

\$102,394 - 2022 Budget  
 \$7,782 - 7.6% increase  
 \$110,176 - 2023 Budget

### User Fee Revenue by Year (2018-2022 Projected)

Year	Budget	Actual	Variance
2018	86,895	105,810	18,915

2019	95,000	104,483	9,483
2020	96,900	104,593	7,693
2021	98,741	117,340	18,599
2022 (projected)	102,394	102,394	-

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Legal Services	Admin-Legal	User Fees- External	(7,782)			
		<b>Total Revenues</b>	<b>(7,782)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(7,782)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0207	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Legal & Legislative Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Purchasing, Risk & POA	<b>Category</b>	[C] Contractual
<b>Division</b>	Risk & Insurance	<b>Status</b>	Public

## Increase Insurance Premiums

This issue is being brought forward for a projected increase in insurance premiums in 2023

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

An increase of \$203,608 (net of internal recoveries) is being brought forward for projected increases to corporate insurance premiums in 2023. The insurance market continues to experience significant challenges. The property insurance market is extremely difficult, with a number of insurers that are pulling out of writing municipal property insurance and/or limiting their capacity on high value locations. The insurance market is no longer competitive, and pricing decreases are not being offered to keep an account. In this hard market, insurers are correcting for losses incurred in years of more competitive pricing. In addition, Administration is planning to acquire property insurance for the heritage value of some of the heritage properties within the City's real estate portfolio. This specialty property insurance is projected to be acquired at a higher premium compared to standard property insurance.

Preliminary 2023 corporate insurance premium estimate by category are as follows (inclusive of non-recoverable HST):

- General Liability - \$2,941,312 (6.5% increase)
- Building & Property - \$1,595,796 (11.8% increase)
- Cyber Security - \$203,520 (brand new)
- Crime - \$54,654 (12.4% increase)
- Vehicle - \$1,335,240 (6% increase)
- Councillor Accident \$1,875 (0% increase)
- Airport Directors & Officers Liability - \$15,671 (14.9% increase)

These insurance premiums estimate result in a \$463,316 year over year increase to a total insurance premiums budget of \$6,148,068 in 2023.

The City utilized various sources of funds for its corporate insurance program premiums. The property and general liability insurance premiums for the City's water treatment properties are funded by the Sewer Surcharge Reserve. The Off Street Parking Reserve funds the property insurance premiums for the City's parking garages. In 2023, internal recoveries from the Sewer Surcharge Reserve and the Off Street Parking Reserve are projected to increase by \$251,766 and \$7,942 respectively.

Insurance Premiums funded by the municipal tax levy are expected to increase by \$203,608.

### Insurance Premium Budget 5 Year History (2018-2022)

Year	Budget	Actual	Variance
2018	3,884,862	3,885,419	(557)
2019	4,260,644	4,068,663	191,981

2020	4,421,962	4,353,976	67,986
2021	5,803,255	5,587,502	215,753
2022	5,684,750	5,775,175	(90,425)

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Contingency (Parking Operations)	Insurance Premiums			7,942	
Corporate Accounts	Contingency (Sewer Surcharge)	Insurance Premiums				251,766
Purchasing, Risk & POA	Risk & Insurance	Insurance Premiums	463,316			
		<b>Total Expenses</b>	<b>463,316</b>	<b>0</b>	<b>7,942</b>	<b>251,766</b>
Purchasing, Risk & POA	Risk & Insurance	Fees and Recoveries INTERNAL	(259,708)			
		<b>Total Revenues</b>	<b>(259,708)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>203,608</b>	<b>0</b>	<b>7,942</b>	<b>251,766</b>

<b>Budget Issue #</b>	2023-0187	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Legal & Legislative Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Purchasing, Risk & POA	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Provincial Offences Admin	<b>Status</b>	Public

## Adjustment of the Revenue Share to Provincial Offences Act (POA) Municipal Part.

To adjust the budget for the Provincial Offences revenue share to the County Municipal Partners in accordance with the most recent Arbitrated Weighted Assessment Cost Sharing Formula.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The Provincial Offences budget has a revenue balance as they collect funds for non-criminal offenses on behalf of municipalities within the Windsor-Essex Region. Due to the uncertainty related to how many offenses will be issued and collected, it is difficult to estimate how much revenue will be received in the budget year. Accordingly, no changes are brought forward for this revenue budget.

The POA revenue share to the County Municipal Partners is calculated each year to budget the portion of the revenue collected that will be paid to the municipality partners. This amount is shown as an expense on the budget. The revenue share is calculated with an Arbitrated Weighted Assessment Cost Sharing Formula (AWACF), which is based on the property tax assessments of municipality partners. However, the estimated revenue share amount is based on the prior budget year's AWACF percentage. This is due to a timing difference between the timing of the budget approval (early in the calendar year) and when the property tax assessments are finalized (the second half of the year). The 2022 AWACF was released in late November 2022 and has increased from 50.426% in 2021 to 50.808%.

The 2022 revenue share to the County Municipal Partners budget is set at \$850,816. Based on the most recent AWACF, the 2023 budget will increase by \$19,249 to \$870,065.

### Net Budget Share 5 Year History (2018-2022 projected)

Year	Budget	Actual	Variance
2018	836,629	617,695	218,934
2019	685,969	955,998	(270,029)
2020	674,427	121,440	552,987
2021	853,706	293,580	560,847
2022 (projected)	850,816	850,816	-

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Purchasing, Risk & POA	Prov Offences Admin	Public Relations	19,249			
		<b>Total Expenses</b>	<b>19,249</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>19,249</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0135	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Communications	<b>Category</b>	[C] Contractual
<b>Division</b>	Call Centre	<b>Status</b>	Public

## Motorola Premier One CSR Software and Hosting Agreement Contractual Increase

Motorola Premier One CSR Software and Hosting agreement contractual increase in the license fee to support the 311 Customer Contact Centre.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The Motorola contract projected increase of \$7,631 for a total contract cost of \$312,900 inclusive of Non-Recoverable HST.

Motorola’s Customer Service Request (CSR) software has been used by the municipality since 2005 and provides the platform for the Corporation of the City of Windsor to collect, manage and report on citizen requests for municipal service and information. This application is integral to the operation of the 311 service as well as many city departments responsible for investigating and responding to these requests from residents.

The contract with Motorola Solutions Canada is a cloud hosting agreement under which the vendor provides the application, infrastructure, and operational support services including upgrades, maintenance, interfaces and mobile apps. In addition, the vendor provides the required redundancy in the hosting of the CSR application in the event a problem exists in the primary hosting facility. There is no technology change required as a result of renewing this agreement with Motorola.

Motorola CSR has been a key component for corporate customer service for many years and is fully integrated into the workflows of requests for service for 23 departments and service areas. It facilitates the intake process of citizen requests for service by providing a means for effectively capturing details of reported issues, and automatically routing the request to the appropriate department for response. It also reduces duplications and tracks the progress and completion of the work done.

Another key feature with this application is a robust, searchable knowledge base which is used by front line representatives to answer citizen inquiries. This application works together with the city’s EIS system allowing for validation of addresses and mapping incident locations.

The CSR application has proven a valuable asset for the Corporation since the inception of 311 in collecting, managing and reporting on citizen driven municipal requests for service and information. A significant investment has been made and continues to be made in the review and updating of business processes within 311 and the various departments using or integrated with this application. CSR continues to evolve and offer innovative solutions to streamline internal business workflows as well as enhance and simplify citizen access to municipal services.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Communications	Call Centre	Contracted Services	7,631			
		<b>Total Expenses</b>	<b>7,631</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>7,631</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0136	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Communications	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Call Centre	<b>Status</b>	Public

## Replacement and Addition of Desktops, Laptops & Printers for Communications

The COVID-19 pandemic necessitated that a great number of City of Windsor (CoW) staff become mobile, with the ability to work remotely and from home. These funds will ensure that the CoW is equipped to improve or enhance remote work capabilities and to help Communications support a more mobile workforce should any future unforeseen events occur. It will also allow Communications to maintain and enhance the technology put in place for COVID-19 and for support of remote working in general.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The COVID-19 pandemic necessitated that a great number of City of Windsor (CoW) staff become mobile, with the ability to work remotely and from home. Prior to this breakout, the CoW did not have a work from home policy in place, which meant that there were limited resources and technologies in place to quickly prepare and organize for a large-scale deployment of a mobile workforce.

The costs identified in this request are based on the known expenditures incurred by the Communications department to support a mobile workforce during COVID-19 and a possible hybrid work model, as well as, those anticipated expenditures necessary to ensure that the environment is efficient and cost effective going forward.

This budget issue is to receive ongoing operating funds to ensure that the CoW is equipped to seamlessly transition to a remote work environment should any future unforeseen events occur and to allow for Communications to maintain the technology put in place for COVID-19. There will continue to be a demand for Communications to support remote work place technology in the coming years as our mobile footprint expands.

This budget issue includes the following:

- Addition of 3 Laptops
- Addition of 4 Desktop Computers
- Replacement of 11 Desktop Computers to Laptops

### Risk

It is anticipated that the technology introduced during the pandemic will become a component of the Corporations ongoing business practice (i.e. virtual meetings, future hybrid work policy). There is currently no operational funding budgeted to maintain this. Without funding, the department will continue to run an annual variance.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Communications	Call Centre	Computer Maintenance	3,360			
Communications	Call Centre	Computer Rental - INTERNAL	5,600			
		<b>Total Expenses</b>	<b>8,960</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>8,960</b>	<b>0</b>	<b>0</b>	<b>0</b>

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<b>Budget Issue #</b>	2023-0139	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Communications	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Call Centre	<b>Status</b>	Public

## One Time Funding Two Full Time 311/211 Customer Contact Representative Positions

The addition of 2 full time Customer Contact Representatives is required in order to manage increased volume of inquiries, ensure adequate staffing needed to sustain operations, support business continuity for the 311 & 211 services as well as to ensure the health and well being of the employees providing this front door customer service for our residents.

**Recommendation:** Recommended

**One-Time Funding:** \$152,895

### Issue Detail

There are currently 8 full time and 6 part time Customer Contact Representatives (CCR's) which is the minimum staffing level required to meet operational requirements for the 311 and 211 services. This includes meeting existing service targets and KPI's; providing continuous intake service to the public; maintaining enough trained staff to cover absences; capacity to respond to the volume of public inquiries received and mitigate staff burn out and staff turnover in addition to meeting our contractual obligations as a 211 service provider.

311 is also the citizen inquiry line during municipal emergencies when calls and the impacts of the stress on employees increase significantly. During the pandemic, the Contact Centre was deemed essential and continued to operate with no interruption to service. In 2021, the CCR's answered 169,445 calls. This is 11,000 more calls than the same period the previous year. One of the new metrics tracked through our new platform is the Occupancy Rate. The occupancy metric is simply the proportion of available time that is spent busy handling contacts and not idle. Industry best practice states that this occupancy metric should be within 70- 80% to maintain a healthy balance for employees. While those working above the 80% are considered to be at high risk for negative impacts to well being. During this time our Customer Contact Rep's have exceeded the industry recommended occupancy rates (several as high as 89%); higher than 80% which is not sustainable and ultimately puts our employees at risk. It is critical to protect the health and well-being of our employees to ensure resiliency and sustainability for the longer term.

Additionally, the Contact Centre has experienced staff gapping due to leaves of absence, injury, retirement and attrition - it has been challenging to retain part time staff as employees move on to full time employment. The re-deployed staff we had for a short term, returned to their home positions in early summer 2021.

Although we have done our best to cobble together ways to address staff gapping it is clear that a more permanent solution is needed. Given all the factors above, we are requesting the addition of two (2) full time Customer Contact Representative to ensure adequate staffing, stability and support needed to maintain the well being and resiliency of our current representatives and sustain operations not only for the remainder of this pandemic but for the longer term.

Should this issue not be approved, the full amount is requested as one time funding of \$152,894

### Risk

Inadequate staffing levels will impact the Contact Centre’s ability to maintain existing operational requirements and funding obligations. Without the supported resources required for business continuity the potential exists for the reduction and/or suspension of 311/211 services for residents. The continuous volume of work and the heightened and sustained emotional demands placed on the front line Customer Contact Representatives has been unprecedented and has a negative impact on their health, well being and resiliency.

**Performance Indicators**

Metric	2021	2020	2019
Total Inquiries Answered:	169,445	158,445	150,858
311 Average Call Abandoned Rate (Target is 5%)	6%	6.7%	4.1%
211 Average Call Abandoned Rate (Target is 10%)	9.8%	9.5%	7.3%
311 Service Level Target (# of calls answered within 45 sec Target is 75%)	70%	73%	78%
211 Service Level Target (# of calls answered within 60 sec Target is 75%)	66%	72%	79%

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Communications	Call Centre	Computer Maintenance	960			
Communications	Call Centre	Computer Rental - INTERNAL	1,200			
Communications	Call Centre	Other Pay	150,735			
		<b>Total Expenses</b>	<b>152,895</b>	<b>0</b>	<b>0</b>	<b>0</b>
Communications	Call Centre	TRANSFER From Reserve Funds	(152,895)			
		<b>Total Revenues</b>	<b>(152,895)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0286	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Library Services	<b>Category</b>	[E] Inflationary
<b>Division</b>	Administration - Library	<b>Status</b>	Public

## Collections Inflationary Increase

Book purchases and material prep (cataloguing and processing the books) are going up 8% starting in fall 2022 and continuing for all of 2023. This request is to cover the increasing costs anticipated for 2023.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

WPL received noticed August 29th, 2022 that book prices will be experiencing an average of 8% increase starting in fall 2022 through 2023. This increase is coming from the publishers themselves and not from the company that WPL uses to purchase books. Approximately \$500,000 of WPL's publications budget (a total of \$928,700) will be affected by this 8% increase, resulting in a budget increase request of \$40,000

In addition to this, the Material Prep (cataloguing and processing the books) will be experiencing an 8% increase starting January 1st, 2023. \$43,000 is spent annually on Material Prep, which will result in a budget increase request of \$3,500.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Library Services	Public Services - Collections (F30)	Fees and Service Charges Exp	3,500			
Library Services	Public Services - Collections (F30)	Publications and Manuals	40,000			
		<b>Total Expenses</b>	<b>43,500</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>43,500</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0283	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Library Services	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Administration - Library	<b>Status</b>	Public

## Increase in Fringe Benefits

Increase to Fringe Benefits relating to Union salary increases in 2023 as well as salary increased due to pay step changes.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The union employees are scheduled to receive a salary increase in 2023, and some non union members are increasing in pay due to an increase in steps within their grade. This issue reflects the fringe benefit increase that is associated with the higher pay for CPP, EI and EHT.

The estimated fringe benefits increase was calculated by taking 33% of the salary and wage year-over-year (2022 to 2023) increases for full-time employees and 18% of the salary and wage year-over-year increases for part-time employees.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Library Services	Administration - Library (F30)	Fringe benefits- Departmental	25,189			
		<b>Total Expenses</b>	<b>25,189</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>25,189</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0289	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Library Services	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Administration - Library	<b>Status</b>	Public

## Data for iPads for Seniors

In March 2021, WPL launched its iPads for Seniors service with funding from the Government of Canada Emergency Community Support Fund through United Way Windsor-Essex County. This service loans out 15 iPads with a data plan each month to seniors and vulnerable individuals that otherwise don't have access to the Internet. This issue is to request funding for the Data to continue to provide these services to seniors.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

In March 2021, WPL launched its iPads for Seniors service with funding from the Government of Canada Emergency Community Support Fund through United Way Windsor-Essex County. This service loans out 15 iPads with a data plan each month to seniors and vulnerable individuals that otherwise don't have access to the Internet. The iPads allow users to access online resources that help them connect with friends and family. They have access to all the online library resources, including to eBooks and audiobooks, newspapers, magazines, and music, as well as to the general Internet, games, social media, and video chat.

These iPads have circulated just under 200 times since the project was launched and have really made a concrete difference in the lives of those using the service by providing connection, information and entertainment. The average cost is \$610/month for data to the iPads for Seniors. However, the original grant funded the data plans for only the first year. In order to keep the service running Administration is requesting \$7,320 of permanent funding for 2023 to support the data requirements of the iPads.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Library Services	Public Services - Collections (F30)	Cell Phones	7,320			
		<b>Total Expenses</b>	<b>7,320</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>7,320</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0306	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Library Services	<b>Category</b>	[H] Line Item Reduction
<b>Division</b>	Administration - Library	<b>Status</b>	Public

## Library Line Item Reduction

After a line by line review of the Windsor Public Library’s budget and actuals, it was determined that this line can be reduced to offset some of the other library budget issues.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

After a line by line review of the Windsor Public Library’s budget and actuals, it was determined that this line can be reduced to offset some of the other library budget issues.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Library Services	Public Services - Branches (F30)	Hourly-Temporary	(77,972)			
		<b>Total Expenses</b>	<b>(77,972)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(77,972)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0285	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Library Services	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Administration - Library	<b>Status</b>	Public

## Poet in Residence

Windsor’s Poet Laureate and Storytellers Program over the last 10 years has celebrates the contributions of literary and spoken word artists to the cultural life of Windsor plus gathers, preserves and shares the wonderful stories that shape our community.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

Windsor’s Poet Laureate and Storytellers Program (PLSP) over the last 10 years has celebrates the contributions of literary and spoken word artists to the cultural life of Windsor plus gathers, preserves and shares the wonderful stories that shape our community.

The Windsor Public Library Board is committed to this program and therefore proposes a new series of public library programs to bring the PLSP directly to the community.

The proposed Poet Laureate and Storytellers Program (PLSP) consists of 60 library programs at a total cost of \$5,200. The program will feature poetry and storytelling events plus community workshops at all nine WPL branches across the city. The poets and storytellers will also be part of library outreach events such as WPL Movie Nights in the Park and Open Streets where residents can interact with them and experience the amazing impact poetry and storytelling have on enhancing community understanding and inclusion.

The PLSP is estimated to attract over 6,800 participants.

It will also provide a space for the public to engage with Windsor’s creative community in an effort to help develop a lifelong love of the literary arts through seminars, workshops and drop-in sessions. This program will also provide a platform for emerging poets, writers and artists.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Library Services	Administration - Library (F30)	Program Supplies	5,200			
		<b>Total Expenses</b>	<b>5,200</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>5,200</b>	<b>0</b>	<b>0</b>	<b>0</b>

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<b>Budget Issue #</b>	2023-0209	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Parks & Facilities	<b>Category</b>	[C] Contractual
<b>Division</b>	Facilities Operations	<b>Status</b>	Public

## Budget Increase for Pool Chemicals

This budget issue is to increase the annual operating budget for pool and fountain chemicals at the Windsor International Aquatic Training Centre (WIATC), and various swimming pools at the Community Centre. Recently the pool chemical supplier, Hollandia Gardens Limited, notified Facilities Operations that there would be an overall price increase to its product lines. Additional funding is required to stabilize the budget and ensure the facility maintains the level of chemicals necessary to operate the water park and community pool, and be compliant with the Board of Health and O. Reg. 494/17.

**Recommendation:** Recommended

**One-Time Funding:** \$60,000 (Budget Stabilization Reserve)

### Issue Detail

Chemicals are required to help maintain proper chlorine and PH levels of the pools. Poor pool maintenance can result in low disinfectant levels that allow for the spread of germs from one person to another. In addition, water with the wrong chemical balance can lead to damage of various parts of the pool's equipment.

While pool chemical usage level dropped significantly in 2020 - 2021 when most of the public facilities were shutdown during the pandemic, most of the recreation facilities have been trying to get back to normal operations this year. The natatorium at the Windsor International Aquatic Training Centre (WIATC) and the public pools at various Recreation Centres re-opened at a limited usage in 2021, and Adventure Bay re-opened to the public in the summer of 2022. It is expected that the activity level and facilities usage will return to the pre-pandemic level once the City facilities fully re-open, and the pool chemical usage will increase as a result.

The 2022 Chemical budget at WIATC is \$130,000, and \$58,000 for the other public pools at various Recreation Centres. In normal operating years, the total pool chemical usage between WIATC and other public pools at Recreation Centres have been between \$158,000 to \$216,000 per year. With the new price list provided by the pool chemical supplier, Hollandia Gardens, there's an overall increase of approximately 30%- 52% in various commonly used pool chemicals. Administration is requesting additional operating budget to stock adequate pool chemicals at the new prices to properly maintain the chlorine and PH level of the pools.

O. Reg 494/17 Section 7. Water Quality states:

7. (1) Every owner and every operator of a public pool or public spa shall ensure that the clean water and the make-up water are free from contamination that may be injurious to the health of the bathers. O. Reg. 494/17, s. 5.

...  
 (8) Every owner and every operator of a public pool or public spa shall ensure that the pool or spa water is treated with chlorine, a chlorine compound or a bromine compound by means of a chemical feeder, and is maintained so that in every part of the pool or spa, at all times during the daily use period,  
 ...

The Facilities Department is requesting an additional \$60,000 to be added to the current chemical budget and \$60,000 one time BSR funding to avoid reporting variance at the end of 2023.

### Risk

Should Council not approve this budget issue, the City may increase its exposure to the Infrastructure enterprise risk and could result in facility shut-downs due to failure to comply with health regulations. Funding is required to maintain pool water clarity and prevent the spread of recreational water illnesses as required by the Board of Health and O.Reg. 494/17 to “ensure that the clean water and the make-up water are free from contamination that may be injurious to the health of the bathers”.

**Five Year Budget vs. Actual Comparison for Pool Chemicals (\* Pandemic Years)**

YEAR	ACTUAL	BUDGET
2017	\$158,458	\$95,100
2018	\$216,178	\$108,600
2019	\$186,765	\$108,600
2020*	\$92,510	\$188,000
2021*	\$44,566	\$188,000

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Parks & Facilities	Fac.Ops. - Western Downtown	Chemicals	90,000			
Recreation & Culture	Aquatics	Chemicals	10,000			
Recreation & Culture	Community Programming & Develm	Chemicals	8,500			
Recreation & Culture	Arenas & Recreation Facilities	Chemicals	11,500			
<b>Total Expenses</b>			<b>120,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
Parks & Facilities	Fac.Ops. - Western Downtown	TRANSFER From Reserve Funds	(45,000)			
Recreation & Culture	Arenas & Recreation Facilities	TRANSFER From Reserve Funds	(15,000)			
<b>Total Revenues</b>			<b>(60,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Total</b>			<b>60,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0201	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Parks & Facilities	<b>Category</b>	[E] Inflationary
<b>Division</b>	Parks	<b>Status</b>	Public

## Monument Repairs and Restoration Funding

To request operating budget for the repairs to monuments that are located within various parkland throughout the City. The Parks department currently provides repair maintenance work to various monuments that have fallen into disrepair and require significant improvement to restore to their original condition. These monuments often have significant importance within the community as they may be linked to memorial of historical events involving charitable organizations and community partnerships. There are currently 57 monuments located throughout the City and as they continue to age the needs for repairs are expected to continue. In addition, due to increased inflationary factors and rising construction material costs this funding request is required for future years.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The Parks department provides assistance and repair work on various monuments that are in need of significant restoration. There are currently 57 monuments that are located throughout the city (see attached listing) many of which are located within City parkland. Over the past number of years Parks has incurred significant costs for the repairs or support for the following monuments

- Ukrainian Monument : \$43,000
- Vietnam Memorial: \$32,000
- Korean Veteran's War Memorial \$26,000
- Boer War Monument: \$10,000
- Udine Fountain: \$12,000
- You & Me: \$56,000
- Paterson Park Murals: \$2,000

There is no funding within the Parks operating budget for the above projects. As the current inventory of monuments continue to age and facing inflationary construction pricing increases Parks administration is requesting additional funding to support the future repairs that will be required for current and new monuments going forward. Parks administration has estimated that the annual funding requirement will be \$100,000 for the maintenance of monuments but for first year will seek \$50,000 and this budget amount will be reviewed annually.

In addition, there is very limited funding available from reserves funding. The Reserve Fund 210 Art Maintenance has a balance currently of \$12,000 which is reserved specifically for Bangladesh Peace Clock, Peace Monument and the Erie Street Clock.

### Capital Budget Implication

There is no existing capital funding for the general replacement or restoration of monuments. In some instances there may be Recreation capital project for limited scope of work related to a specific monument. However there is often supporting funding required by Parks to complete the monument repair and restoration project and complete the full value of the work.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Parks & Facilities	Parks Operations	Contracted Services	50,000			
		<b>Total Expenses</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

**City of Windsor Monuments**

Albert Howard Weeks  
Ancient Jesuit Pear Trees  
Astrolabium & Sun Dial of M. Kopernik  
Boer War Monument  
Bosnia & Herzegovina Memorial  
British-American Hotel Site Plaque  
Canadian Vietnam Veterans Memorial  
Centennial of Confederation Plaque  
Century Rock  
Charles Brooks Memorial Peace Fountain  
City Hall Square Fountains  
Crimean War Cannon  
Detective Alton C. Parker  
Dieppe Gardens Plaque  
Eternal Flame  
Fight for the Living  
Fleming Channel Plaque  
Floral Compass  
George Bergeron  
Greening of the Riverfront  
Hiram Walker Monument  
Hiram Walker's Front Porch  
Holodomor Monument  
International Waterway Marker  
Jesuit Missionaries Cross  
Korean Veterans War Memorial  
Masonic Memorial  
Memorial Cenotaph  
Monument of Memories  
Noon Mark  
Peacekeepers - Afghanistan Monument  
Pray for Peace  
Queen Elizabeth II Dedicated Tree  
Queen Victoria Fountain  
Reaume Park Plaque  
Red Beach Memorial  
Robert Burns  
Rotary International and Ganatchio Park Plaques  
Royal Canadian Air Force Memorial - Dieppe Gardens

**Location**

Great Western Park  
Maison François Baby House, and Dieppe Gardens  
Jackson Park  
Jackson Park  
Jackson Park  
Dieppe Gardens  
Assumption Park  
Centennial Park  
Centennial Park  
Reaume Park, Coventry Gardens  
Between City Hall Square East, Goyeau Street, Park Street and University Avenue  
Assumption Park  
Alton C. Parker Park  
Dieppe Gardens  
Dieppe Gardens  
Reaume Park  
Alexander Park  
Dieppe Gardens  
Alexander Park  
Civic Terrace  
Corner of Riverside Drive and Devonshire Road (325 Devonshire Road)  
Willistead Park  
Jackson Park  
Between Riverside Drive and parking lot on the hill  
Assumption Park  
Dieppe Gardens  
Malden Park  
Assumption Park  
Jackson Park  
Bert Weeks Memorial Gardens  
Reaume Park  
Dieppe Gardens  
Jackson Park  
Willistead Park  
Reaume Park  
Dieppe Gardens  
Jackson Park  
Rotary International Ganatchio Park, Sandpoint Beach  
Dieppe Gardens

**City of Windsor Monuments**

Royal Canadian Air Force Memorial, Jackson Park  
Sea, Land, Air  
Service Personnel Monument  
Soroptimists Garden  
Spirit of Windsor Engine 5588  
Tecumseh and Brock Monument  
The Essex County War Memorial  
The Great Western Railway - Plaque  
The Naval Monument  
The Right Honourable Paul Martin Gardens  
The Rt. Hon. Herb Gray, P.C., C.C., Q.C.  
The Sandwich Windmill  
Tower of Freedom  
Tribute Garden Plaque  
Udine Fountain  
W.O.1. Pipe Major J. (Jock) Copland M.B.E.  
Willistead Manor Plaques  
WWI Veterans Memorial

**Location**

Jackson Park  
Jackson Park  
Dieppe Gardens  
West side of Jackson Park, along Ouellette Avenue  
Dieppe Gardens, Along Riverside Drive  
Sandwich Town Roundabout  
City Hall Square  
Riverside Drive  
Dieppe Gardens  
Willistead Park  
Dieppe Gardens  
Mill Street Heritage Park  
Civic Esplanade  
Willistead Park  
Dieppe Gardens  
Dieppe Gardens  
Willistead Park  
Optimist Memorial Park

<b>Budget Issue #</b>	2023-0216	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Parks & Facilities	<b>Category</b>	[E] Inflationary
<b>Division</b>	Facilities Operations	<b>Status</b>	Public

## Facilities Inflationary Pressure on Maintenance Budget

This budget issue is to increase the annual operating budget for Facilities in order to accommodate the increasing costs from material and service vendors due to inflationary pressure and supply chain issues resulting from the ongoing pandemic. The Facilities Department is recommending budget increase to the Contract Services and Maintenance Parts & Material accounts to address the areas where inflationary pressure is most evident.

**Recommendation:** Recommended

**One-Time Funding:** \$150,000 (Budget Stabilization Reserve)

### Issue Detail

The cost of material and labour have increased over the years, and it is evident in the past year due to the inflationary pressure across the board, as well as material shortages and other supply chain issues. The high costs of material and service contracts continue to place pressure on the department to operate within the existing maintenance budget.

The areas that are most impacted by the market increase are Non-Campus, Western Downtown and Parks & Recreations Operations as these are the service delivery areas with the largest maintenance portfolios that have direct impact on the community services.

The Facilities Department is requesting an additional \$150,000 to be added to the current maintenance budget and \$150,000 one time BSR funding in these Facilities areas to avoid reporting variance at the end of 2023.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Parks & Facilities	Fac.Ops. -Non-Campus	Contracted Services	77,000			
Parks & Facilities	Fac.Ops. -Non-Campus	Maintenance Parts & Materials	13,000			
Parks & Facilities	Fac.Ops. -Parks & Rec	Contracted Services	109,000			
Parks & Facilities	Fac.Ops. -Parks & Rec	Maintenance Parts & Materials	31,000			
Parks & Facilities	Fac.Ops. -Western Downtown	Contracted Services	46,000			

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Parks & Facilities	Fac.Ops. - Western Downtown	Maintenance Parts & Materials	24,000			
		<b>Total Expenses</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
Parks & Facilities	Fac.Ops. -Non-Campus	TRANSFER From Reserve Funds	(45,000)			
Parks & Facilities	Fac.Ops. -Parks & Rec	TRANSFER From Reserve Funds	(70,000)			
Parks & Facilities	Fac.Ops. - Western Downtown	TRANSFER From Reserve Funds	(35,000)			
		<b>Total Revenues</b>	<b>(150,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0190	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Parks & Facilities	<b>Category</b>	[F] Revenue Reduction
<b>Division</b>	Parks	<b>Status</b>	Public

## Reduction in Parks Development Salary Cost Recoveries From Capital

To reduce the recovery of wages for the Parks Development Staffing from capital projects by 10%. The Parks Development Manager oversees the portfolio for the department, which includes non-capital activities including operations support, ward projects, and consultant work with other departments. The management is also involved in grant funding projects where internal salaries are ineligible to be recovered from the capital project and must be allocated to the operating budget. Currently 20% of the Manager salary is budgeted to be recovered by capital projects which yields variances in the operating budget as actual allocation is below the budgeted amount. The budget request reflects the migration to 90% allocation of the Parks Development Manager salary allocation to operating activities.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

The Parks Development division primarily works on capital projects related to Parks structures, amenities, trails and sports fields located within parklands across the City. The department is comprised of one Manager, four Supervisors of Parks Projects, one Landscape Architect, and one Draftsperson IV position. The Supervisors of Parks Projects, Landscape Architect and Draftsperson IV within the department currently are expected to recover 80% of their salaries and fringes from capital projects for time spent on various stages of projects and initiatives. In accordance with the Tangible Capital Asset policy, the costs of internal staff whose primary duties are to provide services relating to capital projects are to be charged against these projects. The Parks Development Manager position is expected to recover 20% of the salary and fringe costs from the capital budget. This budget allocation from capital is problematic as the role is responsible for oversight for the entire department which involves exploration into grant opportunities, operational support, ward funded projects and other corporate initiatives that are not linked to a specific capital project.

The Parks Development team works on various projects with other divisions and departments that do not have associated capital project funding. To support the Parks Operation division the team supports work such as playground inspections, irrigation repairs, trail, and drainage repairs which are not capital in nature. In addition, the Parks Development Manager often attends meetings with City staff and members of the community to discuss issue within Parks across the City that are not capital in nature. The Parks Development Manager is often not directly involved in the capital work and performs oversight in the strategic direction of the division.

In addition, during the year there are many instances when preliminary design work may be conducted on projects that are not yet approved or projects that are operational in nature. In both instances, there would not exist a capital project for which time could be recovered. This budget issue will reduce the revenue allocation from capital to better align the budget to reflect actual scope of work and reduce the recoveries of salaries. This budget request represents approximately 10% of the Parks Development Manager and staffing salaries to reflect the nature of the tasks of the position and not specifically to a capital project.

The allocation of non-capital activities by the Parks Development department has been much higher in recent years from delays in construction activity with COVID and internal activities for process improvements to gain efficiencies. In addition, grant opportunities have yielded additional resource requirements for the Parks Development team to develop forecasts for potential applications that are required to be allocated to the operating budget as the internal salaries are often ineligible for recovery in advance of grant approvals. In addition, when grants are approved often internal salaries

are not eligible to be recovered which further increase the non-capital allocation for the Parks Development division. The staffing included in this budget request for an additional 10% to be reduced from the recovery from the capital budget is as follows:

- One (1) Parks Development Manager
- Four (4) Supervisors of Parks Projects,
- One (1) Landscape Architect
- One (1) Draftsperson IV position

There are other similar manager roles in the City that are involved in capital work that do not allocate their salaries and recover costs from capital as follows:

- Fleet Manager
- Manager of Contracts, Field Services, and Maintenance
- Sr. Manager of Traffic and Parking
- Manager of Traffic Operations,
- Manager of Technical Support

**Capital Budget Implication**

Capital project should not include any salary allocations that are not directly involved in the project. Allocation of salary is based upon time allocation of specific project and should reflect the true expenditures to enhance asset management purposes.

**Historical Salary Recoveries From Capital For Parks Development**

Year	Budget	Actual	Revenue Variance (Deficit)
2018	\$673,060	\$659,681	\$(13,379)
2019	\$855,145	\$675,184	\$(179,961)
2020	\$676,200	\$455,332	\$(220,868)
2021	\$456,200	\$329,955	\$(126,245)
2022 (Forecast)	\$416,970	\$227,286	\$(189,684)

The revenue recovery budget has been reduced since 2018 from historical budget adjustments and issue approvals by Council to increase the % allocation in the budget of salaries to the operating budget and reduce the recovery of revenues from the Parks capital portfolio. The volume of non-capital work such as grant funding with ineligible internal salaries along with ward funded projects has continued to increase.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Parks & Facilities	Parks Development	Recovery of Fringes INTERNAL	24,812			
Parks & Facilities	Parks Development	Recovery of Salaries-INTERNAL	75,188			
<b>Total Revenues</b>			<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Total</b>			<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0202	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Parks & Facilities	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Parks	<b>Status</b>	Public

## Parks Vandalism Budget Funding

To increase the operating budget for Parks Vandalism to address the increasing trend of significant expenditures for repairs that have resulted from amenities within parkland. During the past number of years there have been increased volumes in repairs to playgrounds, graffiti removal and power washing activities. In the past year there has been extensive damages to washrooms in various parks that has required numerous repairs to infrastructure. In 2021 the costs related to vandalism increased by 171% over the prior year and is trending in this year to again increase by 18%. Given the inflationary increases in construction materials and the trending increases in vandalism incidents there is budget variance that is being estimated for the 2022 fiscal year.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The Parks department currently has an operating budget for vandalism for the costs of graffiti clean up, repairs for damages to park amenities including playgrounds, splash pads, sports courts and fields. In addition, vandalism costs have occurred over the years in natural areas such as Ojibway park and nature centre and Black Oak Heritage Park to fencing and other infrastructure in need or repair.

The current operating budget for Parks vandalism is \$117,320 which includes \$47,320 for infrastructure repair materials and \$70,000 for contracted services related to power washing for graffiti removals. Included in this contracted funding are services provided by St. Leonard's House for the contract related to the Good Neighbourhood Graffiti removal program that provides assistance to residents of the City of Windsor.

Vandalism that occurs in Parkland is often required to be addressed immediately as it often results in safety issues or offensive material that needs to be removed. These costs are beyond the control of the Parks department and are in response to 311 complaints received by users of the parks.

Parks administration is seeking an additional \$50,000 to address the increased volume of vandalism that is occurring in various parks throughout the city. This additional funding will be used to mitigate the inflationary costs increases in construction materials and services that are used to resolve issues that have resulted from vandalism.

### Five Year Parks Vandalism Costs Analysis

Year	Vandalism Costs	Increase From Prior Year	% Increase from Prior Year	Annual Budget
2018	\$88,631			\$142,320
2019	\$98,313	\$9,862	11%	\$142,320
2020	\$109,088	\$10,775	11%	\$117,320
2021	\$296,483	\$187,395	171%	\$117,320
2022 (Forecast)	\$350,000	\$53,517	18%	

Since 2018 the costs of vandalism in parkland have increased in each year. In 2021 the costs almost tripled from the previous year as there was a higher volume of incidents that occurred for playgrounds, washrooms located in parkland, fencing, sports courts and fields. The costs in the current year are expected to continue to escalate based upon current year trending and forecasted estimates.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Parks & Facilities	Parks Operations	Contracted Services	40,000			
Parks & Facilities	Parks Operations	Infrastructure Maint. Material	10,000			
<b>Total Expenses</b>			<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Total</b>			<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0204	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Parks & Facilities	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Parks	<b>Status</b>	Public

## Parks Fleet Vehicle Requirements

To request operating funding for new vehicle additions requested by the Parks Department from the Fleet division within the Public Works department. These expenditures represent the annual rental rates that will be charged to Parks for one (1) side loading garbage packer, one (1) flatbed truck, and one (1) cargo van. These vehicle requests were required to support activities related to transportation of garbage from parks, assist with winter control and horticulture activities and delivery of special activity materials to various locations throughout the city.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

Parks has requested additional vehicles to support operating service levels. Parks requires a side loading garbage packer to load garbage from various parks in the city and transport to the Environmental Services yard for disposal on a daily basis. Parks and Horticulture are requesting to share a 4x4 flatbed truck for Parks' winter control operations and for Horticulture's beautification program in the summer. The truck will require the installation of a salter, plow and water tank. Parks has also requested a cargo van is required to transport special activity materials such as podiums and speakers. The Cargo Van requested by Parks to Fleet will also be shared with the Employment and Social Services division to assist with the Ontario Works payment process. As a result 30% of the charges related to this vehicle will be recovered by Parks to offset the annual fleet rental charges.

### Capital Budget Implication

Should Council approve this enhancement, purchase of three (3) additional vehicles would be required and purchased through the Capital Fleet Additions project OPS-022-07 at an estimated total cost of \$400,400 (see table for breakdown). The units would be included in the dedicated fleet with appropriate depreciation contributed to the Fleet Replacement Reserve #136 to fund future replacements. Seasonal units would be provided to the department as required and available until new vehicles can be purchased.

Description Of Vehicle Request	Vehicle Class	Division	Annual Rental Rate	Capital Addition Cost
Garbage Packer	Class 405	Parks Operations	\$58,625	\$275,400
Flatbed Truck	Class 230	Parks Operations/ Horticulture	\$21,188	\$80,000
Cargo Van	Class 110	Parks Operations	\$12,668	\$45,000
Cost Recovery From Social Services			\$(3,800)	
<b>TOTAL NET COSTS</b>			<b>\$88,681</b>	<b>\$400,400</b>

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Parks & Facilities	Parks Operations	GPS	1,467			
Parks & Facilities	Parks Operations	VehicleRent-Dedicated INTERNAL	92,481			
Public Works	Fleet	Depreciation	58,341			
Public Works	Fleet	Motor Fuels	24,630			
Public Works	Fleet	Outside Vehicle Parts	9,510			
		<b>Total Expenses</b>	<b>186,429</b>	<b>0</b>	<b>0</b>	<b>0</b>
Parks & Facilities	Parks Operations	Recovery Of Expenses EXTERNAL	(3,800)			
Public Works	Fleet	Lease & Rental Revenue	(92,481)			
		<b>Total Revenues</b>	<b>(96,281)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>90,148</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0210	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Parks & Facilities	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Facilities Operations	<b>Status</b>	Public

## Facilities Maintenance Budget for Parks Amenities & Vandalism

This budget issue is to increase the annual maintenance budget in order to address repair and maintenance costs in the expanding Facilities portfolio as more parklands and park amenities are added over the years. In addition, increased level of vandalism results in higher operating costs to repair or replace the damaged City properties. The acceptance of this budget issue will prevent budgetary gaps within Facilities while continuing to provide adequate maintenance to park amenities.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

Over the years, the City has added various new parkland to its portfolio, as well as installed new parks amenities, such as splash pads, park lighting, washrooms, picnic tables and benches, to existing parks. As the number of these parkland and parks amenities grow, the ability for Facilities to properly maintain these assets in its portfolio within current operating budget dollars is diminishing. In addition, there is currently no vandalism budget set up in Facilities to address the deliberate destruction of these public accessible structures and assets. Some common vandalism acts include deliberate damages to public restroom amenities, theft of city equipment, defacing park benches or picnic tables, and other minor mischiefs and misdemeanours that result in destructions of City properties.

There are over 1,800 benches and picnic tables, 1,300 park lighting, 43 park washrooms, and 13 splash pads that Facilities currently actively maintaining. Recent capital projects adding new amenities and parklands are listed below. These projects will impact Facilities annual operating budget going forward:

- \* Splash pad at Forest Glade Community Centre (2021)
- \* Splash pad at Fontainebleau Park (2022)
- \* Gateway Park (2022)
- \* Additional lighting for the riverfront parks from the Ambassador Bridge to Randolph Ave (2022)
- \* Splash pad at Wilson Park (2022)
- \* New dog parks at Oakwood Park and Elizabeth Kishkon Park (2023)
- \* Washroom facility at Elizabeth Kishkon Park (2023)

Facilities is requesting an additional \$50,000 to be added to the current maintenance budget to avoid reporting variance at the end of 2023.

### Risk

Should this budget issue not be approved by Council, the City may increase its exposure to the Infrastructure enterprise risk. The shortfall in the maintenance budget will have a negative impact on the level of service provided to the public for maintaining and repairing Facilities and Parks amenities, and increase of 311 complaints regarding the state of these facilities.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Parks & Facilities	Fac.Ops. -Parks & Rec	Contracted Services	50,000			
		<b>Total Expenses</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0265	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Parks & Facilities	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Facilities Operations	<b>Status</b>	Public

## Park Structures - Roof Maintenance & Repairs

This budget issue is to establish an annual operating budget for Facilities to provide maintenance and repairs to the roofs of the park shelters and gazebos. Facilities is responsible for inspection and maintenance repairs for all roofs at City facilities. There is only capital budget for major roof replacements for building structures, but no operating budget for annual repairs towards park shelters and gazebos. Facilities is requesting \$90,000 of annual operating budget to provide necessary roofing maintenance and repairs for all the park shelters and gazebos in the City.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

As part of the responsibility of the position, Facilities Roof Technologist travels to all the facilities in the maintenance portfolio across the City and provides regular inspections to determine the condition of the roofs on building structures and make recommendations of any necessary repairs or replacements. The scope has generally been focusing on the roofing attached to a building structure. As these Park shelters and gazebos age, there has been increasing needs to maintain and repair the roofs on these structures in order to prolong their lifespan and usefulness.

Currently there are 30 park shelters across the City parks with two additional ones to be installed in the near future, however, there is no operating budget established in Facilities to maintain the roofs on these park shelters. Whereas most of the roof replacements of the building structures are capital in nature, the maintenance for these park shelters are less comprehensive and should be addressed by operating budget.

Facilities is requesting for an annual operating funding of \$90,000 to be established for the roof maintenance and repairs on the park shelter and gazebos. It is estimated that it would cost \$30,000 to repair the roof of a park shelter, and Facilities would repair approximately three shelters per year.

### Risk

Should this budget issue not be approved by Council, the City may increase its exposure to the Infrastructure enterprise risk. The shortfall in the operating budget could have an impact on the level of maintenance service provided to the roofing components of the park shelters and gazebos in the City. This could decrease the functionality of the shelters and may even lead to safety concerns of the general public if left unaddressed.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Parks & Facilities	Fac.Ops. -Parks & Rec	Contracted Services	90,000			
		<b>Total Expenses</b>	<b>90,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>90,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0212	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Parks & Facilities	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Facilities Operations	<b>Status</b>	Public

## Facilities User Fee Updates

To recommend the 2023 user fees charged by the Facilities department for services provided. The Facilities department is requesting an increase to the Caretaking and Maintenance Fees following the annual increase in salary and fringe. Facilities is also including the hourly rate for Skilled Trades in the User Fee Schedule.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

The Facilities department is proposing a fee increase in the 2023 Schedule of Fees related to Caretaking and Maintenance services to include the annual increase in salaries and fringes of the caretakers and maintenance engineers. Facilities is also adding the skilled trades service to the User Fees for recovery purposes.

Currently Facilities recovers costs from external clients for providing caretaking services based on the existing agreements between the client and the department. The caretaking fee in the User Schedule is to be applied to special requests, such as even set up and clean up that are outside of regular operations. The proposed User Fee increase will include an allocation of the supervisory cost, material and operating costs, and fleet vehicle rental where applicable. The Skilled Trades fees will apply to all the recoverable work orders that are assigned to Facilities plumbers, electricians or carpenters.

Recommended 2023 Facilities User Fee changes are as below:

- Caretaking Fees increase from \$34.92/hour to \$56.80/hour
- Maintenance Fees increase from \$48.55/hour to \$71.61/hour
- Skilled Trade Fee established at \$78.94/hour

Revenue projections are difficult to calculate for the recoverable work orders on annual basis as the frequency of work order requests vary from year to year based on unforeseen circumstances. Furthermore, the increased user fees may result in other departments resolving the project needs externally or with their own staff, rather than request work to be done by Facilities. There may be a decrease in the volume of recoverable work orders as a result.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Parks & Facilities	Fac.Ops. -Parks & Rec	Recovery of Salaries-INTERNAL	(10,000)			
		<b>Total Revenues</b>	<b>(10,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(10,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0259	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Parks & Facilities	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Parks	<b>Status</b>	Public

## Parks User Fee Updates

To recommend the 2023 user fees charged by the Parks department for services provided. The Parks department is requesting an increase to the commemorative bench and tree rates to reflect increase in the commodity expenses of providing the service. The user fees for horticulture logos and displays are being recommended for an increase for the year. The grass and property maintenance fees related to transitional properties and vacant lots are being raised to ensure rising costs in resources to provide this services is recovered to ensure no operating budget deficit results from this activity.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The Parks department is proposing a fee increase from the 2022 Schedule of Fees to migrate to the full cost recovery for supplying commemorative benches. The estimated costs of supplying a wooden and metal commemorative bench for the Parks Operations division is \$2,600 and \$4,200 respectively, which includes materials supplied and installation on a concrete pad. As a result of the commodity cost increase for both types of benches the Parks department is recommending increases in user fees for each type of bench to achieve a full cost recovery of supplying benches to the public. The Parks department is also recommending a fee increase for the commemorative tree program of \$100 per tree and \$220 per plaque. This reflects the increasing costs of the resources used to provide this service by the Forestry division.

The user fee rates linked to property maintenance for grass cutting and snow removal for transitional and vacant property that is maintained has been increased in the year to reflect the labour rate changes for Local 82 collective agreement along with the increased costs in fuel, repairs and other material costs involved in the provision of services. The rates for grass maintenance is \$105 per hour and snow removal is \$135 per hour recommended for 2023.

Parks administration is recommending no user fee increases in 2023 related to programming and room rentals located at the Ojibway Nature Centre. There is no additional projection of revenues for the Ojibway Nature Centre given the uncertainty of estimated volumes of natural centre programming and room rentals for the fiscal year.

The Horticulture division is recommending increases of 7% for the supply of horticulture logos and small displays to reflect the increase costs of the horticulture materials used for this service. There is also a new user fee being established for small displays that are required to be set up by Park staffing to account for an additional labour resource requirement. The medium and large displays user fees rates have been determined to be sufficient and not required to be adjusted in 2022. These user fee increases will result in a small revenue increase based upon the current volume of displays and horticulture logos provided.

Revenue projections are difficult to calculate on an annual basis and are subject to fluctuations with conditions beyond the control of the specific department. In addition the activity levels for various fees can differ for each year based upon unforeseen circumstances.

### 2023 User Rate Recommendation On Cost Recovery Revenues From Commemorative Bench and Tree Program

	2022	2023	Increase From Previous Year
Commemorative Wood Bench	\$2,300	\$2,600	\$300 per bench
Commemorative Metal Bench	\$3,800	\$4,200	\$400 per bench
Commemorative Tree Program	\$500	\$600	\$100 per tree
Commemorative Tree Program- Plaque	\$580	\$800	\$220 per plaque

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Parks & Facilities	Fac.Ops. -Non-Campus	INTERNAL Services-non-salary	2,330			
Parks & Facilities	Fac.Ops. - Western Downtown	INTERNAL Services-non-salary	1,120			
Public Works	PW Maintenance	INTERNAL Services-non-salary	1,500			
Security & Special Activities	Security,SpecA ctivities-CHCamp	INTERNAL Services-non-salary	1,050			
		<b>Total Expenses</b>	<b>6,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
Parks & Facilities	Horticulture General Exp.	Fees and Recoveries INTERNAL	(69)			
Parks & Facilities	Horticulture General Exp.	Lease & Rental Revenue	(208)			
Parks & Facilities	Parks Operations	Recovery of Salaries-INTERNAL	(6,000)			
		<b>Total Revenues</b>	<b>(6,277)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(277)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0188	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Parks & Facilities	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Parks	<b>Status</b>	Public

## One Time Funding For Improvements to Parks Drainage for Flood Mitigation

To establish additional operating budget to repair and improve parks with drainage issues and to mitigate flooding that occurs during periods of heavy rainfall. The flooding delays the commencement of grass maintenance and sports field usage. As a result of the heavy weight of the parks maintenance equipment, staff are unable to prepare the fields for intended use. Improvements to park drainage reduce the standing water volumes and mitigate the potential damage to parkland and sports fields in periods following heavy precipitation. The current drainage issues in parkland have resulted in the closure of sports field in periods subsequent to heavy rainfalls. The current funding is depleted by April and the recommended funding level represents incremental funding within the Parks budget.

**Recommendation:** Recommended

**One-Time Funding:** Up to \$150,000 for one year from the Budget Stabilization Reserve.

### Issue Detail

In this year, there have been significant periods of heavy rainfall in combination with high water levels, which have resulted in flooding in parks throughout the City. It is estimated by the Parks Development division that 60% of Parks throughout the City are without adequate drainage. Drainage issues in parks have caused the closure of sports fields after periods of heavy rain. The Parks department has received 311 calls from residents highlighting flooding in parks that have impacted drainage in their residential yards. It was determined by Parks Administration in 2019 that funding should be established to target the areas within parks that have experienced high levels of flooding. When parkland is flooded after periods of rainfall, this can result in significant delays in grass cutting in areas that have been impacted. Additional costs may be required by Parks Operations to perform maintenance with overtime expenditures when parks have dried sufficiently. By that point, the grass has grown to a height where that additional equipment may be required and more frequent cuts are necessary.

Last year, Council approved funding in the amount of \$50,000 for 2022 which was fully utilized by the end of April. This funding was originally meant to act as a pilot program to allow the Parks department to determine the annual operating maintenance requirement for drainage repairs. As a result of limited funding in the past there have been projects that have been delayed or deferred in 2022. Parks administration is requesting approval of additional funding in the operating budget of \$150,000 to resolve drainage issues repairs for areas that experience unexpected flooding and to identify areas in need of capital improvements. Parks administration will continue to monitor the drainage maintenance requirements as additional funding will likely be required in future years as climate change impacts continue to occur that cause flooding throughout City parklands.

There have been significant drainage issues in parks that have resulted in the flooding of residential properties adjacent to parkland throughout the City. An extensive conditional assessment review is required to identify parks that may present significant risk to the residential properties and result in flooding in parkland. The drainage issues also result in flooded sports fields, which lead to the cancellation of events and the loss of revenue for the City recreation division.

### Capital Budget Implication

Parks administration recommended a capital budget for the improvement of park drainage and will be evaluating projects for areas in the greatest need for capital work. As a result of conditional assessment and repairs required in the year, the Parks Development division will develop a priority listing of parkland that would benefit from improvement to drainage beyond smaller temporary repairs. Parks administration will continue to consult with Public Works department to evaluate parks that may be impacted by the Sewer Master plan.

**Risk**

With the current climate change the frequency of periods of heavy rainfall has increased. This results in a financial loss of revenues for sports fields that have significant drainage issues if they remain unresolved as events are required to be cancelled. When there is significant usage in parkland that does not have sufficient drainage this can also result in the additional expenses for damages caused by users of the parkland. Flooding issues within parkland also increases the overall liability exposure for the City.

**Historical Spending On Parks Drainage Maintenance**

Year	Budget	Actuals	Variance (Deficit)	% Committed
2019	\$50,000	\$52,699	(\$2,699)	105%
2020	\$50,000	\$55,031	(\$5,031)	110%
2021	\$50,000	\$75,924	(\$25,924)	151%
2022- Forecast	\$50,000	\$150,000	\$(100,000)	300%

As detailed in the chart the Parks department has fully utilized the funding for drainage maintenance and requires additional permanent funding as the expenditure trends has been established. Prior to 2019 there were no operating funds allocated for drainage maintenance within the operating budget for Parks. The budget funding for 2022 is again expected to be exceeded as a result of ongoing drainage maintenance requirements identified in the current year. The Parks department have identified work beyond the historical level of spending, since historically funding was used by April and drainage repairs were deferred and cancelled for the remainder of the year. The recommended funding level will allow the Parks department to complete the true costs scope of the work and annual repairs going forward.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Parks & Facilities	Parks Operations	Contracted Services	150,000			
		<b>Total Expenses</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
Parks & Facilities	Parks Operations	TRANSFER From Reserve Funds	(150,000)			
		<b>Total Revenues</b>	<b>(150,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0191	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Parks & Facilities	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Parks	<b>Status</b>	Public

## One Time Funding For Parks and Facilities Operations Asset Analyst

Budget funding for one (1) Parks & Facilities Asset analyst role to provide support in tracking of assets electronically in the CityWide Asset Management system and the oversight of a digital work order system. This system tracks assets for repair, maintenance and highlights deficiencies. This position is critical in the development and maintenance of the asset inventory system and enhancement of preventative maintenance program. This role will utilize the Citywide software system to track assets and work orders to maintain key information used to prioritize areas in greatest need of maintenance and high risk. This role will also assist to record capital components, develop future schedules for projects as per the Parks & Recreation Master Plans and develop the asset management program.

**Recommendation:** Recommended

**One-Time Funding:** Up to \$87,963 for one year from the Budget Stabilization Reserve.

### Issue Detail

The Parks department is currently using a CityWide database system to track key assets and develop a work order system to develop a preventative maintenance program. The objective of the database is to identify assets and track the estimated useful life of various park amenities to ensure that resources are used efficiently and effectively for preventative maintenance. This will allow the department to identified potential issues before they occur which will mitigate repairs costs while ensuring the safety of parks users. This system will also enhance capital budget development to ensure budget funding is allocated to areas in need and assets at the end of their useful lives.

This role within the Parks & Facilities department will create, maintain and update critical asset information that will allow for the maintenance plan, asset tracking and management plans to be undertaken. Currently the Parks department is developing a work order tracking system through Citywide software and this role would be the primary user of the system.

As a part of the ongoing implementation of the CityWide software program, Facilities will be migrating from FAMIS360 into CityWide. This will allow for this new position to provide service to both the Parks and Facilities divisions.

Last year, Council approved one time BSR funding for 2022 of \$87,775 for this position and the Parks & Facilities department is seeking continued funding for this role as the requirements and need for this position has been established during the past year.

The Parks & Facilities department currently has one Parks Operations Asset analyst that works in Forestry division. The responsibility of this role is the asset inventory and monitoring of City trees and current work orders. This position does not provide any support for the parkland or building assets

### Capital Budget Implication

This role will allow for the identification of asset tracking and useful life information that will feed into the asset management plan and development of the annual capital budget forecasts and updates required.

### Strategic Planning Initiative

This project aligns with the Strategic Planning initiative that contribute to creating an organization that is innovative, agile, collaborative, solution-oriented, efficient and effective. This role will be critical to process improvement using the new CityWide software system to automate preventative maintenance schedules, track warranty information and other asset components that are currently performed manually. This role will increase the efficiency within the Parks & Facilities department by allowing the department to enhance the services provided to the taxpayers for maintenance.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Parks & Facilities	Parks Operations	Other Pay	87,963			
		<b>Total Expenses</b>	<b>87,963</b>	<b>0</b>	<b>0</b>	<b>0</b>
Parks & Facilities	Parks Operations	TRANSFER From Reserve Funds	(87,963)			
		<b>Total Revenues</b>	<b>(87,963)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0193	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Parks & Facilities	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Parks	<b>Status</b>	Public

## Trail Maintenance Budget

The Parks department is requesting an additional maintenance budget of \$50,000, which will encompass the annual maintenance for crack filling, sealing, as well as asphalt replacements on existing trails where necessary. There is currently an annual budget of \$200,000 allocated for this activity in the Parks operating budget. This requested increase will aid in the preventative maintenance and extend the life cycle of the asset. Trails were identified by the community as the most important feature in future parks development, which has been noted in the Parks Master Plan. The maintenance budget would serve to meet the recommendations of the Active Transportation Master Plan approved by Council. This funding would also be used to widen trails to meet accessibility standards.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

The Parks Department is responsible for the maintenance of 140 km of asphalted trails and multiple stone trails. The trail infrastructure is a key feature throughout all parks in the City. It is estimated that 80% of existing trails are in need of significant repairs as capital budget funding has only addressed replacement of trails which are beyond their useful lives or need to be addressed as part of another capital project improvement. In addition, current inflationary cost pressure on construction materials have yielded additional costs on the Parks department to maintain current service levels for trail maintenance activities.

Historically ad-hoc repairs were made based on complaints received however with the introduction of the trail maintenance budget in 2019, Parks has begun to maintain trails that are in need of repairs. This annual maintenance budget will allow the Parks department to continue to adopt strong asset management principles to ensure that the expected useful life of trails is being optimized and any deficiencies are being addressed to protect the public from any safety concerns. With the addition of this annual maintenance budget administration will be able to prioritize trails that need immediate maintenance. In addition the funding would be used to widen trails to meet accessibility standards.

In 2019, Council approved the Active Transportation Master plan which includes the enhanced maintenance of multi-use trails that are located throughout the City within various parklands. In order to ensure adequate service levels in high periods of use and safety throughout the year, additional funding is required to ensure trails can be maintained to support the initiatives as identified in the Active Transportation Master Plan. Within the active transportation plan, the below action was referenced in the report:

#### ACTION 1C.4: DEVELOP A DEDICATED FUNDING PROGRAM FOR THE PARKS DEPARTMENT TO IMPROVE, MAINTAIN, AND DEVELOP NEW PATHWAYS AND TRAILS.

Through the development of the Active Transportation Master Plan, the location of new pathways and trails as well as improvements to existing facilities were identified. Many of the existing and future pathways that are located within parks would be under the City's Parks Department jurisdiction rather than the Transportation Department. As a result, funding improvements to existing pathways, as well as installing new pathways in these locations would be undertaken by the Parks Department. Ensuring the Parks department has a dedicated funding program to make these projects possible will be necessary to ensure the long-term vision for active transportation in the City of Windsor.

### Capital Budget Implication

Maintenance funding is required each year for trails to ensure the estimated useful life of the trails is maintained and avoid capital expenditures before the end of the life cycles. Capital funding has been identified in the Parks capital 10 year forecast under project PFO-012-12 Park Trails Capital Improvements.

**Risk**

The establishment of dedicated maintenance budgets for the City’s infrastructure is an important mitigation strategy for the City’s critical Infrastructure enterprise risk. Ensuring proper maintenance is conducted will help prevent trails from degrading to the extent that they need to be replaced or closed, lessening the City’s exposure to this risk and liability.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Parks & Facilities	Parks Operations	Infrastructure Maint. Material	50,000			
		<b>Total Expenses</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0199	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Parks & Facilities	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Parks	<b>Status</b>	Public

## Addition of Parks Supervisor

To add one (1) Parks Supervisor position to support activities related to special events, ward funded projects and maintaining service levels for parks & facilities maintenance. This position will be involved in supervising staff completing tasks related to Parks & Facilities operations, special events and City owned transitional properties. This position will also oversee the planning and execution of internal staff and the external contractors providing services for special events and Parks & Facilities projects throughout the city. In addition this role will be critical in coordinating repairs and restorations required in parks & facilities related to vandalism, which has increased significantly in 2021 and 2022 year to date.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

Parks is responsible for the maintenance of 205 parks, with over 2,500 acres of parkland, and 143 km of hard surface trails. There are approximately 204 properties with an estimated square footage of 3.7 million square feet that the Facilities are involved in maintenance activities.

Currently there are multiple temporary Parks supervisors hired for heavy workflow period of maintenance and projects throughout the year.

The addition of this permanent full time position will allow Parks to maintain the services for parks maintenance by adding a resource that provides oversight over areas with heavy public scrutiny related to parks vandalism, winter control, special events and Parks & Facilities projects. This position will also support projects that are funded by ward fund initiatives and capital budget funding such as park lighting (solar and traditional), park bench replacements and other work in Parks & Facilities.

This position is critical to resolving issues that are required to be addressed immediately from 311 service requests related to Parks vandalism, playground issues, and other amenities within parkland such as trails that are heavily used by the public and repaired to ensure safety standards are maintained.

### 311 Service Requests Related To Parks Maintenance

	2020	2021	2022 JULY YTD	TOTALS
Bench, Fence and Property Maintenance	277	305	194	776
Trails Maintenance	57	100	40	197
Parks Grass Cutting and Garbage Collection	1,099	1,283	785	3,167
Washroom and Splash Pads	150	183	86	419
Vandalism and Playground Issues	282	367	288	937

The volume of 311 service requests for Parks maintenance has increased in all major categories from 2020 to 2021 and this trend is expected to continue into the future. Areas that require immediate attention such as vandalism and playground issues have experienced annual increases of 30% from previous years. Many of the other 311 calls that impact the public (i.e. washroom and splash pads) have also increased by 22% from the previous year and have continued at high levels into the current year.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	29,885			
Parks & Facilities	Parks Development	Fringe Benefits (Dept.)	29,885			
Parks & Facilities	Parks Development	Salary-Reg.Full Time	90,557			
<b>Total Expenses</b>			<b>150,327</b>	<b>0</b>	<b>0</b>	<b>0</b>
Corporate Accounts	Fringe Benefits Recovery	Automated Fringes Recovery	(29,885)			
<b>Total Revenues</b>			<b>(29,885)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Total</b>			<b>120,442</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Parks & Facilities	Parks Development	Supervisor Parks (General)	Regular Full-Time	1.0
<b>Total:</b>				<b>1.0</b>

<b>Budget Issue #</b>	2023-0200	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Parks & Facilities	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Parks	<b>Status</b>	Public

## Solar Lighting Maintenance

To establish an operating budget for the maintenance of solar lighting infrastructure. There is no current operating budget within the Parks department to make any repairs to solar lighting fixtures that have been installed across the city in various parkland and green spaces. Lighting within parks has been determined to be a need in a number of parkland that are deficient in lighting requirements to maintain safety levels and provide illumination when required. Solar lighting installed in parks provide an affordable solution to improve lighting and illuminating pathways. In addition this technology is an energy efficient product that is equipped with motion sensor technology that turn on the lighting only when users are in need of areas illuminated, providing maximum energy conservation.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

Solar lighting fixtures have begun to be installed in various parks across the city that were deemed deficient in lighting requirements along trails and other amenities. There is no current operating budget for the maintenance of solar lighting fixtures that have been installed over the last number of years. Historically the installation of solar lighting has been funded by a combination of ward fund initiatives committed by Councillors. In 2022 Local 82 has partnered with the Parks department to identify solar lighting project in Calderwood park to contribute funding through the Ward Renewal Grant Program to provide lighting along the trail for users of the park.

Solar lighting provides a cost effective solution to add illumination to areas along the pathway and trails to maximize the safety of the users of the parkland. The installation of solar lighting is much less intrusive than traditional lighting as it does not require the same level of infrastructure and disruption in the park and can typically be installed in less time. In addition, solar lighting provides an energy efficient solution as they are equipped with motion sensors that only provide illumination when required and do not utilize electricity in periods where people are not using the trail and pathways.

There are currently 200 solar lights that have been installed as at July 31st and another 100 lights are planned to be installed before the 2022 year end. Parks administration has estimated that \$50,000 will be required in maintenance funding for this new lighting technology infrastructure to support the ongoing installation of fixtures and poles within parks. This budget funding will be reviewed annually as repair and maintenance costs are incurred to ensure that maintenance is provided for this service enhancement.

### Capital Budget Implication

There is no current capital budget funding approved by Council for solar lighting in the 10 year forecast. The majority of the solar lighting installation has been provided by the Council ward fund initiative program. Parks administration has identified additional funding requirements and requesting additional funding over the 10 year forecast period within PFO-003-19 Parks Lighting Installation and Replacement program.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Parks & Facilities	Parks Operations	Infrastructure Maint. Material	50,000			
		<b>Total Expenses</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0203	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Parks & Facilities	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Parks	<b>Status</b>	Public

## Parking Lots Maintenance For City Parkland

To establish budget funding for maintenance of parking lots located at parkland throughout the city. The activities include crack sealing of asphalt and basin repairs to ensure adequate drainage. There is currently no operating budget for this activity within the Parks department. Currently there are 100 parking lots that are associated with City parkland that are utilized for those visiting parks. The maintenance funding allow for portion of the parking lot inventory to be repaired which will allow for this asset infrastructure to avoid extensive capital replacement that will be very disruptive to park visitors and more expensive. The funding for this activity is subject to current inflationary trends with rising price in construction materials for repair and external contracted services.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

A significant portion of the parking lots associated with parks is need of repairs and maintenance. The City owns approximately 100 parking lots that are associated with parkland and many of these assets are in need or maintenance. The activities that are required involve asphalt repairs for crack sealing and basin repairs. These repairs are critical to ensure the safety of users of the parks along with ensuring the estimated life of the parking lots are maintained.

Parks administration is requesting an operating budget of \$100,000 to address the ongoing maintenance and repairs that are deemed necessary within the parking lot inventory based upon an annual conditional assessment and ongoing review.

This budget funding will also mitigate some of the inflationary cost trends with construction materials that would be required for large capital replacement of parking lots and allow for smaller scope repairs in an attempt to maintain the estimates useful life of parking lots.

### Capital Budget Implication

Capital funding for parking lot have been identified under budget ID PFO-013-12 Park-Related Parking Lots for complete renovations and repaving of specific parking lots over the 10 year forecast period. However there are many parking lots that are in need of smaller operating maintenance activities which is the purpose of this funding request.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Parks & Facilities	Parks Operations	Contracted Services	100,000			
		<b>Total Expenses</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0213	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Parks & Facilities	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Facilities Operations	<b>Status</b>	Public

## One-Time Funding for Addition of One Supervisor, Facilities

This budget issue is to request one-time funding for one additional Facilities Supervisor position to address the significant growth within Facilities Division. This is in line with the Facilities Staffing Master Plan (Council Resolution B16/2017.) Currently, two supervisors are managing approx. 1.9 million sq ft across the city. The size of portfolio warrants four supervisors, and consequently service levels to some areas have been negatively impacted. Without these positions, there is a risk of delays in addressing failing systems, potential shutdowns, and deferred maintenance repairs. In addition, the existing supervisory staff have an excessive workload and are at risk of experiencing physical & mental health issues and burnout, making them less efficient and less productive.

**Recommendation:** Recommended

**One-Time Funding:** \$143,412 (Budget Stabilization Reserve)

### Issue Detail

The Facilities Staffing Master Plan was approved via Council Resolution B16/2017 at the January 23, 2017 Council meeting. The report recommended additions and revisions to the organizational structure in order to account for the significant growth of the Facilities portfolio. Recommendation IV stated "THAT Council DIRECT Administration to bring forward future staffing requirements, consistent with the Facilities Staffing Master Plan, at future budgets as required".

The portfolio of buildings managed by Facilities has increased from 1.1 million square feet to 3.7 million square feet from 2006 to 2021. The addition in buildings also increased the amount of capital and maintenance projects that need to be completed. However, the amount of permanent supervisors to keep up with the demand did not change in proportion. Since 2021, additional square feet in facility space are continuing to be added, further exacerbating the strain on an already overburdened staff. In 2022, Council approved an one-time funding of up to \$136,121 funded from Budget Stabilization Reserve to add one (1) Supervisor, Facilities for one year. In the same year, Facilities underwent a structural re-organization, resulting some capital projects now being reallocated from the Project team to the Operations team. In order to provide sufficient support and backup coverage to current portfolio, an additional Supervisor, Facilities position will be necessary.

The Facilities Division is requesting an one-time funding for addition of one (1) "Supervisor, Facilities" position to the annual operating budget.

Should Council approve this enhancement, rental of one (1) seasonal pickup truck would be required.

### Risk

Should Council not approve this budget issue, the City may increase its exposure to the Infrastructure enterprise risk. The position is needed to support the significant growth in both number and value of the portfolio within the Facilities Division. Without this position, it could result in poor department performance and an inability to manage the workload and complete all projects.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Parks & Facilities	Facility Operations Admin	Cell Phones	600			
Parks & Facilities	Facility Operations Admin	Computer Maintenance	480			
Parks & Facilities	Facility Operations Admin	Computer Rental - INTERNAL	400			
Parks & Facilities	Facility Operations Admin	GPS	490			
Parks & Facilities	Facility Operations Admin	Membership Fees & Dues	500			
Parks & Facilities	Facility Operations Admin	Other Pay	126,461			
Parks & Facilities	Facility Operations Admin	Training Courses	500			
Parks & Facilities	Facility Operations Admin	VehicleRent-TempOther INTERNAL	13,981			
		<b>Total Expenses</b>	<b>143,412</b>	<b>0</b>	<b>0</b>	<b>0</b>
Parks & Facilities	Facility Operations Admin	TRANSFER From Reserve Funds	(143,412)			
		<b>Total Revenues</b>	<b>(143,412)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0214	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Parks & Facilities	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Facilities Operations	<b>Status</b>	Public

## Asset Safeguarding and Maintenance of Gates and Fences

This budget issue is to establish an operating budget for Facilities to install new gates and fences to safeguard the inventory and equipment located at City properties. Currently there is a lack of security measures in place to protect and guard the City assets stored in the yards against any potential acts of vandalism or theft. The budget funding will be used to properly maintain these gates and fences going forward to ensure that they remain in good condition and provide the level of security as intended. Facilities is requesting \$50,000 of annual operating budget to maintain fences and gates across the City properties.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

As part of normal course of operations, a high volume of materials and equipment are stored at various maintenance yards that can be accessed quickly to meet the repair or maintenance needs. There is also an inventory of raw materials as well as assembled benches, picnic tables, play structures, fleet vehicles, operating equipment and project materials kept at the yards. There have been instances of unauthorized individuals entered City properties and retrieved materials from the yards.

In addition to the maintenance yard storage, there are various City properties that have outdoor equipment that is visible to the general public and exposed to risks of vandalism and theft. As an example, the recent event of vandalism incident reported where air conditioning units were damaged, could have been prevented had there been secured fencing protecting the HVAC equipment.

Secured fencing and gates to the City yards and facilities strengthen the physical control of the City assets. Facilities is requesting annual operating budget to maintain fences and gates across the City properties in the effort to discourage vandalism and theft.

### Risk

Should this budget issue not be approved by Council, the City may increase its exposure to the Infrastructure enterprise risk. This could have an impact on the level of confidence in keeping the City properties and assets securely stored. Without this funding, there maybe rising incidents of vandalism and theft of City properties that could led to in higher maintenance and replacement costs.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Parks & Facilities	Fac.Ops. -Parks & Rec	Contracted Services	50,000			
		<b>Total Expenses</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0299	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Parks & Facilities	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Facilities Operations	<b>Status</b>	Public

## One Time Funding for Menstrual Hygiene Product Pilot Program

In November 2021, Council approved a 1-year pilot program to provide free menstrual products in public women’s, men’s, universal and family washrooms at selected 6 public facilities (CR496/2021.) The program rolled out upon the completion of the initial dispenser installation in July 2022. In order to report the program results back to Council with adequate data, this budget issue is to request for additional one time funding for product replenishment to run the program for one full year.

**Recommendation:** Recommended

**One-Time Funding:** \$9,000 funding from the Budget Stabilization Reserve (BSR) Fund

### Issue Detail

In 2019, the City of London was the first Canadian municipality to offer free menstrual products in public washrooms, and the movement is quickly reaching other governments and institutions. Several municipalities and school boards have embraced the concept across the country. It is suggested by some members of the community that public washrooms offer free personal hygiene products like tampons and pads, as we do toilet paper, soap and paper towels.

In response, the Senior Manager of Facilities proposed options for Council consideration to roll out a one-year pilot program. Administration reviewed the costs associated with the options for implementing this initiative in public washrooms in select municipal facilities. On November 1, 2021, Council approved the one-year pilot program proposal to provide free menstrual hygiene products in public women’s, men’s, universal and family washrooms at the locations listed below:

- WFCU Centre
- Windsor Water World
- Windsor International Aquatic and Training Centre
- Capri Pizzeria Recreation Complex
- 350 City Hall Square W.
- 400 City Hall Square E

An one-time funding of \$19,000 was approved to fund the initial installation in women’s, universal, men’s and family washrooms at the above locations, and the product purchase for the initial program roll out. Since the program commenced in July 2022, Administration has been monitoring and collection usage data to evaluate the effectiveness of the pilot program. At the time of this budget issue, the program has not been established long enough to report the program results and provide further recommendations.

Facilities is requesting additional funding to replenish menstrual products and extend the pilot program into 2023. Based on the initial estimation, the annual cost of product replenishment is \$9,000, and it is to be funded from the Budget Stabilization Reserve Fund. Should Council decide the pilot program is to be rolled out across the city in the future, further study will be required to determine the additional installation costs and product replenishment costs.

### Risk

The risk associated with putting dispensers and disposal receptacles in publicly accessible washrooms are theft and misuse of products, and damage to the dispensers. The risk of damage to the dispensers currently exists for any fixture installed in public washrooms. The City of London has had this in place for over a year and has experienced little to no theft.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Parks & Facilities	Facility Operations Admin	Housekeeping Supplies	9,000			
		<b>Total Expenses</b>	<b>9,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
Parks & Facilities	Facility Operations Admin	TRANSFER From Reserve Funds	(9,000)			
		<b>Total Revenues</b>	<b>(9,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0167	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Recreation & Culture	<b>Category</b>	[C] Contractual
<b>Division</b>	Admin - Recreation & Culture	<b>Status</b>	Public

## Establishment of Maintenance Budget for Leased Space Within Recreation

This budget issue is to establish an operating budget to address operating maintenance costs pertaining to external tenants leased space within Recreation and Culture facilities that are currently not budgeted for.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The maintenance operating budget is being brought forward to maintain the external tenants leased spaces within Recreation and Culture facilities. Should Council not approve the requested maintenance budget, it could have a negative impact on the Corporation should the leased spaces not be maintained as in accordance with their lease agreement. Not having an operating budget for leased space maintenance also presents challenges when refreshing spaces prior to touring potential new clients.

In general, under the terms of the lease agreements, the City is responsible for the following:

"The Owner shall maintain and keep in good repair at all times during the term of the this Lease the exterior of the Building including the roof, walls, eaves and downspouts, foundations and structure, and to maintain and repair the connections between the public services and the Building, which services includes electricity, water and sewers; provided however, that this covenant shall not apply during the making of necessary repairs and provided further that any maintenance or repairs resulting from fault or negligence of the Tenant shall be promptly done and paid for by the Tenant".

It is also requested that a reserve account BE ESTABLISHED to allocate any annual surplus funds from the approved lease maintenance operating budget to be transferred to a lease reserve account for future capital spending on any repairs or upgrades in accordance with the corporate lease agreement.

Previously, maintenance costs were funded from the annual operating budget within Recreation and Culture however, as the buildings are aging more tenants are presenting requests that specifically pertain to the lease space that they occupy. As the facilities continue to age, Recreation and Culture is encountering issues pertaining to leaks and aesthetic upgrades that are required in-between occupancy by tenants to attract new lease holders. Aesthetic upgrades include but are not limited to painting, cleaning and/or replacing flooring, replacing window treatments and ensuring IT capabilities meet the tenant's technological requirements. The increase in leased space maintenance costs put a larger strain on Recreation and Culture's annual maintenance operating budget.

### Leased Space Maintenance Costs

Year	Costs
2021	48,757
2020	37,434
2019	35,564

2018	66,246
4 Year Average	47,000

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Recreation & Culture	Administration	Contracted Services	53,000			
		<b>Total Expenses</b>	<b>53,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>53,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0168	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Recreation & Culture	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Admin - Recreation & Culture	<b>Status</b>	Public

## Establish Annual Allocation to Recreation Equipment Reserve

Per the Recreation Master Plan that was approved at Council on December 16, 2019 through CR630/2019, Recreation is bringing forward the budget issue to request the establishment of the annual operating budget to allocate 2% Recreation revenue to the Recreation Equipment Reserve.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

On December 16, 2019 Council approved per CR630/2019:

"That City Council APPROVE the Recreation Master Plan as the guiding document that will form the basis for future Administration recommendations and budget planning save and except for recommendations #2, #5, #6, and part of #7, as it pertains to the closure of the Adie Knox pool and ice pad".

Per the Recreation Master Plan the utilization of, and continued contributions to, reserves and reserve funds represents sound and sustainable fiscal planning, while allowing the City to efficiently allocate capital costs over asset lifecycles. Reserves are typically comprised of a compilation of tax and user fee revenue whereby the funding is collected and subsequently put in a reserve fund before capital projects are undertaken. Ideally, the City of Windsor would create a Capital Reserve Fund for Recreation Capital Repairs and Replacements with preliminary funds generated through allocating 2% of annual Recreation programming revenues of approximately \$4,000,000.

Reserve Fund 220 - Recreation Equipment Reserve has been established however, the 2% annual allocation of Recreation revenue has not been budgeted for.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Recreation & Culture	Aquatics	TRANSFER to Reserve Fund	2,650			
Recreation & Culture	Community Programming & Develm	TRANSFER to Reserve Fund	2,800			
Recreation & Culture	Arenas & Recreation Facilities	TRANSFER to Reserve Fund	34,550			
		<b>Total Expenses</b>	<b>40,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>40,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0170	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Recreation & Culture	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Admin - Recreation & Culture	<b>Status</b>	Public

## User Fee Increase - Recreation and Culture

The Recreation and Culture department is proposing an approximate 3% fee increase to the 2022 User Fee Schedule to assist in covering inflationary increases. While this fee increase is projected to increase revenues, it should be noted that offsetting this increase is a budget adjustment which factors in lower actual revenues that are realized across the various recreation facilities.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The Recreation and Culture department is proposing an increase ranging from 0.5% to 3% to the 2023 user fee schedule to cover inflationary increases as per the approved User Fee Policy however, the department is unable to recommend a 2023 revenue budget line increase due to not meeting previous years' revenue budget targets. There are some fees that exceed the 3% increase however, the fee itself is only increasing by \$0.25-\$0.50.

Per the Parks & Recreation User Fee and Pricing Policy CR630-2019, some fees have been adjusted (reduced) to ensure that recreation services are affordable and accessible to all residents and to ensure that fees are comparable to providers of similar services.

As a result of the COVID-19 pandemic, the City of Windsor's Recreation & Culture department was forced to suspend a variety of services beginning in March 2020 in order to comply with Provincial Orders. The impact of the closures continues today, and while the department continues to re-open facilities and re-introduce programming, participation rates and staffing availability have not yet returned to pre-pandemic levels.

It should be noted that revenue projections are difficult to calculate on an annual basis and are subject to fluctuations due to external factors that are sometimes out of the control of the department. These include participation levels, willingness of people to travel from out of town or out of country to our facilities (such as Adventure Bay), climate, and unexpected restrictions or direction pertaining to overall facility operation.

### 4 Year User Fee Revenue Trend (6642 and 6650)

Year	Budget	Actual	Variance
2018	\$4,538,733	\$4,586,056	\$47,323
2019	\$4,662,233	\$4,930,282	\$268,048
2020	\$4,952,978	\$994,191	(\$3,958,787)
2021	\$4,952,979	\$654,294	(\$4,298,685)

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Recreation & Culture	Arenas & Recreation Facilities	Program Supplies	1			
		<b>Total Expenses</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>
Recreation & Culture	Arenas & Recreation Facilities	User Fees- External	(1)			
		<b>Total Revenues</b>	<b>(1)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0224	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Security & Special Activities	<b>Category</b>	[C] Contractual
<b>Division</b>	Security & Special Activities	<b>Status</b>	Public

## Genetec Advantage Security Software License Fee Renewal

This budget issue is to request annual operating budget for Genetec Advantage that provides software license to operate the closed circuit television (CCTV) video surveillance cameras installed at various City facilities, and receive live technical support through Genetec. The renewal will provide additional five-year licensing to 523 existing security cameras. The cost is charged to the Corporate Properties Security System & Infrastructure Capital Budget with the intention of being repaid with operating budget on an annual basis.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

Genetec Advantage is a comprehensive maintenance package that provides software upgrades, premium tech support and system monitoring for the security cameras installed in facilities across the City. This software is included when a new security system is installed, and the cost of the initial licensing is incorporated in the cost of capital project. The active license will provide the benefits in the maintenance package until expiration, which is five years after the installation. Once the individual license expires, the system will roll into the main licensing account at the City and subsequently renewed along with other security cameras.

The current Genetec Advantage Plan in the main account expired on August 31, 2022. If it had failed to renew, the City would lose access to security and software updates for all the security cameras corporate-wide. The technical support, which IT has utilized on several occasions to provide solutions to security system issues, would no longer be available should there be other system issues in the future. Furthermore, without an active Genetec Advantage Plan, the City would not be able to add any additional security camera license to the system, which would prevent any new installations to many sites.

Two options were offered for the renewal; the license could be renewed for one year for \$26,589 plus HST or five years for \$92,342 plus HST. With the five-year option, the renewal price equates to a saving of \$40,604 from the total price of five annual renewals. With the significant pricing differential, the five-year renewal option was chosen.

Security, Special Activities & City Hall Campus (SAC) is requesting an annual operating budget of \$18,469 to cover the annual licensing expense for the corporate Genetec Advantage Plan, which is the annual amount required from the operating budget to ensure the total cost of the renewal is fully paid for at the end of five years.

### Risk

Without an active Genetec Advantage licensing, there would no longer be security and software updates for the security cameras, support for the any system issues, and the ability to install any new cameras to the system. It would greatly limit the City’s ability to monitor the security system for public safety and asset safeguarding issues.

Historically, the Capital account has not been used to pay for annual licensing expenses. It has funded security infrastructure projects such as the installation or replacement of; CCTV systems, building intrusion alarms, card access, automated entrance yard gates and duress systems. These licensing costs would consume approximately 25% of the annual funding to the Capital account, which has averaged \$76,650 over the previous 10 years. If the cost of the renewal is paid by the capital budget without an annual operating budget to repay the project, then the City runs a risk of jeopardizing the other similar security projects to upgrade the aging system equipment and infrastructure. In light of increased vandalism experienced in recent years, continuous capital upgrades and improvement to the current security system will be necessary. Thus funding to this capital project should be deployed for its intended use.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Security & Special Activities	Security,SpecA ctivities- CHCamp	Licenses	18,469			
		<b>Total Expenses</b>	<b>18,469</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>18,469</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0221	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Security & Special Activities	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Security & Special Activities	<b>Status</b>	Public

## One Time Operating Budget for 185-189 City Hall Square South

To request an one time maintenance budget the property acquired in 2021 at 185 City Hall Square South. The property is located immediately south of 350 City Hall Square. The building is currently partially tenant occupied by Motor City Community Credit Union and Legal Aid Ontario. The City is responsible to maintain the building while it is tenant occupied.

**Recommendation:** Recommended

**One-Time Funding:** \$43,900 (Budget Stabilization Reserve)

### Issue Detail

The City has been working towards realizing the “Campus Concept” for City Hall, which was adopted during the design of the new 350 City Hall building. As part of the Civic Square Urban Design Study and Master Plan to develop a unified government campus, 185 City Hall Square South was acquired for future development of the Civic Square.

The structure on the property was not identified by any City Departments as having an immediate use and the intent would be to demolish the existing structure. Currently 185 City Hall Square South is partially tenant occupied. Motor City Community Credit Union and Legal Aid occupy a portion of the main floor.

The current lease agreement with Motor City Community Credit Union expires on September 30, 2022, without option of further renewal. Legal Aid Ontario has a lease agreement that expires April 30, 2023 with an option to renew for a further five years. While it is Administration’s intention to dialogue with this tenant to see whether they would relocate there is the possibility that the tenant may not move. The City would be responsible for maintaining the building in accordance with the tenant lease agreements while the it is tenant occupied. It should be noted that these tenants pay a proportionate share of expenses.

Since it is unclear at this time if the current tenants are planning on extending the lease agreements and thus, for how long the Facilities Division will be maintaining the building, the Facilities Division is requesting one time funding of up to \$43,900 from the Budget Stabilization Reserve to maintain the properties. Utility expenses and property insurance are budgeted at the corporate level, and are not included in this operating budget issue.

### Risk

Should Council not approve this budget issue, the City may increase its exposure to Infrastructure enterprise risk. Funding is required to ensure the building is cleaned and maintained at an acceptable level to comply with the lease agreement for the current tenants in the occupied portion and does not deteriorate to a point where additional significant repairs will be required.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Security & Special Activities	Security,SpecA	Contracted Services	37,200			
Security & Special Activities	ctivities-CHCamp	Housekeeping Supplies	3,600			
Security & Special Activities	Security,SpecA	Taxes	25,000			
		<b>Total Expenses</b>	<b>65,800</b>	<b>0</b>	<b>0</b>	<b>0</b>
Security & Special Activities	Security,SpecA	Lease & Rental Revenue	(21,900)			
	ctivities-CHCamp					
Security & Special Activities	Security,SpecA	TRANSFER From Reserve Funds	(43,900)			
	ctivities-CHCamp					
		<b>Total Revenues</b>	<b>(65,800)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0223	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Security & Special Activities	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Security & Special Activities	<b>Status</b>	Public

## One Time Funding for One SAC Coordinator

The new Security, City Hall Campus & Special Activities (SAC) is a new department created during the 2022 re-organization within Community Services. To assist the heavy workload and responsibilities of the new Service Director, SAC, one (1) Coordinator of Security, Special Activity & City Hall Campus (SAC) position was approved on the temporary basis until December 2022. Since the creation of this position, it has proven its importance and value to the department. This budget issue is to extend this Coordinator of Security, Special Activity & City Hall Campus (SAC) position for one more year by requesting one time funding to be added to the annual operating budget.

**Recommendation:** Recommended

**One-Time Funding:** One time funding \$76,864 from BSR

### Issue Detail

On February 17, 2022, a re-organization within the Facilities Department resulted in changes to the security department within the City of Windsor. To further meet the requirements of the ever-evolving safety and security of corporate assets and activities, the new position of Service Director of Security, City Hall Campus & Special Activities was created and reports to the Commissioner of Community Services.

This new position has been operational since February 17, 2022 and it replaced the position of Site Manager at City Hall Campus. The newly created Service Director of Security, City Hall Campus & Special Activities (Service Director, SAC) meant that new responsibilities were added to the former position of Site Manager. As a result, the workload for this position has significantly increased. In addition, as COVID-19 restrictions ease across the Windsor-Essex region, there is a significant need for additional resources to assist the many services that are now reopening. For example, the POA Courts located at 400 City Hall Square will require an individual to assist with the increased workload and anticipated service demands.

In order to assist the increased workload, CAO approved a new temporary Coordinator, SAC, position for the length of 9 months until the end of 2022. This position covers the heavy workload associated with rolling out the re-organization of this service area and the post-pandemic requirements at the City Hall Campus. This position is responsible for the ongoing maintenance of the 400 building and help to oversee various Facility Persons located at City Hall. Since the commencement, this position has proven its importance and value to the department.

In 2023, Security, City Hall Campus & Special Activities is requesting an one time funding for one (1) full time Coordinator, SAC position to the annual operating budget to extend the position for one more year.

### Risk

There is a significant risk that without additional assistance to the Director, SAC, it will not be possible to complete all of the required duties as outlined in the new position. As a result, there could be a decreased level of service to City staff, City Hall Campus tenants and the public. In addition, without the assistance of this new Coordinator, SAC position, there could be a significant decrease in security oversight resulting in a longer wait time for any issues requiring a Site Director response.

L543 has filed a grievance on this position as they feel it should be a unionized position. The department will undertake the appropriate process to keep the position as non-union.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Security & Special Activities	Security,SpecA ctivities-CHCamp	Cell Phones	360			
Security & Special Activities	Security,SpecA ctivities-CHCamp	Other Pay	76,504			
		<b>Total Expenses</b>	<b>76,864</b>	<b>0</b>	<b>0</b>	<b>0</b>
Security & Special Activities	Security,SpecA ctivities-CHCamp	TRANSFER From Reserve Funds	(76,864)			
		<b>Total Revenues</b>	<b>(76,864)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

In-Camera Issue  
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# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0155	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Engineering	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Corporate Projects	<b>Status</b>	Public

## Adjust Recoveries from Capital Projects - Engineering Department

As a result of 2023 salary and wage adjustments, an adjustment to staff recoveries from capital projects is required.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The capital recoveries for Engineering require adjusting due to updated salary figures resulting from employee movement within existing pay bands and annual salary increases.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Engineering	Office of the City Engineer	Work Auth Recovery INTERNAL	(7,528)			
Engineering	Corporate Projects	Work Auth Recovery INTERNAL	(40,991)			
Engineering	Design	Work Auth Recovery INTERNAL	(2,968)			
Engineering	Development	Work Auth Recovery INTERNAL	28,382			
Engineering	Geomatics	Work Auth Recovery INTERNAL	4,159			
Engineering	Right of Way	Work Auth Recovery INTERNAL	1,425			
		<b>Total Revenues</b>	<b>(17,521)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(17,521)</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0186	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Engineering	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Administration - Engineering	<b>Status</b>	Public

## Adjust Recoveries from Sewer Surcharge - Engineering Department

As a result of the 2023 salary and wage adjustments, this reflects an increase in Staff Recoveries from Sewer Surcharge Budget.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

A proportionate share of the salaries and fringes for positions under the Office of the City Engineer and Right of way are recovered from Sewer Surcharge Funds. This issue recovers the salary and resulting benefit increases for 2023. After review, these percentages have been adjusted and are consistent with the methodology used in prior years.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Engineering	Infrastructure - Admin (F28)	TRANSFER to Current Fund				(79,403)
Engineering	Office of the City Engineer (Sewer Surcharge)	TRANSFER to Current Fund				18,348
Engineering	Right of Way (F28)	TRANSFER to Current Fund				118,166
		<b>Total Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>57,111</b>
Engineering	Infrastructure - Admin	Sewer Surcharge Recoveries	79,403			
Engineering	Office of the City Engineer	Sewer Surcharge Recoveries	(18,348)			
Engineering	Right of Way	Sewer Surcharge Recoveries	(118,166)			
		<b>Total Revenues</b>	<b>(57,111)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(57,111)</b>	<b>0</b>	<b>0</b>	<b>57,111</b>

# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0196	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Engineering	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Administration - Engineering	<b>Status</b>	Public

## Development Services- Establish Recoveries from Sewer Surcharge

To establish new budgets for recovery of staff time from Sewer Surcharge in Development as a result of the new corporate structure in Engineering.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

This issue is being submitted to recover a portion of the salary and benefit costs for the Manager of Development and Development Engineer who spend 50% of their time on work on sewer related works.

### Risk

This would result in an increase from sewer surcharge funding, thereby, resulting in a potential impact (increase) in sewer surcharge rates.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Engineering	Development (Sewer Surcharge)	TRANSFER to Current Fund				162,191
		<b>Total Expenses</b>	0	0	0	162,191
Engineering	Development	Sewer Surcharge Recoveries	(162,191)			
		<b>Total Revenues</b>	(162,191)	0	0	0
		<b>Net Total</b>	(162,191)	0	0	162,191

<b>Budget Issue #</b>	2023-0244	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Engineering	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Right of Way	<b>Status</b>	Public

## User Fee Adjustments

This issue makes adjustments to the existing user fees for sanitary and storm sewer private drain connections under the local improvement flat rates. In addition, a new fee is being introduced for a private drain connections built flat rate fee as part of construction projects based on cost recovery.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

Local improvement Flat Rate (Sanitary Sewer & Storm Sewer) - Adjustments are based on actual costs to provide the services, including increased fees; adjustments to related revenue budgets; realignment of revenue budgets between departments to ensure accuracy of cost recoveries.

The increase in local improvement flat rates, based on estimated amounts, will include an increase in the recovery of expense to capital of \$21,960 for sanitary sewers and \$12,810 for storm sewers.

Private Drain Connection Installation Flat Rate - The proposed NEW FEE is a fee to recover the cost of constructing a private drain connection, where one does not exist, during a construction project. The fee is to recover the cost to build the PDC. This would be collected as part of the sewer permit fees.

Based on 2022 rates, a flat rate fee of \$3,453 per connection is proposed. Based on past year averages, Administration anticipates processing approximately 15 private drain construction flat rate fees in 2023 resulting in the recovery of expenses to capital of \$51,795.

### Summary of all revisions to the Office of the City Engineer - ENGINEERING User Fee Schedule - PUBLIC WORKS Revenue:

	FEE / SERVICE	2022 FEE	2023 FEE	UNIT OF MEASURE
Ref #46	Local Improvement Flat Rate - Sanitary Sewer	\$210	\$300	per linear metre property frontage
Ref #47	Local Improvement Flat Rate - Storm Sewer	\$200	\$270	per linear metre property frontage
NEW FEE	Private Drain Connection Installation Flat Rate	\$0	\$3,453	per connection

Should Council approve all submitted fee changes and additions, Administration expects to have all changes and additions implemented and running in our systems by May 1st, 2023.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Engineering	Right of Way	TRANSFER to Capital Fund	86,565			
		<b>Total Expenses</b>	<b>86,565</b>	<b>0</b>	<b>0</b>	<b>0</b>
Engineering	Right of Way	User Fees- External	(86,565)			
		<b>Total Revenues</b>	<b>(86,565)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0150	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Engineering	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Development	<b>Status</b>	Public

## Development Services - Addition of One Permanent Technologist III Position

In addition to improved customer service & realignment of workloads, 1 Perm Tech III is required to meet the level of service needed to support economic development & growth throughout the City. The number of development applications has increased, including the attraction of large developments (ie. mega hospital & EV battery plant) which are expected to accelerate development of the Sandwich Southlands. The temporary nature of the current position results in a lack of stability in resourcing. With the imminent completion of various master plans & secondary plans in the area & as shown within the 10-yr Capital Plan, the workload is not expected to decrease. A heavy workload Technologist has been in place since 2021 in addition to function support from the right-of-way division prior to that.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The Development Division was created as part of a restructuring process in early 2022. The division operates with one (1) manager, three (3) senior Engineers (including the Development Engineer) and one (1) clerical staff. The Development Engineer with support from the current heavy workload Technologist III, is responsible for reviewing and approving development applications, servicing studies, stormwater management plans, environmental studies as well as the design and construction of in house growth related projects and developments. These approvals are done while encouraging innovation in engineering solutions and using a balanced approach between creative and standardized solutions.

For a number of years, the Technologist III in the Right-of-way division has supported the Development Engineer in reviewing the technical aspects of development applications, in addition to that position's regular workload, to help with workload management. These reviews require extensive consultation with the developer and consultants at various stages of the process from pre-consultation through to construction. In August, 2021, a heavy workload Technologist III position was created to assist with the high volume of developments on a full time basis.

In general, development activities in the City have increased significantly over the past few years. This is reflected in the number of public works permits issued annually from 1038 permits in 2010 to 2527 permits in 2021. The same can be said for large developments and subdivisions. For comparison, there were only 1-2 new subdivision applications per year between 2014 and 2017. In 2021 alone, 11 new subdivision application were received and are proceeding in various stages of completion. Additionally, the City's newly adopted Sewer and Coastal Flood Protection Master Plan and the Windsor/Essex Region Stormwater Management Standards Manual have placed increased emphasis on proper management of water and wastewater through development applications to reduce the risk of flooding throughout the City. This has resulted in significantly more technical engineering designs related to site servicing than were required to be reviewed in the past.

In addition to realigning workloads for better operating efficiencies, 1 permanent Technologist III position is being requested to meet the level of service required and to improve the stability of resources. With the imminent completion of the Upper Little River Stormwater Servicing Master Plan, Sandwich South Master Servicing Plan and various secondary plans in the area, and as shown within the 10-year Capital Plan, the workload is not expected to decrease and as such there are significant risks to the Corporation if no action is taken. As the Corporate focus moves to economic development and stormwater management, this position becomes critical. Not adding this position would result in a

significant reduction in customer service resulting in longer wait times for development services within the Department and could potentially stall certain development applications to the point where they may no longer be financially or logistically feasible to the developer.

The net increase to the Operating Budget for this one (1) position is \$44,281 to the Municipal Levy and \$44,282 to Sewer Surcharge. This position will be recovered 50% sewer surcharge and 25% from capital projects, with the remaining 25% being funded from the levy.

**Risk**

Financial - Currently a temporary resource is in place with temporary funding from surplus revenues within the right-of-way division. This is not sustainable and further funding would be required for this position.

Operational - The Development Engineer position cannot maintain the current workload without the addition of this position. With the nature of temporary positions, it is difficult to retain qualified staff. The fact that 40% of the Corporation’s workforce will be in a position to retire shortly, administration has seen significant operational issues as a result of increase in vacancies and staff turnover. There is a major risk in not meeting the department/division deliverables/mandates if this position is not secured as a permanent position. The risk can be mitigated through the addition of this position.

Adding this position coincides with strategic direction approved by Council, specifically the strategic theme/objective of “Responsive Effective Local Government” through efficient and effective municipal service delivery.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	28,651			
Engineering	Development	Computer Maintenance	480			
Engineering	Development	Computer Rental - INTERNAL	1,000			
Engineering	Development	Computer Software	165			
Engineering	Development	Fringe Benefits (Dept.)	28,651			
Engineering	Development	Membership Fees & Dues	300			
Engineering	Development	Salary-Reg.Full Time	86,835			
Engineering	Development (Sewer Surcharge)	TRANSFER to Current Fund				44,279
		<b>Total Expenses</b>	<b>146,082</b>	<b>0</b>	<b>0</b>	<b>44,279</b>
Corporate Accounts	Fringe Benefits Recovery	Automated Fringes Recovery	(28,651)			
Engineering	Development	Sewer Surcharge Recoveries	(44,279)			
Engineering	Development	Work Auth Recovery INTERNAL	(28,873)			
		<b>Total Revenues</b>	<b>(101,803)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>44,279</b>	<b>0</b>	<b>0</b>	<b>44,279</b>

Department	Dept ID	Position Title	Employee Class	FTE
Engineering	Development	Technologist III	Regular Full-Time	1.0
<b>Total:</b>				<b>1.0</b>

<b>Budget Issue #</b>	2023-0160	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Engineering	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Corporate Projects	<b>Status</b>	Public

## Project Management Services-Addition of Permanent Project Administrator Position

Due to the increase in capital projects, one permanent position is required. This position provides administration & management of new corporate development projects(both buildings & non-building related initiatives) of significance. The # of Corporate projects of significant importance continues to grow, as does the need for senior project managers to lead these important initiatives. Of particularly note is the recent announcement of the successful DMAF4 grant to build a West end Retention Treatment Basin(total estimated cost of \$88.5M). 1 to 2 heavy workload Project Administrators have traditionally been in place to manage this growing demand. With the steady increase in capital projects, providing a permanent position will stabilize the resources required to deliver these projects.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The Corporate Projects division is responsible for the administration and management of specific, individual, new corporate building development projects and other non-building development projects of Corporate significance. The Project Administrator is responsible for leading corporate projects of high dollar value, substantial complexity and/or significant Corporate and/or community impact.

Examples of ongoing and upcoming projects include, but is not limited to:

- 1- Gordie Howe International Bridge, including various affiliated projects in Sandwich Towne
- 2- \$89M Disaster Mitigation Adaptation Fund Program (Intake 1) - Series of Projects
- 3- Reimagining Adie Knox Herman
- 4- Legacy Beacon/Home to Streetcar
- 5- Peace Fountain Replacement
- 6- Improvements to Peche Island
- 7- Lanspeary Pool Replacement
- 8- City Hall Square Ice Rink
- 9- National Urban Park
- 10- Ojibway Parkway Wildlife Crossing Municipal Class Environmental Assessment
- 11- Food and Organic Waste Collection and Treatment
- 12- Transit Windsor Master Plan Implementation & Transit Garage
- 13- St. Rose Pumping Station Municipal Class Environmental Assessment
- 14- Stormwater Financing Implementation
- 15- Airport Capital Program & Airport Cargo Road Extension
- 16- Detroit Windsor Tunnel capital oversight

In order to continue to support the ongoing number of Corporate initiatives managed out of this department, the need for an additional permanent Project Administrator has been identified.

In the past, the Corporate Projects Division has relied on temporary heavy workload positions to meet the service levels expected. The temporary status of the position has led to a continual turn over of staff as candidates seek stability in employment. Further, it has been difficult to attract external candidates, as they are not generally willing to leave a

permanent position for a temporary one.

As shown within the 10-year Capital Plan, the workload is not expected to decrease; and, as a result, the division is requesting one (1) Project Administrator. This position will recover 80% of their salary and fringe from the capital projects assigned to it.

**Risk**

**Financial** - Currently a temporary resource is already in place and is being charged to capital budget. There is little to no financial risk in securing this permanent position.

**Operational** - With the nature of temporary positions, it is difficult to retain qualified staff. The fact that 40% of the Corporation’s workforce will be in a position to retire shortly further supports the need to retain qualified staff. Administration has already seen significant operational issues as a result of increase in vacancies and staff turnover. There is a major risk in not meeting the department/division deliverables/mandates if this position is not secured as a permanent position.

Adding this position coincides with strategic direction approved by Council, specifically the strategic theme/objective of “Responsive Effective Local Government” through efficient and effective municipal service delivery.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	35,617			
Engineering	Corporate Projects	Cell Phones	600			
Engineering	Corporate Projects	Computer Maintenance	480			
Engineering	Corporate Projects	Computer Rental - INTERNAL	600			
Engineering	Corporate Projects	Computer Software	165			
Engineering	Corporate Projects	Fringe Benefits (Dept.)	35,617			
Engineering	Corporate Projects	Membership Fees & Dues	300			
Engineering	Corporate Projects	Salary-Reg.Full Time	107,921			
<b>Total Expenses</b>			<b>181,300</b>	<b>0</b>	<b>0</b>	<b>0</b>
Corporate Accounts	Fringe Benefits Recovery	Automated Fringes Recovery	(35,617)			
Engineering	Corporate Projects	Work Auth Recovery INTERNAL	(114,828)			
<b>Total Revenues</b>			<b>(150,445)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Total</b>			<b>30,855</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Engineering	Corporate Projects	Project Administrator	Regular Full-Time	1.0
<b>Total:</b>				<b>1.0</b>

<b>Budget Issue #</b>	2023-0163	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Engineering	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Geomatics	<b>Status</b>	Public

## GIS Services - Addition of One Permanent GIS Data Analyst Position

In addition to improved technological efficiencies & realignment of workloads, 1 permanent GIS Data Analyst position is required to deliver the annual capital plan. Over the years, the number of capital projects requiring the need for GIS services has increased. The temporary nature of the position results in a lack of stability in resourcing for the growing need of GIS Services. A couple of examples of this need can be seen currently with the Stormwater Financing & Asset Management Pilot (AMP). Going forward this position will also be involved with the Asset Management Plan & Community Safety & Well Being (CSWB) & Census mapping and analysis. A project specific GIS Data Analyst has been in place as permitted under the L543 collective agreement since 2020 & will be required going forward.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The Geomatics division is responsible for providing GIS services for Internal and External clients. GIS services are provided by; 3 - GIS CAD Technicians, 1 - GIS Data Analyst, 1 - Property Analyst and an Analyst Programmer (from IT). An additional GIS Data Analyst has been in place as permitted under the L543 collective agreement since July 2022 for two capital projects, AMP and Stormwater Financing Project (SWF). This position will continue to provide services to the SWF project after it's rollout in 2024 as data will expected to be continually updated and additional analysis will be expected. In addition to this, other projects such as the Asset Management Plan, due to roll out in 2024 will also require the expertise of the GIS Data Analyst to assist with the creation, maintenance and analysis of data. This position will also be expected to use any GIS software that is required to perform any of the above-mentioned tasks. Additional projects include the creation, maintenance and analysis of a mapping application involving Census data to be used by Human & Health Services and another application commissioned by Community Safety & Well Being.

The volume of infrastructure capital has consistently increased over the last 5 years and the trend shows it continues to increase as the need for GIS analysis is present in every project that comes forward.

In the past, the Geomatics division has relied on staff working overtime to fill the gaps to meet the service levels expected. This division has also had to deal with a continual turn over of staff due to the temporary nature of heavy workload positions. External candidates are not generally willing to leave a permanent position elsewhere for a temporary one. A further complication with temporary positions is the limit on the time-period that staff are allowed under the Collective agreement to remain in the role. As this is a union position, a continuous heavy workload position does not meet the collective agreement.

This position will recover through the capital projects that the temporary GIS Data Analysts continue to work on. This position will recover 100% of their salary and fringe from the capital projects assigned to it, unlike the existing GIS Data Analyst position.

### Risk

Financial - Currently a temporary resource is already in place and being charged to capital budgets. There is little to no financial risk in securing this permanent position.

Operational - With the nature of temporary positions, it is difficult to retain qualified staff. The fact that 40% of the Corporation’s workforce will be in a position to retire shortly, administration has seen significant operational issues as a result of increase in vacancies and staff turnover. There is a major risk in not meeting the department/division deliverables/mandates if this position is not secured as a permanent position.

Adding this position coincides with strategic direction approved by Council, specifically the strategic theme/objective of “Responsive Effective Local Government” through efficient and effective municipal service delivery.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	21,255			
Engineering	Geomatics	Fringe Benefits (Dept.)	21,255			
Engineering	Geomatics	Salary-Reg.Full Time	64,409			
<b>Total Expenses</b>			<b>106,919</b>	<b>0</b>	<b>0</b>	<b>0</b>
Corporate Accounts	Fringe Benefits Recovery	Automated Fringes Recovery	(21,255)			
Engineering	Geomatics	Work Auth Recovery INTERNAL	(85,664)			
<b>Total Revenues</b>			<b>(106,919)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Total</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Engineering	Geomatics	GIS Data Analyst	Regular Full-Time	1.0
<b>Total:</b>				<b>1.0</b>

<b>Budget Issue #</b>	2023-0165	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Engineering	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Design	<b>Status</b>	Public

## Design Services - Addition of One Permanent Position - Design Standards Lead

Due to the Ministry of the Environment, Conservation and Parks' new Consolidated Linear Infrastructure process, the Design Division is requesting the addition of one (1) permanent position of Design Standards Lead. This position would assume the lead role with respect to complying with the MECP's latest sewer approval process; provide crucial support regarding the increase in capital projects as well as serve as subject matter expert on road, sewer and other design matters.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The Ministry of the Environment, Conservation and Parks (MECP) is moving to a Consolidated Linear Infrastructure (CLI) Permissions Approach for low risk projects related to sanitary collection and storm water management to replace the current Ontario environmental compliance approvals framework. The stated objective of the CLI Permissions Approach is to consolidate certain municipal sewage works approvals into a single Environmental Compliance Approval (ECA) for all of a municipality's sewage collection works and a single ECA for all of a municipality's storm water management works. This will result in the downloading to individual municipalities of; design reviews, document tracking and compliance reporting under the new CLI process for each infrastructure project. The implementation process began in 2021 with the final step to proceed with the new CLI process expected by end of 2022.

Further, the increase in capital projects as a result of Provincial/Federal funding, enhanced budgets and a general increased emphasis on Infrastructure, this area continues to rely on heavy workload positions in order to meet the level of service demands. This has been in addition to realigning workloads and improved technology efficiencies.

Due to additional duties resulting from the required changes in the MECP sewer approval process and compliance reporting, and the ongoing need for heavy workload positions as a result of increase in the number of capital projects, an additional permanent senior engineering position is requested to meet both service demands. This position will to assume the lead role with respect to compliance with MECP requirements, provide needed senior project management services as well as serve as the subject matter expert to provide knowledgeable advice and expertise in the area of sewer and road design.

This position is proposed to be 100% recovered through the capital projects. Aside from computer-related costs and membership dues, this position will be recovered entirely from the capital projects assigned to it.

### Risk

There are significant risks identified in note approving this permanent position; not moving forward with the approval will result in a significant risk of not meeting the ECA documentation requirements and being in contravention of the MECP regulations. Further, delays in project delivery and loss of productivity would be a result.

The addition of this position coincides with strategic direction approved by Council, specifically the strategic theme/objective of “Responsive Effective Local Government” through efficient and effective municipal service delivery. The consistent increase in Capital projects over the past years has created operational challenges and design leadership need. Not adding this position would be a reduction in productivity, customer service and MECP compliance.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	39,261			
Engineering	Design	Fringe Benefits (Dept.)	39,261			
Engineering	Design	Salary-Reg.Full Time	118,983			
		<b>Total Expenses</b>	<b>197,505</b>	<b>0</b>	<b>0</b>	<b>0</b>
Corporate Accounts	Fringe Benefits Recovery	Automated Fringes Recovery	(39,261)			
Engineering	Design	Work Auth Recovery INTERNAL	(158,244)			
		<b>Total Revenues</b>	<b>(197,505)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Engineering	Design	Design Standards Lead	Regular Full-Time	1.0
			<b>Total:</b>	<b>1.0</b>

<b>Budget Issue #</b>	2023-0051	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Pollution Control	<b>Category</b>	[C] Contractual
<b>Division</b>	Pollution Control	<b>Status</b>	Public

## Additional Sludge Processing Cost for Synagro Contract

The contract with Synagro over the Pelletizer Facility requires contractual increases for processing cost due to inflation.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The City of Windsor has a contract with Synagro Technologies to run and manage the Pelletizer Facility. This contract includes a responsibility on the City of Windsor to pay a processing cost to Synagro, and that the processing cost must be increased due to inflation. Inflation has increased significantly in 2022. Statistics Canada has most recently reported a 12-month increase in the Consumer Price Index of 7.6% at the time of this writing.

The current budget of \$2.2 million was established in 2020 to pay for this processing cost. It was expected that inflation would be normal as defined by the Bank of Canada to be around 1-2%. Projections now estimate that budgeted processing costs, due to the contract, will increase by \$250,000 (an 11.4% increase) for 2023. These projections include the 2022 inflationary increase and also assumes a continued inflated rate of inflation in 2023.

### Contracted Services - Synagro

Year	Budget	Actuals	Variance
2020	2,200,000	2,048,897	151,103
2021	2,200,000	2,103,555	96,445

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Pollution Control	Synagro Agreement	Contracted Services	250,000			
Pollution Control	Synagro Agreement (F28)	TRANSFER to Current Fund				250,000
		<b>Total Expenses</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>250,000</b>
Pollution Control	Synagro Agreement	Sewer Surcharge Recoveries	(250,000)			
		<b>Total Revenues</b>	<b>(250,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>

<b>Budget Issue #</b>	2023-0052	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Pollution Control	<b>Category</b>	[E] Inflationary
<b>Division</b>	LRWRP Operations	<b>Status</b>	Public

## Chemicals, Fuels, Oils

The cost of oil and natural gas has increased significantly. The cost of chemicals, which have substantial inputs from oil and natural gas, has subsequently increased. As a result, the budgets for the City's two wastewater treatment plants, the Lou Romano Water Reclamation Plant and the Little River Pollution Control Plant, require an increase.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

Prices for oil and natural gas have been increasing drastically due to supply-demand conditions and global conflicts like the war in Ukraine. As global oil markets reorient themselves, this has sent crude oil prices surging. The cost for a crude barrel of oil had eclipsed \$100 in May. By comparison, two years ago in May 2020, the cost of a barrel of crude oil was in the \$30's. In May 2021, the cost was in the \$60's. As such, costs have consistently increased over the last couple of years and had surpassed budget in 2021.

Furthermore, based on pricing experience in 2022 in Public Works noted in 2023-0098, Administration recommended adjusting the per litre fuel pricing budget to \$1.618 for diesel. Based on forecasts of analysts in the field and pricing experience in 2021, Administration (on 2022-0014) recommended adjusting the per litre fuel pricing to \$1.037 for diesel. This is a 56% increase in diesel.

2021 Deficits for Oil and Lubricants in Pollution Control:

	Budget	Actuals	Deficit
LRWRP	\$70,000	\$159,502	(\$114,921)
LRPCP	\$25,000	\$38,858	(\$13,858)

2021 Deficits for Chemicals in Pollution Control:

	Budget	Actuals	Deficit
LRWRP	\$1,616,255	\$1,786,079	(\$169,824)
LRPCP	\$344,845	\$497,396	(\$152,551)

As costs eventually move down the supply chain, it's expected this will cause an approximate increase of 40% and 20% over last year in Chemicals for Lou Romano Pollution Control Plant and Little River Pollution Control Plant respectively. These projections are based on the most recent pricing information and estimates on quantities. Similarly, it's expected this will result in a 100% increase in Motor Fuels, Oils, and Lubricants in both plants based on 2022 Budget. These estimates are based on actual costs experienced in 2021, which were already over budget.

After Finance review, it was decided that a 5-year historical average of prices should be used to calculate the expected chemical cost increase in 2023. Annual price growth rate back to 2017 was calculated for Aluminum Sulphate, Polymer, Defoamer, Phosphoric Acid, and Sodium Hypochlorite. The price growth rate was adjusted for volume to obtain a weighted average growth rate. Using this weighted 5-year trend average, \$575,163 was calculated to be the required budget increase for Chemicals in 2023. With \$95,000 increased to oils and lubricants, the total increase is \$670,163.

Chemicals 2021 Actuals:

LRWRP \$1,786,079

LRPCP \$497,396

Chemicals 2022 Budget:

LRWRP \$1,616,255

LRPCP \$344,845

Chemicals Budget Increase for 2023 (see below):

LRWRP \$323,133

LRPCP \$252,030 (20% increase based on 2021 actuals)

Total \$575,163

Motor Fuels, Oil, Lubricants 2021 Actuals:

LRWRP \$184,921

LRPCP \$38,858

Motor Fuels, Oil, Lubricants, 2022 Budget:

LRWRP \$70,000

LRPCP \$25,000

Motor Fuels, Oil, Lubricants 100% Budget Increase in 2023:

LRWRP \$70,000

LRPCP \$25,000

Total \$95,000

**Chemicals 5-year Variance (2017-2021)**

Year	Budget	Actuals	Variance
2021	1,961,100	2,283,475	(322,375)
2020	1,850,100	2,172,611	(322,511)
2019	1,665,100	2,057,357	(392,257)
2018	1,655,100	1,722,195	(67,095)
2017	1,555,100	1,663,839	(108,739)

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Pollution Control	LRPCP Operations	Chemicals	252,030			
Pollution Control	LRPCP Operations	Motor Fuels	15,000			
Pollution Control	LRPCP Operations	Oils and Lubricants	10,000			
Pollution Control	LRPCP Operations (Sewer Surcharge)	TRANSFER to Current Fund				277,030
Pollution Control	LRWRP Operations	Chemicals	323,133			
Pollution Control	LRWRP Operations	Motor Fuels	60,000			
Pollution Control	LRWRP Operations	Oils and Lubricants	10,000			

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Pollution Control	LRWRP Operations (Sewer Surcharge)	TRANSFER to Current Fund				393,133
		<b>Total Expenses</b>	<b>670,163</b>	<b>0</b>	<b>0</b>	<b>670,163</b>
Pollution Control	LRPCP Operations	Sewer Surcharge Recoveries	(277,030)			
Pollution Control	LRWRP Operations	Sewer Surcharge Recoveries	(393,133)			
		<b>Total Revenues</b>	<b>(670,163)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>670,163</b>

<b>Budget Issue #</b>	2023-0053	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Pollution Control	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	LRWRP Operations	<b>Status</b>	Public

## Fleet Additions - New Vehicles

Pollution Control currently uses 5 Loaner Vehicles from 2020. No budget exists for these vehicles. To maintain current levels of service, Pollution Control requires 2 pick-ups with All-Wheel Drive (AWD) for the Pumping Station division and 2 electrical service vehicles for the electrical work in the Process Engineering and Maintenance division. Budget for a golf cart and a heavy duty cart ('gator') is also requested to replace aging "like" units purchased for Little River Pollution Control Plant (LRPCP) 13yrs ago. If the budget items below are approved, the loaner vehicles can be returned.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

2023 Budget Requests for 6 new vehicles:

The Pumping Station division currently services an ever expanding network of 49 pump stations, 8 interceptor chambers and 12 Storm Water Retention Ponds spread throughout the city with several more pumping stations in design or in construction phase. The additional units are required to maintain efficient coverage of the infrastructure for maintenance and allow for rapid response during storm events.

The Process Engineering and Maintenance division services equipment at the LRWRP & LRPCP treatment plants as well as all electrical equipment for the pumping station division. The additional vehicles will continue the greatly increased efficiency found by the ability to deploy individual technicians with service vehicles to the various work sites.

1) Electrical. Similar to unit 750 (GMC Cutaway Stahl Hi-Roof). Replacement vehicles should be like for like plus back up camera for safety reason, 120V 20A inverter for field power, Bluetooth phone connection and power windows if possible.

\$13.24 2022 Hourly rental rate x 1600 hours (assumed, annual) = \$21,184

2) Electrical. Similar to unit 751 (GMC Cutaway Stahl Hi-Roof). Replacement vehicles should be like for like plus back up camera for safety reason, 120V 20A inverter for field power, Bluetooth phone connection and power windows if possible.

\$13.24 2022 Hourly rental rate x 1600 hours (assumed, annual) = \$21,184

3) Pumping Station. Regular Pick-up with AWD.

\$8.74 2022 Hourly rental rate x 1600 hours (assumed, annual) = \$13,984

4) Pumping Station. Regular Pick-up with AWD.

\$8.74 2022 Hourly rental rate x 1600 hours (assumed, annual) = \$13,984

5) Golf cart. The bottom of the existing golf cart is rusting out.

\$3.12 2022 Hourly rental rate x 1600 hours (assumed, annual) = \$4,992

6) Heavy duty cart (more than a golf cart). The heavy duty cart is required to bring tools and equipment where a vehicle cannot access in between the tank and plant buildings. A golf cart is not heavy duty enough.

\$3.12 rate x 1,600 hours (assumed, annual) = \$4,992

GPS x 4 units @ \$489 / year = \$1,956

Total = \$82,276

The following vehicles would be returned if conversions and addition is approved when the new vehicles are received:

- Unit 0357: LRWRP - Mechanics, Dodge, Caravan
- Unit 0251: Electrical - Cargo Van, Chevy, Express
- Unit 0257: Electrical - Chevy, Cube Van
- Unit 0617: Pumping Station - GMC, Silverado
- Unit 0354: Pumping Station - Dodge, Caravan

Pollution Control is currently running a deficit of \$78k in vehicle rentals. Should this request not be approved, budget dollars are requested for ongoing rentals of the five (5) above listed units at an annual cost of \$67,281, account 3145 (temporary vehicle rentals).

**Capital Budget Implication**

Should Council approve this enhancement, purchase of additional vehicles and upgrades totaling \$270,000 would be required and purchased through the Capital Fleet Additions project OPS-022-07 at the following estimated costs:

- 2 - Utility Trucks - Electrical Division - \$65,000 each, \$130,000 total (class 230 vehicles)
- 2 - Regular Pickups - Pumping Stations - \$45,000 each, \$90,000 total (class 220 vehicles)
- 1 - Golf cart - Little River Pollution Control Plant - \$15,000
- 1 - Industrial / heavy duty golf cart - Little River Pollution Control Plan - \$35,000

The above units would be included in the dedicated fleet with appropriate depreciation contributed to the Fleet Replacement Reserve #136 to fund future replacements.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Pollution Control	LRWRP Operations	VehicleRent-Dedicated INTERNAL	9,984			
Pollution Control	LRWRP Operations (Sewer Surcharge)	TRANSFER to Current Fund				9,984
Pollution Control	Process Engineer & Maintenance	GPS	978			
Pollution Control	Process Engineer & Maintenance	VehicleRent-Dedicated INTERNAL	42,368			
Pollution Control	Process Engineer & Maintenance (Sewer Surcharge)	TRANSFER to Current Fund				43,346
Pollution Control	Pump Station-Operations	GPS	978			

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Pollution Control	Pump Station-Operations	VehicleRent-Dedicated INTERNAL	27,968			
Pollution Control	Pump Station-Operations (Sewer Surcharge)	TRANSFER to Current Fund				28,946
Public Works	Fleet	Depreciation	39,354			
Public Works	Fleet	Motor Fuels	21,114			
Public Works	Fleet	Vehicle Maint Parts/Materials	17,191			
Public Works	Fleet	Vehicle Repairs	2,661			
<b>Total Expenses</b>			<b>162,596</b>	<b>0</b>	<b>0</b>	<b>82,276</b>
Pollution Control	LRWRP Operations	Sewer Surcharge Recoveries	(9,984)			
Pollution Control	Process Engineer & Maintenance	Sewer Surcharge Recoveries	(43,346)			
Pollution Control	Pump Station-Operations	Sewer Surcharge Recoveries	(28,946)			
Public Works	Fleet	Lease & Rental Revenue	(80,320)			
<b>Total Revenues</b>			<b>(162,596)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Total</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>82,276</b>

# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0054	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Pollution Control	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	LRWRP Operations	<b>Status</b>	Public

## UV Lights

A rebuild of the addition UV Modules of the last four banks of the UV system is required.

**Recommendation:** Recommended

**One-Time Funding:** \$500,000 (Sewer Surcharge Reserve)

### Issue Detail

Pollution Control is seeking one-time funding to rebuild the addition UV Modules of the last four banks of the UV system at LRWRP. It is solely for the Lou Romano Pollution Control Plant. It is a maintenance/operational budget issue and not capital. The modules need to be refurbished after a certain amount of time. The use time is recorded in the SCADA system. This is also for replacing the associated hardware and not for the lamps themselves. These modules have now lasted since 2010 and are at end of life. This repair is needed in order to rebuild before failure which would jeopardize meeting the requirements of the ECA.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Pollution Control	LRWRP Operations	Maintenance Parts & Materials	500,000			
		<b>Total Expenses</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
Pollution Control	LRWRP Operations	TRANSFER From Reserve Funds	(500,000)			
		<b>Total Revenues</b>	<b>(500,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0277	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Pollution Control	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	LRWRP Operations	<b>Status</b>	Public

## Purchase of Crane

Pollution Control requires the purchase of an IC-40 Broderson Carry Deck Crane.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

Pollution Control requires the purchase of an IC-40 Broderson Carry Deck Crane to service the maintenance of the BAF system at LRWRP as well as for other maintenance activities throughout departmental facilities. This is currently rented at a rate of \$5,000/2 weeks.

Administration projects the future use of this equipment being brought in 8 times per year at an approximate cost of \$5,000 per round, for an estimate of \$40,000 per year. At a cost of \$190,000 estimated by Operations for a new crane, the payback would be in approximately 4.75 years to achieve cost efficiency. The crane's useful life is expected to last well beyond this time limit. Based on the duration of the work to be done, it is cost effective in the long run to purchase this equipment.

Furthermore, there are limited vendors who offer rentals for the required crane. The lack of availability is a concern because work throughout the departmental facilities cannot be done without it. Additionally, these cranes can and have been reserved for years to come by other parties. There is no guarantee to the department that they can secure a crane when needed. In fact, there is substantial risk one will not be available.

There is no dedicated budget for the crane rentals. The external rentals that have been used have been charged to Pollution Control's maintenance account. Approving this budget issue will free up more resources in the maintenance budget. This equipment, if readily available, could be utilized for many applications across the Pollution Control department.

### Capital Budget Implication

Should Council approve this vehicle addition, purchase of a mobile crane would be required and purchased through the Capital Fleet Additions project OPS-022-07 at an estimated cost of \$190,000. The above units would be included in the dedicated fleet with appropriate depreciation contributed to the Fleet Replacement Reserve #136 to fund future replacements. The department would continue to rent a unit until the new unit can be purchased.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Pollution Control	LRWRP Operations	VehicleRent-Dedicated INTERNAL	20,115			

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Pollution Control	LRWRP Operations (Sewer Surcharge)	TRANSFER to Current Fund				20,115
Public Works	Fleet	Depreciation	12,615			
Public Works	Fleet	Maintenance Parts & Materials	2,500			
Public Works	Fleet	Motor Fuels	2,500			
Public Works	Fleet	Outside Vehicle Parts	2,500			
		<b>Total Expenses</b>	<b>40,230</b>	<b>0</b>	<b>0</b>	<b>20,115</b>
Pollution Control	LRWRP Operations	Sewer Surcharge Recoveries	(20,115)			
Public Works	Fleet	Lease & Rental Revenue	(20,115)			
		<b>Total Revenues</b>	<b>(40,230)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,115</b>

# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0296	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Pollution Control	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Accounting Services	<b>Status</b>	Public

## Increase in Tax Rates for Pollution Control Plants

Pollution Control requires a budget increase of \$78,266 for the increase in tax rates in 2022.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

Pollution Control requires a budget increase of \$78,266 to account for the increase in tax rates in 2022.

#### Pumping Stations:

Budget \$260,000  
2022 Actual \$291,343

#### Lou Romano Water Reclamation Plant:

Budget \$541,000  
2022 Actual \$548,929

#### Little River Water Reclamation Plant:

Budget \$234,876  
2022 Actual \$269,485

#### Environmental Services Lab

Budget \$0  
2022 Actual \$4,385

**Total Budget Increase:**  
\$78,266

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Pollution Control	Environmental Quality Services	Taxes	4,385			
Pollution Control	Environmental Quality Services (Sewer Surcharge)	TRANSFER to Current Fund				4,385
Pollution Control	LRPCP Operations	Taxes	34,609			

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Pollution Control	LRPCP Operations (Sewer Surcharge)	TRANSFER to Current Fund				34,609
Pollution Control	LRWRP Operations	Taxes	7,929			
Pollution Control	LRWRP Operations (Sewer Surcharge)	TRANSFER to Current Fund				7,929
Pollution Control	Pump Station-Operations	Taxes	31,343			
Pollution Control	Pump Station-Operations (Sewer Surcharge)	TRANSFER to Current Fund				31,343
		<b>Total Expenses</b>	<b>78,266</b>	<b>0</b>	<b>0</b>	<b>78,266</b>
Pollution Control	Environmental Quality Services	Sewer Surcharge Recoveries	(4,385)			
Pollution Control	LRPCP Operations	Sewer Surcharge Recoveries	(34,609)			
Pollution Control	LRWRP Operations	Sewer Surcharge Recoveries	(7,929)			
Pollution Control	Pump Station-Operations	Sewer Surcharge Recoveries	(31,343)			
		<b>Total Revenues</b>	<b>(78,266)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>78,266</b>

# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0075	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Pollution Control	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Pollution Control	<b>Status</b>	Public

## Increase Recovery to Pollution Control from Sewer Surcharge for Salaries & Wages

As a result of 2023 salary and wage increases, an adjustment to sewer surcharge recoveries from the sewer surcharge is required.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

Pollution Control budget is fully recoverable from the sewer surcharge reserve. This issue is as a result of changes to the salary and wage accounts in 2023. This issue will allocate this overall increase to the sewer surcharge reserve.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Pollution Control	Environmental Quality Services (Sewer Surcharge)	TRANSFER to Current Fund				(4,770)
Pollution Control	LRPCP Operations (Sewer Surcharge)	TRANSFER to Current Fund				(266,324)
Pollution Control	LRWRP Operations (Sewer Surcharge)	TRANSFER to Current Fund				20,908
Pollution Control	Process Engineer & Maintenance (Sewer Surcharge)	TRANSFER to Current Fund				297,905
Pollution Control	Pump Station-Operations (Sewer Surcharge)	TRANSFER to Current Fund				6,343
		<b>Total Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>54,062</b>
Pollution Control	Environmental Quality Services	Sewer Surcharge Recoveries	4,770			

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Pollution Control	LRPCP Operations	Sewer Surcharge Recoveries	266,324			
Pollution Control	LRWRP Operations	Sewer Surcharge Recoveries	(20,908)			
Pollution Control	Process Engineer & Maintenance	Sewer Surcharge Recoveries	(297,905)			
Pollution Control	Pump Station-Operations	Sewer Surcharge Recoveries	(6,343)			
		<b>Total Revenues</b>	<b>(54,062)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(54,062)</b>	<b>0</b>	<b>0</b>	<b>54,062</b>

# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0255	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Pollution Control	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Corporate Projects	<b>Status</b>	Public

## Adjust Recoveries from Capital Projects

Reflects an adjustment to staff recoveries from capital projects as a result of 2023 salary and wage adjustments, as well as adjustments to recovery percentages.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The capital recoveries for Pollution Control require adjusting due to updated salary figures resulting from employee movement within existing pay bands and annual salary increases.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Pollution Control	Process Engineer & Maintenance (Sewer Surcharge)	TRANSFER to Current Fund				(1,909)
Pollution Control	Pump Station-Operations (Sewer Surcharge)	TRANSFER to Current Fund				(1,904)
		<b>Total Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(3,813)</b>
Pollution Control	Process Engineer & Maintenance	Sewer Surcharge Recoveries	1,909			
Pollution Control	Process Engineer & Maintenance	Work Auth Recovery INTERNAL	(1,909)			
Pollution Control	Pump Station-Operations	Sewer Surcharge Recoveries	1,904			
Pollution Control	Pump Station-Operations	Work Auth Recovery INTERNAL	(1,904)			
		<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(3,813)</b>

# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0050	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Pollution Control	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Pumping Station Operations	<b>Status</b>	Public

## Additional One Permanent Wastewater Collection Operator

The amount of pumping stations, with more coming on board, will require at least one more operator to service.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

This budget issue requests 1 additional Wastewater Collection Operator to address the increase in maintenance workload.

Currently, as per 2023 Salary Budget, there are 5 Wastewater Collection Operator (Step 3 - II). The last time an Operator was added was back in 2016. There were 4 operators in Pumping Stations in prior years back to 2012. Prior to 2012, the City did not have an FTE count for Local 82 positions.

Pollution Control has been tasked with the expansion of 4 Pumping Stations, three of which are being completed under the DMAF Program: The expansion of the St. Paul Pumping station, the Pontiac Pumping Station (LRPCP Overflow), the East Marsh Pump Station, and the St. Rose Pumping Station. These projects are required to be completed within the next 3 to 7 years with rigid timelines in order to qualify for funding.

In addition to the tasks noted above, there are more Pumping Stations that are being considered for review/ construction and future ownership that will be tasked to the department. These include:

1. Cabana/Dougall (new)
2. North Roseland /Provincial (Larger)
3. The Orchards (Howard) (new)
4. Lauzon/McHugh (new)
5. East Riverside - Little River Corridor (new)
6. Southwind Subdivision (new)

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	21,343			
Pollution Control	Pump Station-Operations	Clothing - Uniforms	400			
Pollution Control	Pump Station-Operations	Fringe Benefits (Dept.)	21,343			

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Pollution Control	Pump Station-Operations	Hourly-Reg.Full Time	64,667			
Pollution Control	Pump Station-Operations	Membership Fees & Dues	60			
Pollution Control	Pump Station-Operations	Minor Apparatus & Tools	200			
Pollution Control	Pump Station-Operations (Sewer Surcharge)	TRANSFER to Current Fund				86,670
		<b>Total Expenses</b>	<b>108,013</b>	<b>0</b>	<b>0</b>	<b>86,670</b>
Corporate Accounts	Fringe Benefits Recovery	Automated Fringes Recovery	(21,343)			
Pollution Control	Pump Station-Operations	Sewer Surcharge Recoveries	(86,670)			
		<b>Total Revenues</b>	<b>(108,013)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>86,670</b>

Department	Dept ID	Position Title	Employee Class	FTE
Pollution Control	Pump Station-Operations	Wastewater Collection Operator (Step 3 - II)	Regular Full-Time	1.0
			<b>Total:</b>	<b>1.0</b>

<b>Budget Issue #</b>	2023-0066	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Pollution Control	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Pollution Control	<b>Status</b>	Public

## Budget Increase Contribution to Pollution Control Reserve

Based on 15-year spending projections and in consideration of current spending levels, the Pollution Control Reserve is projected to be in a deficit position at some point in 2023. It is projected that approval of this budget issue will keep the Reserve in a surplus position for the next 2 years. Not approving this increase will impact the division's ability to properly maintain infrastructure and poses a very serious and significant risk, impacting our ability to properly maintain critical infrastructure.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

Pollution Control has a reserve fund established to ensure ongoing replacement of aging equipment takes place at the Lou Romano Water Reclamation Plant (LRWRP), Little River Pollution Control Plant (LRPCP) and the numerous pump stations throughout the City of Windsor. Timely replacement of this equipment is required to ensure efficient and safe operations at the City's wastewater and storm water management systems. As the equipment used at these facilities is extremely specialized, significant lead time is required to order the necessary parts. The City's Pollution Control facilities are subject to Provincial laws and regulations, and not completing the work needed to adhere to these standards is not an option.

As of July 31, 2022, the Pollution Control Reserve, net of encumbrances, has a balance of \$6,098,834

Currently, the Reserve receives annual contributions from the Sewer Surcharge as follows:

Pumping Stations:	\$2,042,879
LRWRP:	\$3,071,903
LRPCP:	\$2,202,963
<b>TOTAL:</b>	<b>\$7,317,745</b>

These annual contributions from the sewer surcharge were reduced during the 2011 budget process by approximately 40% from \$3,536,960 to an annual contribution total of \$2,103,168. At the time, Pollution Control had three reserve funds; one for each of the plants and another for the Pump Stations. The total balance for all three reserve funds in early 2011, when this reduction came forward, was \$22.4 million.

Through various iterations of the Operating Budget, the annual contributions were increased to above 2011 levels and now total \$7,317,745. Pollution Control has consistently asked for increases to the reserve. In prior year's budget, \$2.5M was brought forward in departmental review. Admin review revised the annual contributions downward to only a \$1.25M increase. The additional required \$1.25million asked for in the 2022 budget by itself would have produce an annual contribution of \$8,567,745.

However, these estimates are now outdated. Inflation has increased significantly in 2022. Statistics Canada has most recently reported a 12-month increase in the Consumer Price Index of 7.6% at the time of this writing. With government reported inflation at 7.6%, revised estimates for an annual contribution would be \$9,218,894. Furthermore, the Building

Construction Price Index used by the City is 17%. A 17% inflation increase yields a required annual contribution increase to \$10,024,262 (\$8,567,745 x 1.17). It's also estimated that inflation will persist going forward into 2023.

In addition to inflation, the Ministry of Environment, Conservation, and Parks has increased oversight and requirements. Pollution Control estimates a required increased of \$2.5million in 2023 to the annual contribution to the Pollution Control Reserve. This would put the annual contribution to \$9,817,745. After Admin review, this contribution increase will again be revised downward to a \$1.25million increase.

The requested increase to the annual reserve contributions, totaling \$1,250,000, are expected to leave the reserve, net of encumbrances, in a small deficit position over the next couple of years assuming that planned spending is achieved. Due to capital investments required at the Pollution Control facilities, and in consideration of current annual contributions, the Reserve balance is expected to reach a larger deficit in 2025. This puts Pollution Control's ability to replace aging equipment expediently at risk, as replacements would need to be deferred until reserve funds become available or alternative funding sources are identified.

Due to the aging infrastructure of the plants, there is some difficulty projecting out the reserve balance as capital investment replacements will unexpectedly be required. These projects must be addressed so that failure does not occur. Furthermore, Pollution Control must adhere the Ministries Environmental Compliance Approval Report, which includes that the plants must be properly maintained and equipped. These requirements may lead to additional capital investments.

This transfer will be looked at holistically in the Sewer Surcharge analysis.

The proposed increase is a mitigation strategy for the Corporation's exposure to the Funding and Infrastructure enterprise risks, identified as priorities in the 2016-2017 assessment.

#### **Capital Budget Implication**

The Contribution Calculation by division is below:

2023 Proposed Capital Budget:  
 2023 Pumping Station Budget \$1,605,000 10.3%  
 2023 LRWRP Budget \$5,388,000 34.4%  
 2023 LRPCP Budget \$8,647,423 55.3%

Total 2023 Proposed Capital Budget \$15,640,423.

Allocating the above percentages to the proposed 2023 Contribution:

Total proposed 2023 Contribution (including the \$1.25M increase as stated above): \$8,567,745

(A) Proposed 2023 Budget:

Pumping Stations 2023 \$882,478 (10.3%)  
 LRWRP 2023 \$2,947,304 (34.4%)  
 LRPCP 2023 \$4,737,963 (55.3%)

(B) Current 2022 Budget (from above):

Pumping Stations: \$2,042,879 (27.9%)  
 LRWRP: \$3,071,903 (42.0%)  
 LRPCP: \$2,202,963 (30.1%)

(A-B) 2023 Budget Change:

Pumping Stations (\$1,160,401)  
 LRWRP (\$124,599)  
 LRPCP \$2,535,000  
 TOTAL INCREASE: \$1,250,000

Regarding reducing the component for Pumping Stations: In the 2022 Budget, there was \$2.5million budgeted for Pontiac Pumping Station (DMAF) for 2023. This was taken out in this year's budget because funding should not be coming through the Pollution Control Reserve for DMAF projects. As a result, the weighted portion of the contribution belonging to pumping stations decreased to \$1,007,484. From an operational perspective, this pumping station (and all DMAF pumping stations) still needs to be serviced by Wastewater Operators (as noted in 2023-0050) albeit the capital funding is from outside of Pollution Control.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Pollution Control	LRPCP Operations (Sewer Surcharge)	Depreciation				2,535,000
Pollution Control	LRWRP Operations (Sewer Surcharge)	Depreciation				(124,599)
Pollution Control	Pump Station-Operations (Sewer Surcharge)	Depreciation				(1,160,401)
		<b>Total Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,250,000</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,250,000</b>

<b>Budget Issue #</b>	2023-0091	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Public Works	<b>Category</b>	[C] Contractual
<b>Division</b>	Environmental Services	<b>Status</b>	Public

## Increase in Waste and Recycling Collection Contract Costs

The contractual agreements with Green for Life (GFL) for the City's waste and recycling collection were approved by Council in CR 95/2016. This issue reflects the expected annual contract adjustment related to the escalation factor (CPI and average diesel pricing) for the waste and recycling contract costs for 2023.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The contractual agreements with Green for Life (GFL) for the City's waste (Tender 143-15) and recycling (Tender 142-15) collection were approved by Council in CR 95/2016. This issue reflects the annual contract adjustment related to the escalation factor (CPI and average diesel pricing) for the waste (Tender 143-15) and recycling (Tender 142-15) contract costs for 2023.

#### GARBAGE/YARD WASTE

As per the waste collection contract agreed to between the City of Windsor and GFL, the tonnage rate charged by the outside contractor for refuse and yard waste collection is to be reviewed annually and will increase/decrease based on a ratio involving the Consumer Price Index (CPI) and Average Diesel Fuel Prices for Windsor.

90% of the Tonnage rate is increased at the rate of the "all items" CPI rate for the previous 12-months, or 6.7% for September 2022. 10% of the tonnage rate is increased at the rate of change in diesel prices for the preceding 12 months, or 51.57% for January to October 24, 2022 vs. 2021.

In total, the required garbage and yard waste budget increase is expected to be \$447,234.44.

#### RECYCLING

As per the recycling collection contract agreed to between the City of Windsor and GFL, the monthly rate charged by the outside contractor for recycling collection is to be reviewed annually and will increase/decrease based on a ratio involving the Consumer Price Index (CPI) and Average Diesel Fuel Prices for Windsor.

90% of the monthly recycling collection fee is increased at the rate of the "all items" CPI rate for the previous 12-months, or 6.7% for September 2022. 10% of the tonnage rate is increased at the rate of change in diesel prices for the preceding 12 months, or 51.57% for January 1 to October 24, 2022 vs. 2021.

In total, the recycling contract increase is expected to be \$216,939. It should be noted, adjustments for the recycling collection are fully recoverable from EWSWA. The City is subsequently charged approximately 50% of the total EWSWA costs.

#### CPI and Fuel Indexing Rate Assumptions:

The September 2022 CPI rate for Ontario all items and the average diesel fuel pricing 2021 versus 2022 as at October 24 were used to develop this issue. CPI and fuel rates are especially volatile at this time, and the rate changes that will be experienced at the time the waste and recycling contracts renew in January 2023 are hard to predict due to the ongoing pandemic. There is a risk that the December 2022 final rates will differ significantly from the September 2022 CPI and YTD average fuel rates used to calculate this budget reduction causing contract expenditure variances for 2023.

**5-Year Trend Analysis - Collection - Contracted Services (Garbage, Yard Waste, Recycling, Bulk Collection)**

Year	Budget	Actual	Variance	
2018	\$5,387,798	\$5,146,158	\$241,640	surplus
2019	\$5,639,362	\$5,391,358	\$248,004	surplus
2020	\$5,695,120	\$5,977,263	(\$282,143)	deficit
2021	\$5,621,600	\$5,966,819	(\$345,219)	deficit
2022 * projected	\$5,968,245	\$6,403,245	(\$435,000)	* projected deficit

Notes:

- The 2019 & 2020 variances are attributable to an invoice for 2019 that was paid later in 2020.
- The 2021 variances reported above are NON-COVID variances.
- The 2022 variance projected is for an additional 5,000 tonnes expected for 2022, not COVID related.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	Environmental Services	Contracted Services	664,173			
		<b>Total Expenses</b>	<b>664,173</b>	<b>0</b>	<b>0</b>	<b>0</b>
Public Works	Environmental Services	Recovery Of Expenses EXTERNAL	(216,939)			
		<b>Total Revenues</b>	<b>(216,939)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>447,234</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0092	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Public Works	<b>Category</b>	[C] Contractual
<b>Division</b>	Traffic Operations & Parking	<b>Status</b>	Public

## Increase Streetlight Maintenance Budget for Contracted Services

This issue reflects a required increase to the maintenance budget for street lighting in order to bring the program more inline with actual costs based on historical data and contractual increases. Since the completion of the LED conversion program, maintenance needs have ranged from \$1.06M to \$1.60M annually with \$1.1M in costs expected in 2023. A budget increase of \$550,000 is required to accommodate actual realized maintenance costs, and the 2022 and 2023 contractual increase as per ENWIN Energy Ltd. The total increase requested in this issue excludes accident-related repair costs and streetlight locating costs.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The cost to maintain the street lighting infrastructure has historically been higher than the allocated budget. Prior to the LED conversion, annual operating costs were in the range of \$1.7M, however the conversion program was done with the expectation that operating costs would be significantly reduced. This expectation was realized to a certain degree as overall maintenance costs have significantly dropped since 2017. In 2019, the City signed a new maintenance agreement with ENWIN Energy Ltd. in which the flat rate maintenance fee was reduced. However, poles and wiring are aging to the point of failure, including the older decorative fixtures that were not replaced as part of the LED conversion program, causing the operational maintenance to be higher than previously budgeted.

Since the conversion program completion (2019), the portfolio has been running a deficit of between (\$136,835) and (\$643,114), with a 2022 deficit projected at (\$550,000).

The current budget includes the standard fixed fee of \$350,000 plus a variable component, which covers labour, material, service, and vehicle charges for work not included in the fixed fee. On average, in 2021, the variable rate maintenance fees were \$103,812 per month. For the period January to May 2022, the average monthly variable rate maintenance fees were \$102,482 per month. As per the contract, ENWIN may alter their rates on an annual basis. ENWIN provided the change in rates for 2022, and based on these changes, the increase in service fees was approximately \$22,500. These rates include labour rates, burden rates and vehicle charges. An additional increase for 2023 is expected to be in the range of \$22,500 based on previous rate increases provided by ENWIN. The actual 2023 rates will be provided by ENWIN in October 2022.

Should the current street lighting maintenance budget not be increased, the program will continue to operate with an annual deficit. A new capital request was brought forward for consideration during the 2021 budget deliberations to establish a capital replacement program for poles, which would, over time, reduce the maintenance requirements associated with streetlight safety issues that cannot be left unaddressed once identified. The 10-year plan approved by Council for this program in 2022 establishes an annual allotment of funds for 2022-2031 of \$4,467,706 over the 10-years.

The variances shown in the table below for 2020 and 2021 include a significant increase in the cost of locates performed by ENWIN for street lighting infrastructure. The increase in this cost was addressed in 2022 budget item 2022-0048 that approved the insourcing of the locating services.

**5-Year Trend Analysis (Contracted Services):**

Year	Budget	Actuals	Variance	
2018	\$927,959	\$1,240,570	(\$312,611)	deficit
2019	\$927,959	\$1,064,794	(\$136,835)	deficit
2020	\$927,959	\$1,382,618	(\$454,659)	deficit
2021	\$927,959	\$1,571,073	(\$643,114)	deficit
2022 *projected	\$527,959	\$1,077,959	(\$550,000) deficit	* projected

**Notes:**

\* Actual costs include accident related repair costs and locating costs for 2018 through 2021, however, the request for additional funds in this issue does NOT include accident repair costs or locating costs. Refer to issue 2023-0268 addressing accident repair costs, and note that locating services were insourced for 2022 which resulted in a \$400,000 reduction in contracted services, and are therefore no longer included in the contracted services budget beginning in 2022.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	Traffic Operations	Contracted Services	550,000			
		<b>Total Expenses</b>	<b>550,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>550,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0093	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Public Works	<b>Category</b>	[C] Contractual
<b>Division</b>	Environmental Services	<b>Status</b>	Public

## Budget Increase for Landfill Tipping Fees and EWSWA Fixed Costs

\*\*\* This issue is a placeholder issue to adjust the City's tipping fee and EWSWA fixed cost budgets for 2023 for an overall 4.1% increase pending finalization and Board approval of the 2023 EWSWA budget.\*\*\*This issue is a placeholder issue to adjust the City's tipping fee and EWSWA fixed cost budgets for 2023 for an overall 4.1% increase pending finalization and Board approval of the 2023 EWSWA budget. A 4.1% annual increase was included in the 10-year projections for EWSWA when the 2022 EWSWA budget was approved by the EWSWA Board at their meeting of November 3, 2020.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The Essex Windsor Solid Waste Authority (EWSWA) uses a hybrid method to recover their costs. Municipalities are assessed a fixed amount for the year based on uncontrollable costs related to the landfill (i.e. debenture payments, administrative costs, compensation to host municipality). The remainder of the costs are recovered by way of tipping fees for every tonne of refuse delivered to the landfill.

\*\*\* This issue is a placeholder issue to adjust the City's tipping fee and EWSWA fixed cost budgets for 2023 for an overall 4.1% increase pending finalization and Board approval of the 2023 EWSWA budget.\*\*\*

### 5-Year Trend Analysis - Landfill Tipping Fee and Fixed Costs:

Year	Total Budget	Total Actuals	Total Variance	
2018	\$6,332,825	\$6,465,327	(\$132,502)	deficit
2019	\$6,336,393	\$6,780,544	(\$444,151)	deficit
2020	\$6,742,815	\$7,238,070	(\$495,255)	deficit
2021	\$7,101,167	\$7,570,278	(\$469,111)	deficit
2022 * Projected	\$7,452,314	\$7,652,314	(\$200,000) deficit	* projected

#### Notes:

- The 2020 and 2021 deficits are for additional waste tonnages expected as a result of the COVID-19 pandemic.
- Administration is expecting to bring in 5,000 more tonnes than are budgeted based on historical trends and a steady increase in the tonnages being experienced.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	Environmental Services	Landfill Tipping Fees	300,480			
		<b>Total Expenses</b>	<b>300,480</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>300,480</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0094	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Public Works	<b>Category</b>	[C] Contractual
<b>Division</b>	Contracts, Field Services & Maintenance	<b>Status</b>	Public

## Increased Contract Costs for the Winter Maintenance of Municipal Roads

This issue reflects the total increase in annual contractual costs for the winter maintenance of municipal roads including contracted services awarded under tender 114-15, fuel escalation under tender 114-15, supply of salt brine awarded under tender 127-17, application of salt brine awarded under tender 132-17, and the supply of salt contracted under tender 50-07. The September CPI rates for all items excluding food and transportation were used to develop this issue.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

#### CONTRACTED WINTER MAINTENANCE SERVICES:

CR186/2015 approved the award of a new tender, #114-15, for the winter maintenance of municipal roads for a seven (7) year term beginning with the 2016/2017 season subject to annual adjustments based on special inflation indexing as outlined in the contract. There is an option to extend an additional three 1-year terms subject to annual CPI increases under the contract.

There are two components to the tender cost subject to annual price adjustment, the guaranteed payment component (fixed cost) and the additional costs (variable cost) based on winter conditions estimated based on historical data.

Labour and equipment to provide winter maintenance of municipal roads - Crawford Yard (Tender 114-15):

2022/2023, Total Tender Price, \$985,850 (including non-refundable HST)

2021/2022, Total Tender Price, \$938,066 (including non-refundable HST)

2023 INCREASE IN CONTRACT COSTS FOR CRAWFORD YARD \$47,784

Labour and equipment to provide winter maintenance of municipal roads - Environmental Services Yard (Tender 114-15):

2022/2023, Total Tender Price, \$1,674,683 (including non-refundable HST)

2020/2021, Total Tender Price, \$1,593,738 (including non-refundable HST)

2023 INCREASE IN CONTRACT COSTS FOR ENVIRONMENTAL SERVICES YARD \$80,945

Fuel Escalation - Tender 114-15 estimated at \$103,000 for 2023 based on average diesel pricing for 2022, January through July and fuel escalation payment made to contractor in 2022 for the 2021/2022 season.

#### SALT AND BRINE:

The cost of supplying salt and brine for winter control will increase for the 2022/2023 season.

Over the past several years, the average tonnes of salt used in winter maintenance has been 15,700. The 2023 budget increase for this tender (50-07) is \$60,506 (including non-refundable HST).

The salt contract was extended for an additional five winter seasons, 2021-22, 2022-23, 2023-24, 2024-25, 2025-26, with approval given in CAOP 4/2021.

TENDER 127-17 Supply of Salt Brine and TENDER 132-17 Application of Salt Brine:

New for the 2017/2018 season was the separation of the supply and application of the salt brine. There are now separate providers related to the two tenders which closed in 2017.

There will be an increase in the brine rates for the 2022/2023 season equating to a required budget increase of \$10,589.

- 2022/2023 cost = \$194,898 (including non-refundable HST)
- 2021/2022 cost = \$184,309 (including non-refundable HST)
- 2020/2021 cost = \$178,867 (including non-refundable HST)
- 2019/2020 cost = \$178,480 (including non-refundable HST)
- 2018/2019 cost = \$176,953 (including non-refundable HST)

It should be noted, the operating budget for winter maintenance is based on average winter conditions. Any changes in the average winter conditions will cause an operating budget variance.

**Performance Indicators**

The 2021 operating costs for winter maintenance of roadways per lane km maintained in winter are calculated at \$2,302 which is currently well below the 2021 MBNC median of \$4,293.

**CPI Rate Assumptions:**

The September CPI rate for all items excluding food, and the CPI rate for transportation was used to develop this issue. Annually, the September CPI is used to calculate seasonal contract rates effective November 1 each year. The September CPI for all items excluding food is 6.7% and transportation is 6.8%.

**5-Year Trend Analysis - Winter Control Total Budget:**

Year	Budget	Actual	Variance	
2018	\$4,909,298	\$5,291,530	(\$382,232)	deficit
2019	\$5,165,912	\$5,224,773	(\$58,861)	deficit
2020	\$5,141,859	\$4,976,109	\$165,750	surplus
2021	\$5,170,931	\$5,291,520	(\$120,589)	deficit
2022 *projected	\$5,532,359	\$5,662,359	(\$130,000)	deficit *projected

Note: The projected deficit for 2022 is based on average winter conditions and spending for the previous 5-years. The final variance will fluctuate dependent upon actual winter conditions for 4th quarter 2022 and the level of contracted services required.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	PW Maintenance	Contracted Services	231,729			
Public Works	PW Maintenance	Infrastructure Maint. Material	71,095			
		<b>Total Expenses</b>	<b>302,824</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>302,824</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0095	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Public Works	<b>Category</b>	[C] Contractual
<b>Division</b>	Contracts, Field Services & Maintenance	<b>Status</b>	Public

## Increase for Residential Snow Clearing Costs for the 2022-2023 Winter Season

During winter events resulting in 4 inches of snow or greater, the City is required to initiate a residential roll out to clear snow on all City streets. To complete required residential roll outs, the City has always contacted outside forces (contractors) and their heavy equipment under a tender. The current tender 33-18 expired in the spring of 2022. Current contractors have indicated they will not continue to provide service to the City under the existing contract format and as such, Administration has begun developing a new format to be tendered for the 2022-2023 season. Without contractors bidding our winter clearing equipment tender, there is a risk that maintenance service levels will not be met, or will be much more expensive, as adequate equipment forces will not be available.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

During winter events resulting in 4 inches of snow or greater, the City is required to initiate a residential roll out to clear snow on all City streets. To complete required residential roll outs, the City has always contacted outside forces (contractors) and their heavy equipment. Tender 33-18 is the tender under which Operations currently hires outside equipment for residential roll outs required as a result of a snow event. The current equipment tender (33-18) will expired in the spring of 2022 as this was a 2-year contract for the seasons 2018-2019 and 2019-2020 with an additional 2-year extension approved for 2020-2021 and 2021-2022.

Based on communications with various contractors currently providing equipment under tender 33-18, Administration is reporting that very few contractors will continue providing the City service under the current contract format. The main reasons provided include manpower issues, additional insurance costs and lack of profit due to damaged equipment, premiums for their staff, and increased maintenance costs. Four of the City's larger contractors were hesitant to provide services under the current contract for the 2021-2022 season. It is apparent to Administration that some form of monetary guarantee will be a likely solution to retain our current roster of contractors and possibly attract new ones.

The City faces a large risk for the 2022/2023 winter season, as there may be few contractors willing to provide service under a contract with a similar structure to the current contract. A lack of contractors will result in the residential snow clearing operations taking a considerably longer time to complete thus not meeting required levels of service with a strong possibility of not being able to complete all streets within the road network. If Administration continues under the current contract format, there will likely be an over inflation of unit rates tendered by the fewer contractors (if any) resulting in drastically higher contract costs in conjunction with reduced service levels possible with fewer contractors. Without a change to the contract format, Administration expects the majority of our current service contractors will not bid for the 2022-2023 season.

Planning and discussion has begun on the development of a new contract format for 2022/2023, which will include some monetary guarantees for the contractors. For the 2022 portion of the 2022-2023 contract season (November-December), a budget adjustment of \$150,000 was approved by Council for the 2022 portion of the season. Administration expects an additional increase in contract costs under a new contract format of approximately \$150,000 for the 2023 portion of the season, \$300,000 in total for the 2022/2023 season.

**Performance Indicators**

The 2021 operating costs for winter maintenance of roadways per lane km maintained in winter are calculated at \$2,302 which is currently well below the 2021 MBNC median of \$4,293.

**5-Year Trend Analysis - All Contracted Services:**

Year	Budget	Actuals	Variance	
2018	\$2,428,277	\$2,572,504	(\$144,227)	deficit
2019	\$2,684,238	\$2,462,823	\$221,415	surplus
2020	\$2,561,000	\$2,355,302	\$205,698	surplus
2021	\$2,534,562	\$2,588,161	(\$53,599)	deficit
2022 * projected	\$2,841,405	\$2,841,405	\$0	* projected

Note: There is currently no projected deficit for 2022 related to the contracted services as a budget increase was received for the 2022 portion of the 2022/2023 season of \$150,000, budget issue 2022-0296.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	PW Maintenance	Contracted Services	150,000			
		<b>Total Expenses</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0096	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Public Works	<b>Category</b>	[C] Contractual
<b>Division</b>	Traffic Operations & Parking	<b>Status</b>	Public

## Increased Parking Enforcement Contract Costs (Tender 68-18)

This issue reflects the increased cost for 2023 based on the contractual escalation clause in the parking enforcement contract effective January 1, 2019 approved by Council December 17, 2018, CR637/2018.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The current Parking Enforcement contract came into force January 1, 2019 and shall remain in force until December 31, 2023 unless terminated early in accordance with the terms set out in the contract. The escalation factor as defined in the contract is equal to an annual adjustment to the service fee based on the percentage change in the Consumer Price Index (CPI) for the preceding twelve (12) month period. The September 2022 CPI is 6.7%.

The 2022 budget for parking enforcement is \$747,510, and the 2023 budget will need to be increased to \$797,593 to account for the required 6.7% CPI adjustment. This equates to an increase of \$50,083.

Related Budget Issue:

Budget issue 2023-0241 for the reduction of one (1) enforcement officer has been submitted for consideration. Should 2023-0241 be accepted, this contractual increase can be reduced by \$4,681.

### Performance Indicators

The 2021 gross number of tickets issued per Parking Enforcement FTE is 5,265 which is currently above the 2021 MBNC median of 2,361. The 2021 gross enforcement cost per ticket is calculated at \$29.60 which is currently equal to the 2021 MBNC median of \$29.60.

### CPI Rate Adjustment:

The September 2022 CPI rate of 6.7% for all items was used to develop this issue. The 2023 contract adjustment will be calculated on the CPI all items rate for December 2022. CPI rates are especially volatile at this time, and the rate changes that will be experienced when the contract renews in January 2023 are hard to predict due to the ongoing pandemic. There is a risk that rates will differ from the September rate used to calculate this budget increase causing a contract expenditure variance for 2023.

### 5-Year Trend Analysis (Enforcement Contract)

Year	Budget	Actual	Variance	
2018	\$657,850	\$637,229	\$20,621	surplus
2019	\$694,675	\$671,894	\$22,781	surplus
2020	\$708,569	\$634,589	\$73,980	surplus
2021	\$718,969	\$672,009	\$46,960	surplus

2022 *projected	\$747,510	\$747,510	\$0	* projected
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Note - the 2020 surplus contract costs are directly attributable to reduced contracted services costs due to the COVID-19 pandemic.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	Parking Enforcement	Contracted Services	50,083			
		<b>Total Expenses</b>	<b>50,083</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>50,083</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0097	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Public Works	<b>Category</b>	[E] Inflationary
<b>Division</b>	Fleet	<b>Status</b>	Public

## Increase Annual Equipment Reserve Contributions for Corporate, Parks, Fire Equip

This issue recommends an annual increase to the annual reserve contribution budgets for the Corporate, Parks, and Fire fleet equipment replacements to ensure sustainable reserve balances through to 2032 per the current 10-year replacement plans. Administration has performed a thorough review of the replacement plans for 2023, and have adjusted replacement costs and plans for 2023 through 2032. Based on current increased equipment costs, an annual increase of \$435,000 in 2023, 2024, and 2025 is required to ensure the Corporate, Parks, and Fire fleet reserves are sustainable and equipment can be replaced as required. Without requested increases to the contributions, replacement plans will be jeopardized resulting in increased vehicle maintenance costs and disruptions in service provided.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The Fleet Division manages the vehicle/equipment reserves for replacement of the vehicles/equipment for Corporate Fleet (Fund 136), Parks (Fund 197), and Fire (Fund 163). To ensure sustainability in each of these reserves, full review of all equipment replacement plans for 10-years and a 10-year reserve projection is completed annually at budget time to assist in determining whether annual depreciation adjustments are required. For 2020, Council approved annual increases for each of five years 2020 through 2024 totalling \$115,000 per year for all three replacement reserves. For 2021, a \$0 increase was submitted for consideration after careful consideration of the replacement plans, which allowed Administration to defer the 2021 increase of \$40,000 for the Corporate Fleet to 2025 and eliminate the 2021 increases of \$10,000 for the Fire Fleet and \$65,000 for the Parks Fleet. For 2022, Administration again reviewed all replacements and replacement costs to determine whether a 2022 increase could be avoided. Administration was able to adjust the replacement plans and eliminate the increase for 2022 for the Parks and Fire fleets once again, however, an increase of \$75,000 annually for Corporate Fleet was required when 2022 was prepared for the years 2022 through 2026 to ensure the Corporate Fleet reserve remained sustainable to 2030. Plans will be re-evaluated annually with any potential replacements deferred if condition assessments warrant deferral.

Beginning with 2020 budget development, a review of all replacement costing data for all reserves was conducted resulting in a required increase in many of the vehicle/equipment class costs based on cost increases Fleet experienced in 2019. Significantly increased replacement costs have continued through 2022, and are now permanently factored into the replacement plans for 2023. In conjunction with the increased costing used for the fleet analysis, Administration calculated the replacement plans subject to 2% annual inflation increases.

In general, all equipment pricing has increased significantly since 2020 in all classes as a result of production issues, material shortages and volatile fluctuating material costs stemming from the ongoing COVID-19 pandemic.

Administration has provided three options for consideration with respect to the Fleet Reserve depreciation contributions required to sustain the fleet replacement plans and corresponding reserve balances as follows:

Option 1: A one-time 2023 adjustment totalling \$1,204,000 for Corporate Fleet, Parks, and Fire.

Option 2: Smoothing of adjustments over two-years (2023, 2024) at \$619,000 per year for Corporate Fleet, Parks, and Fire.

Option 3: Smoothing of adjustments over three-years (2023, 2024, 2025) at \$435,000 per year for Corporate Fleet, Parks, and Fire. Option 3 is the option recommended by Administration.

Refer to the summary of reserve adjustment scenarios and balances attached for information on various options and outcomes.

**Capital Budget Implication**

Capital replacements are reviewed annually, along with the reserve projections, and approved for submission by the Fleet Review Committee. This operating submission is based on the current capital 10-year replacement plan funded from the dedicated reserve also being submitted for Council consideration, Projects OPS-001-15 (Parks), OPS-005-08 (Corporate), and FRS-001-07 (Fire). Should this operating submission not be approved, Administration will be required to rework all capital replacement plans to ensure sustainability of the reserves which could result in significant delay in replacements and corresponding increases in maintenance costs for all equipment.

**Risk**

Should increases in the reserve contributions for all three (3) fleet reserves not be approved for 2023, 2024, and 2025 as outlined in the attached summary, the result will be significant change to the replacements plans which will most definitely result in significant increases in maintenance costs for the vehicles as the vehicles age. Operating deficits will be experienced related to parts and maintenance as required.

**Equipment Price Increases - Examples:**

Type of Equipment	Previous Purchase Pricing	Current Pricing	% Increase	Department
Minivans	\$20,000	\$45,000	125%	Corporate
Pick-Up Trucks	\$28,000	\$38,000	36%	Corporate
Fire Engines	\$460,000 to \$556,000	\$970,000	74% to 111%	Fire
Large Area Mowers (10'/16')	\$97,000 and \$140,000	\$107,000 and \$155,000	10% and 11%	Parks
8-ton Forklift	\$101,000	\$135,000	34%	Parks

Above are several examples of the cost impacts we are experiencing since 2019. The price increases far exceed the annual inflation historically applied to the projections to determine reserve sustainability.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Fire & Rescue	Firefighting	Depreciation	135,000			
Parks & Facilities	Parks Operations	Depreciation	95,000			
Public Works	Fleet	Depreciation	205,000			
		<b>Total Expenses</b>	<b>435,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>435,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

**2023 OPERATING BUDGET DEVELOPMENT - PUBLIC WORKS - FLEET RESERVES**

**Adjustment Scenarios for Depreciation Contributions for Fleet Reserves (Funds 136, 163, 197)**

**Operating Budget Issue 2023-0097**

	Reserve Balances - FIRE FUND #163				Reserve Balances - PARKS FUND #197				Reserve Balances - CORPORATE FUND #136			
	NO Depreciation Adjustment	One-Time Increase \$400,000 - 2023	Smooth Increases 2 Years \$195,000 - 2023 \$195,000 - 2024	Smooth Increases 3 Years \$135,000 - 2023 \$135,000 - 2024 \$135,000 - 2025	NO Depreciation Adjustment	One-Time Increase of \$254,000	Smooth Increase 2 Years \$134,000 - 2023 \$134,000 - 2024	Smooth Increase 3 Years \$95,000 - 2023 \$95,000 - 2024 \$95,000 - 2025	NO Depreciation Adjustment	One-Time Increase of \$550,000	Smooth Increases 2 Years \$290,000 - 2023 \$290,000 - 2024	Smooth Increases 3 Years \$205,000 - 2023 \$205,000 - 2024 \$205,000 - 2025
2023	\$7,625,301	\$8,002,926	\$7,821,666	\$7,761,246	(142,253)	111,747	(8,253)	(47,253)	\$1,644,350	\$2,179,350	\$1,926,350	\$1,844,350
2024	\$5,219,123	\$5,977,016	\$5,809,592	\$5,627,909	(751,702)	(240,146)	(347,826)	(465,372)	\$200,606	\$1,278,096	\$1,050,554	\$803,406
2025	\$6,153,235	\$7,294,058	\$7,140,568	\$6,972,718	(573,530)	199,188	104,000	1,809	\$350,413	\$1,977,988	\$1,776,260	\$1,561,652
2026	\$7,116,521	\$8,642,956	\$8,503,495	\$8,349,576	(748,748)	288,788	206,268	119,646	(\$483,984)	\$1,701,377	\$1,525,826	\$1,344,213
2027	\$5,733,926	\$7,648,670	\$7,523,339	\$7,383,447	(779,340)	526,721	457,046	386,210	(\$1,623,429)	\$1,127,527	\$978,518	\$830,362
2028	(\$353,463)	\$1,952,309	\$1,841,206	\$1,715,439	(729,322)	849,025	792,374	737,547	(\$1,557,261)	\$1,767,209	\$1,645,113	\$1,530,884
2029	(\$4,544,351)	(\$1,844,813)	(\$1,941,590)	(\$2,053,132)	(976,602)	877,841	834,397	795,803	(\$1,950,670)	\$1,955,342	\$1,860,537	\$1,780,709
2030	(\$3,809,726)	(\$713,666)	(\$796,015)	(\$893,233)	(1,548,383)	586,022	555,970	533,835	(\$2,484,159)	\$2,011,537	\$1,944,404	\$1,899,458
2031	(\$3,049,330)	\$446,027	\$378,207	\$295,414	(1,780,250)	638,037	621,564	616,119	(\$3,977,763)	\$1,115,873	\$1,076,801	\$1,067,226
2032	(\$4,769,320)	(\$871,870)	(\$925,060)	(\$993,328)	(2,676,485)	29,658	26,955	38,434	(\$5,692,994)	\$6,953	(\$3,666)	\$22,624
2033	(\$4,031,992)	\$270,365	\$231,907	\$178,267								
2034	(\$4,261,889)	\$448,209	\$424,588	\$385,677								
2035	(\$3,411,268)	\$1,709,426	\$1,700,744	\$1,676,665								
2036	(\$2,487,417)	\$3,046,746	\$3,053,109	\$3,043,967								
2037	(\$5,821,295)	\$129,233	\$150,745	\$156,644								

**Budget Adjustment Options:**

		<u>2023</u>	<u>2024</u>	<u>2025</u>	
Option 1	One-Time Adjustment	\$1,204,000			
Option 2	Smooth over 2-years	\$619,000	\$619,000		
<b>Option 3</b>	Smooth over 3-years	\$435,000	\$435,000	\$435,000	<b>** Recommended Option</b>

<b>Budget Issue #</b>	2023-0113	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Public Works	<b>Category</b>	[E] Inflationary
<b>Division</b>	Fleet	<b>Status</b>	Public

## Increase for Parts Cost

The cost of parts has been steadily increasing due to inflationary cost increases, the US exchange rate, and supply chain issues as a result of the ongoing pandemic. This issue reflects a 10% increase related to the cost of vehicle and equipment parts.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The automotive industry has been confronted with continued increases to the cost of parts and equipment. The Fleet Division utilizes a large network of parts suppliers to maintain the corporate fleet. Suppliers have been facing multiple cost increases and have indicated that the trend has been increases from 5 to 10% from their suppliers. These increases are expected to be passed on to customers through increased fleet rates.

The last inflationary budgetary increase for parts was approved in 2018 for \$100,000.

### 5-Year Trend Analysis - Vehicle and Equipment Parts:

Year	Budget	Actual	Variance	
2018	\$643,259	\$513,273	\$129,986	surplus
2019	\$659,391	\$651,851	\$7,540	surplus
2020	\$648,249	\$573,143	\$75,106	surplus
2021	\$649,599	\$783,292	(\$133,693)	deficit
2022 *projected	\$671,918	\$739,110	(\$67,192)	deficit * projected

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	Fleet	Outside Vehicle Parts	67,192			
		<b>Total Expenses</b>	<b>67,192</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>67,192</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0248	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Public Works	<b>Category</b>	[E] Inflationary
<b>Division</b>	Traffic Operations & Parking	<b>Status</b>	Public

## Inflationary Cost Increases for Traffic Operations Materials

This issue reflects an increase related to the actual 2022 inflationary increases for all materials related to signal maintenance, roadway painting, sign maintenance, and sign manufacturing plus an expected inflationary increase of 4% for 2023. Inflationary budget adjustments are required in order to avoid decreases in service levels or the department incurring variances. Revenue budgets will also increase as a portion of the cost increases are recoverable from capital projects and other internal and external customers.

**Recommendation:** Recommended

**One-Time Funding:** \$100,000

### Issue Detail

In 2022, the Signals division has experienced an average 28% materials price increase; Pavement markings has experienced a 41.75% increase in material pricing, and the Sign maintenance / manufacturing division has experienced a 47% in material pricing. An increase of 4% for both pavement marking materials and sign materials was approved in 2022 budget, issue 2022-0015. This increase was not sufficient to offset the actual increases experienced to date in 2022. A budget adjustment related to sign material had not been required or requested in over a decade, and inflationary paint increases are submitted annually for consideration.

#### PAINT MATERIAL:

The City has issues paint tenders every 2 years with a 1-year extension option. The last contract ended on December 31, 2021, and as a result Request for Tender (RFT) 41-22 was advertised. There were no bidders for this RFT due to an acute worldwide shortage of B66 white pigment. At the conclusion of the RFT process Traffic Operations attempted to solicit quotes from suppliers in order to meet our demands for a Low VOC Traffic Marking Paint. Ennis Paint Canada ULC was able to provide a quote for a non B66 pigment white paint that meets both Low VOC and MTO requirements for a total of \$234,765.20, the current contract term is set to expire on December 31, 2022. The current supplier has indicated that they are expecting a 2023 cost increase of 4% not including any COVID related increases or reduction in supply.

The risk of not approving this requested increase for paint materials will be the incurrence of an annual variance in the paint supply budget. Markings are required to meet a specified level of reflectivity as outlined in the Ontario Traffic Manuals by the MTO. In order to meet this requirement, all markings should be painted once per year.

#### SIGN MATERIAL:

The City traditionally has issued material tenders for aluminum sign blanks in its sign division every 1 year with a possible 1-year extension. The last RFT called was RFT 30-21 in February of 2021 and it will expire in February of 2023. Material costs increased an average of 47% with the 2021 tender.

The City traditionally has issued material tenders for steel signposts in its sign division every 1 year with a 1-year extension. The market volatility for steel has increased to the point that it is now a commodity where we have been unsuccessful at annual tenders since 2020. Prices are solicited on an as required basis and are only held for 14 days by vendors. Material costs increased an average of 47% in 2022.

The risk of not approving this requested increase will be the incurrence of an annual variance in the sign maintenance material supply budget. Regulatory and warning signs are required to be replaced when damaged or faded as outlined in the Ontario Traffic Manuals by the MTO. In order to meet this requirement materials must be in stock. Service cannot be reduced.

**SIGNAL MATERIALS:**

The City traditionally has not issued material tenders for maintenance materials for the signals division. Electronics and materials supplied are competitively quoted or tendered on an as needed basis. Many of the maintenance materials are sole source providers to maintain continuity with existing traffic systems. Prices are solicited on an as required basis and are only held for 30 days by vendors. Material costs increased an average of 13% in 2022.

The risk of not approving this requested increase for signal materials will be the incurrence of an annual variance in the signal maintenance material supply budget. Traffic signals are required to be replaced when damaged or outlined in the Ontario Traffic Manuals by the MTO. In order to meet this requirement materials must be in stock. Service cannot be reduced.

**One-Time Funding:**

Given the uncertainty of inflationary pressures, the 2023 recommendation is to increase the budget by \$150,000 with up to \$100,000 in funding from the Budget Stabilization Reserve should it be required if actuals continue to exceed budget in 2023. All materials accounts will be reviewed again during the 2024 budget development.

**Summary of Material Increases:**

	Paint	Sign Maintenance Materials	Sign Manufacturing Materials	Signal Materials
Material Cost Increase	\$133,481	\$54,876	\$45,900	\$91,880
Recovery Revenue Increase	(\$15,832)	(\$14,522)	(\$9,787)	(\$11,953)
Net Budget Increase	\$117,649	\$40,354	\$36,113	\$79,927

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	Traffic Operations	Infrastructure Maint. Material	202,094			
		<b>Total Expenses</b>	<b>202,094</b>	<b>0</b>	<b>0</b>	<b>0</b>
Public Works	Traffic Operations	Other General Revenue	(52,094)			
		<b>Total Revenues</b>	<b>(52,094)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0099	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Public Works	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Contracts, Field Services & Maintenance	<b>Status</b>	Public

## Increased Asset Maintenance Costs for Public Works Operations

This issue makes necessary adjustments to various maintenance budgets in Public Works related to increased annual maintenance and repair costs required as a result of 2021 additions of 4 pedestrian crossovers (PXO's), 3.2kms of bike lanes, 1 signalized intersections, 3200M of underground fiber, 50 CCTV cameras, 3kms of sewer, 5kms of paved roads, 152 catch basins, 8kms of sidewalks, and 8kms of curb-gutter. In addition, CR82/2022 (C 28/2022 - alley lighting Erie), CR 139/2022 (C 20/2022 - signs CSZ), CR111/2022 (S 9/2022 - Traffic Calming Kildare), and CR19/2022 - CR543/2021 (C 141/2022 - AI 1/2022 - Cabana / Roseland Pedestrian Walkways) all refer the annual cost increases required for maintenance to the 2023 budget.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

Administration has reviewed the addition of assets maintained annually by the Traffic and Maintenance divisions of Public Works to determine the budget increases required to perform necessary annual maintenance.

#### TRAFFIC CALMING:

##### KILDARE ROAD:

CR111/2022 approved the implementation of the proposed traffic calming plan for Kildare Road between Ottawa Street and Tecumseh Road East and also referred the annual operating cost requirements to the 2023 budget. As a result of this approval, annual maintenance cost budgets are required for sign maintenance and pavement markings of \$11,840 and winter maintenance and sweeping of \$2,440, annually.

##### CABANA ROAD EAST / ROSELAND PUBLIC SCHOOL:

CR19/2022 and CR543/2021 approved the installation of speed control measures to include radar speed feedback signs, Community Safety Zone signs, and School Area signs on Cabana Road East in front of Roseland Public School. The installation of flexible bollards during non-winter months was also approved to improve sight-lines and increase safety.

- Annual maintenance budget required to remove, install, and replace flexible bollards = \$4,500 per year
- Annual maintenance budget required to maintain signage = \$800 per year
- Annual maintenance budget required to maintain pedestrian signal = \$5,500 per year

##### ALLEY LIGHTING:

CR82/2022 referred the annual operating cost requirements related to the addition of 47 alley LED streetlights as part of a city wide public safety initiative, report C 28/2022. 47 alley lights were added in 2021 to improve alley lighting in the BIA's. The initial installations were paid for by the participating BIA's and Councillor ward funds. Operating and maintenance costs are to be assumed by the City of Windsor.

The maintenance increase includes a cost of \$110 per light for contracted maintenance and \$40 per light for hydro costs.

##### COMMUNITY SAFETY ZONES:

CR139/2022 referred the annual operating cost requirements related to eighty (80) additional signs installed for

Community Safety Zones (CSZ) in the BIA's, report C 20/2022. The maintenance increase includes a cost of \$10 per sign.

#### PEDESTRIAN CROSSOVERS (PXO's):

In 2021, four new PXO's were added at Matchette @ John Mcgivney School, Lauzon @ Clairview, Rhodes @ Pillette, and Tranby @ Fairview.

Annual maintenance of PXO's includes the following:

- \* battery checks
- \* cleaning of solar panels
- \* functionality checks of pushbuttons and flashing LED boards
- \* reviews of approach visibility in case of physical changes (i.e. tree growth)
- \* replacement of defective parts
- \* checking of marking visibility
- \* reflectivity testing of signage
- \* replacement of defective or damaged signage
- \* responding to 311 calls

#### BIKE LANES:

In 2021, there were 3.2kms of bike lanes added in the City on Cabana and Matchette.

Annual maintenance of bike lanes-shared pathways includes the following:

- \* repainting of solid long lines
- \* repainting of hatch marks and symbols
- \* reflectivity testing of signage
- \* replacement of defective or damaged signage

#### NEW SIGNALIZED INTERSECTIONS:

In 2021 there was one signalized intersection added at Lauzon and Spitfire Way.

Annual maintenance of signalized intersections includes the following:

- \* testing of conflict monitors twice per calendar year
- \* testing of all pushbuttons
- \* review and testing of all detection zones
- \* winterizing and spring clean up at each controller cabinet
- \* assessment and testing of all components including wiring and connections
- \* replacement of defective parts
- \* responding to 311 calls

In 2021, there was 3,200 meters of new underground fibre was added. Annual maintenance of fibre includes locating costs and repair of issues as needed.

#### CCTV CAMERAS:

In 2021, there were fifty CCTV cameras added. Annual maintenance of CCTV cameras include monitoring, replacement, and cleaning.

#### ROW MAINTENANCE ASSETS:

In 2021, the following assets were added to the existing inventory of the Maintenance Division:

- \* 3kms of sewer
- \* 5kms of paved roads
- \* 152 catch basins
- \* 8kms of sidewalks
- \* 8kms of curb-gutter

The Maintenance Division requires increased budget to fund the annual maintenance of the above-noted assets. Estimated maintenance cost increases required are based on several sources including 2021 MBNC cost data for roads, sewers, and winter control; set prices currently paid for contracted equipment and labour for catch basin cleaning and municipal drain maintenance; and existing budgets per km of sidewalk and curb/gutter and per stop winter maintenance budgets for bus stops and shelters.

In addition to the assets identified above, Administration will be working through the development of a schedule of maintenance related to low impact developments (LID's) and oil grit separators (OGS's). A maintenance budget increase related to existing and new LID's and OGS's will be presented for consideration as part of the 2024 operating budget.

Asset information is updated annually after the year has ended. A budget issue for required maintenance cost adjustments related to changes in asset quantities are submitted annually. The 2022 asset information will be available in 2023 and will be used to develop the required budget issue for 2024 asset maintenance cost adjustments during the 2024 budget development completed in 2023 and so forth.

**Risk:**

Current approved annual operating budgets for asset maintenance in Public Works do not provide the required funding to meet the current annual service standards, which results in annual maintenance programs falling behind in schedule. Without this requested increase for maintenance budget for additional assets, annual maintenance programs for all assets will continue to fall further behind.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	1,622			
Corporate Accounts	Street Light Energy	Utilities	1,880			
Public Works	PW Maintenance	Contracted Services	47,259			
Public Works	PW Maintenance (Sewer Surcharge)	TRANSFER to Current Fund				23,516
Public Works	Traffic Operations	Contracted Services	12,270			
Public Works	Traffic Operations	Fringe Benefits (Dept.)	1,622			
Public Works	Traffic Operations	Infrastructure Maint. Material	36,459			
Public Works	Traffic Operations	Salary-Temporary	10,136			
<b>Total Expenses</b>			<b>111,248</b>	<b>0</b>	<b>0</b>	<b>23,516</b>
Corporate Accounts	Fringe Benefits Recovery	Automated Fringes Recovery	(1,622)			
Public Works	PW Maintenance	Sewer Surcharge Recoveries	(23,516)			
<b>Total Revenues</b>			<b>(25,138)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Total</b>			<b>86,110</b>	<b>0</b>	<b>0</b>	<b>23,516</b>

<b>Budget Issue #</b>	2023-0250	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Public Works	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Fleet	<b>Status</b>	Public

## Increase GPS Budgets - Corporate Wide

Corporate wide, the City utilizes 268 GPS units at a cost of approximately \$11,150 per month excluding HST. The GPS/AVL solution for the corporation has been gradually incorporated into the fleet beginning in 2016 with Public Works. Due to the success of the roll out for Public Works, departments across the Corporation have also opted to participate in the program. The current agreement with Telus will be in place until November 2023. This budget request establishes and aligns the budgets for the GPS/AVL service per CAOP 17/2022.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

In September of 2016, approval was granted via CAO3664 to enter into a 5-year agreement for a corporate GPS solution for use by the Public Works Operations department's Maintenance Division. The solution met all the needs of the corporation as a whole, and has now been expanded across the corporate fleet.

Approval was given in CAOP 17/2022 for two renewal terms of the GPS/AVL solution for the periods November 10, 2021 to November 9, 2022 and November 10, 2022 to November 9, 2023. The GPS service cost is \$40 / month excluding HST for a standard unit and \$50 / month excluding HST for an advanced unit. The City currently has a total of approximately 268 units at a cost of \$11,150 / month excluding tax. As vehicles are added to the corporate fleet, the number of units is expected to increase.

A budget adjustment is required to reflect current total units and usage across the corporation. This adjustment has been calculated and is submitted on behalf of the corporation by the Fleet Division of Public Works. Adjustments will be submitted annually as required.

### Reserve Impact:

Should Council accept the submitted adjustments, the budget for the annual transfer to the On-Off Street Parking Reserve will decrease by \$42. The balance in the On-Off Street Parking reserve at December 31, 2021 was \$2,775,597.

### 5-Year Trend Analysis - GPS Account 3121:

Year	Budget	Actual	Variance	
2019	\$0	\$94,956	(\$94,956)	deficit
2020	\$71,025	\$118,637	(\$47,612)	deficit
2021	\$88,100	\$129,751	(\$41,651)	deficit
2022 * Projected	\$89,718	\$136,775	(\$47,057)	* deficit projected

1. A separate account for budget and tracking purposes was established for this new service in 2019. Budgets were reallocated to the new account in 2020.
2. A deficit related to the GPS accounts across the corporation will be realized for 2022, however, the departments are expected to mitigate immaterial variances with other account surpluses for the year per CAOP 17/2022.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Building Services	Building By-Law Services	GPS	3,396			
Building Services	Building - Inspections	GPS	8,304			
Council Services	Bylaw Enforcement	GPS	(639)			
Council Services	Information & Records Mgmt.	GPS	(12)			
Parks & Facilities	Fac.Ops. -Non-Campus	GPS	(327)			
Parks & Facilities	Fac.Ops. -Parks & Rec	GPS	(369)			
Parks & Facilities	Forestry	GPS	1,954			
Parks & Facilities	Horticulture General Exp.	GPS	2,442			
Parks & Facilities	Parks Operations	GPS	881			
Pollution Control	Environmental Quality Services	GPS	977			
Pollution Control	Environmental Quality Services (Sewer Surcharge)	TRANSFER to Current Fund				977
Pollution Control	LRPCP Operations	GPS	977			
Pollution Control	LRPCP Operations (Sewer Surcharge)	TRANSFER to Current Fund				977
Pollution Control	LRWRP Operations	GPS	1,954			
Pollution Control	LRWRP Operations (Sewer Surcharge)	TRANSFER to Current Fund				1,954
Pollution Control	Process Engineer & Maintenance	GPS	1,465			
Pollution Control	Process Engineer & Maintenance (Sewer Surcharge)	GPS				1,465
Pollution Control	Pump Station-Operations	GPS	2,931			
Pollution Control	Pump Station-Operations (Sewer Surcharge)	TRANSFER to Current Fund				2,931
Public Works	PW Contracts	GPS	1,954			

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	PW Field Services	GPS	12,211			
Public Works	PW Maintenance	GPS	6,023			
Public Works	Environmental Services	GPS	2,405			
Public Works	Environmental Services (Sewer Surcharge)	GPS				(148)
Public Works	Environmental Services (Sewer Surcharge)	TRANSFER to Current Fund				(1,273)
Public Works	Fleet	GPS	(251)			
Public Works	On-Off Street Parking	GPS	42			
Public Works	On-Off Street Parking (Prkg Reserve)	TRANSFER to Current Fund			42	
Public Works	Technical Support	GPS	488			
Public Works	Technical Support (Sewer Surcharge)	TRANSFER to Current Fund				283
Public Works	Traffic Operations	GPS	250			
		<b>Total Expenses</b>	<b>47,056</b>	<b>0</b>	<b>42</b>	<b>7,166</b>
Pollution Control	Environmental Quality Services	Sewer Surcharge Recoveries	(977)			
Pollution Control	LRPCP Operations	Sewer Surcharge Recoveries	(977)			
Pollution Control	LRWRP Operations	Sewer Surcharge Recoveries	(1,954)			
Pollution Control	Process Engineer & Maintenance	Sewer Surcharge Recoveries	(1,465)			
Pollution Control	Pump Station-Operations	Sewer Surcharge Recoveries	(2,931)			
Public Works	Environmental Services	Sewer Surcharge Recoveries	1,421			
Public Works	On-Off Street Parking	On/Off Str Pkg-Intrnl Recovery	(42)			
Public Works	Technical Support	Sewer Surcharge Recoveries	(283)			
		<b>Total Revenues</b>	<b>(7,208)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>39,848</b>	<b>0</b>	<b>42</b>	<b>7,166</b>

<b>Budget Issue #</b>	2023-0268	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Public Works	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Contracts, Field Services & Maintenance	<b>Status</b>	Public

## Establish Budget for Net Costs Related to Accident Repairs

This issue requests a budget to offset the average annual net cost of completing accident related repairs in the right-of-way including signal, sign, streetlight, and roadway repairs. Public Works has been experiencing a net cost related to this program annually. Without a budget increase, Public Works will continue to incur annual deficits related to accident repairs in the right-of-way annually as these repair costs are unavoidable and unpredictable.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

Subrogation services are centralized under the Risk Management division of the Legal Department. Recovery is made to the Legal Department for the claims adjuster and related costs for that position from the funds collected annually through the claims paid under the system. The balance of the annual recoveries made are prorated and distributed to the user departments per the submitted cost of the claims for the year. Each year, Public Works has been experiencing a net cost related to this program as there are no established budgets within the department for accident repair costs and recoveries. This issue requests a budget to offset the average annual cost of completing accident related repairs.

### Risk:

Should this proposed budget increase not be accepted, Public Works will continue to incur annual deficits related to accident repairs in the right-of-way annually as these repair costs are unavoidable and unpredictable.

### 5-Year Trend Analysis (Traffic Operations and ROW Maintenance):

Year	Total Cost	Recovery Revenue	Net Cost - Public Works
2017	\$216,339	\$121,934	\$94,405
2018	\$354,165	\$146,562	\$207,603
2019	\$209,702	\$193,400	\$16,302
2020	\$468,502	\$85,011	\$383,491
2021	\$420,851	\$288,682	\$132,169

### Notes:

\*\* 2020 is the 1st year Streetlight repair costs are tracked and included in the data and budget request

\*\* 5-year average Net Cost = \$239,733

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	PW Maintenance	Contracted Services	30,645			

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	Traffic Operations	Contracted Services	69,355			
		<b>Total Expenses</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0271	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Public Works	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Environmental Services	<b>Status</b>	Public

## Increase Waste Tonnage, Collection and Tipping Fees

Based on a review of average historical waste tonnage data, tonnages have steadily increased over the past 10-years to the point that current budget levels are insufficient to cover the costs of both tipping fees and collection fees. An increase of 5,000 tonnes of waste is expected to be collected and disposed of at the Regional Landfill annually based on MBNC trends related to the number of households and the tonnes disposed of per household per annum. The number of households has increased from 87,840 in 2012 to 99,803 in 2020, a 13.6% increase. In addition, the tonnes disposed of per house per year has increased from 0.59 tonnes in 2020 to 0.65 tonnes in 2021 which equates to an increase of 5,988 tonnes overall.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

Residential and municipal waste tonnages have increased as a result of population growth and consumer behaviour. MBNC data illustrates that the number of households has increased from 87,840 in 2012 to 99,803 in 2021 which is a 13.6% increase. MBNC data also illustrates an increase from 0.59 tonnes / house in 2020 to 0.65 tonnes / house in 2021 which is an overall increase of 5,988 tonnes. Based on the historical trends, an increase of approximately 5,000 tonnes is expected to be collected and delivered to the Regional Landfill annually going forward.

Collection costs are based on a per tonne rate as per the waste collection contract agreed to between the City of Windsor and GFL. An increase of \$434,900 is required for collection costs related to the additional tonnes.

Regional Landfill tipping fees are also based on a per tonne fee, therefore an additional increase of \$200,000 is required for tipping fee costs related to the additional tonnes.

Summary of 2023 Budget Adjustments:

Collection cost: 5,000 tonnes @ \$75.98/tonne = \$379,900  
 Tipping Fee cost: 5,000 tonnes @ \$40/tonne = \$200,000

2023 Budget Increase Required \$579,900

### Performance Indicators

5-year comparison of the MBNC Measure for the Number of Households:

2017 = 93,110  
 2018 = 94,560 - 1.6% increase over 2017  
 2019 = 96,033 - 1.6% increase over 2018  
 2020 = 97,529 - 1.6% increase over 2019  
 2021 = 99,803 - 2.3% increase over 2020

5-year comparison of the MBNC Measure for the Tonnes of Solid Waste Disposed per Household:

2017 = 0.613 tonnes per household  
 2018 = 0.544 tonnes per household - (11.3%) decrease over 2017  
 2019 = 0.587 tonnes per household - 7.9% increase over 2018  
 2020 = 0.592 tonnes per household - 0.9% increase over 2019  
 2021 = 0.646 tonnes per household - 9.1% increase over 2020

Historical Waste Tonnage:

Year	Tonnes	Year	Tonnes
2016	50,169	2021	59,816
2017	52,700		
2018	52,413		
2019	53,706		
2020	58,412		

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	Environmental Services	Contracted Services	379,900			
Public Works	Environmental Services	Landfill Tipping Fees	200,000			
		<b>Total Expenses</b>	<b>579,900</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>579,900</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0098	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Public Works	<b>Category</b>	[H] Line Item Reduction
<b>Division</b>	Fleet	<b>Status</b>	Public

## Fuel Adjustments for Increased Pricing and Reduced Consumption, All Fuel Types

This issue presents an option for a 2023 budget adjustment related to fuel pricing and consumption for Corporate Fleet, Parks, and Fire based on pricing experience in 2022 and consumption trends for 2019 to 2022. Administration recommends adjusting the per litre fuel pricing budget to \$1.224 for premium unleaded, \$1.075 for unleaded (E10), \$1.099 for diesel and \$0.957 for coloured diesel. Significant risks are present given the volatility in fuel prices with operating variances possible.

**Recommendation:** Recommended

**One-Time Funding:** \$200,000

### Issue Detail

The fuel budget is developed based on the projected fuel consumption and pricing for each fuel type. The corporate fleet utilizes regular unleaded (E10), premium unleaded, clear diesel and coloured diesel.

Fuel is tendered corporately, and as a result, very competitive pricing is achieved. Fuel is received through a 5-year contract, with options to renew, that was tendered and awarded to Suncor Energy Products Partnership in late 2013 as per CR232/2013. The current contract is valid until 2022.

City Council has historically approved funding to cover over expenditures in fuel because of the uncertain budgeting of fuel pricing each year with corporate contingency funds.

The fuel budget for 2022 was developed based on the average year to date pricing experienced in 2021.

Several scenarios were considered when comparing the 2022 budgeted fuel prices as follows:

	Budgeted 2022 Price/Litre	2022 YTD Avg Price/Litre as of Oct 31	2022 Avg Price/Litre Oct	5-Year Average Fuel Prices (2018 to 2022)
		SCENARIO 1	SCENARIO 2	SCENARIO 3 ** recommended
Unleaded (E10)	\$1.102	\$1.399	\$1.452	\$1.224 - 11% Increase
Premium Unleaded	\$1.199	\$1.516	\$1.558	\$1.075 - 10% Decrease
Diesel	\$1.037	\$1.886	\$1.638	\$1.099 - 6% Increase
Dyed Diesel	\$0.891	\$1.795	\$1.514	\$0.957 - 7% Increase

As with any forecast of a commodity's price for an entire year, fuel prices continue to be difficult to predict and variances could occur due to unforeseen price fluctuations.

SCENARIO 1 would result in an overall budget increase of \$839,069 related to Corporate Fleet, Parks, and Fire Fuel.

SCENARIO 2 would result in an overall budget increase of \$712,534 related to Corporate Fleet, Parks, and Fire Fuel.

SCENARIO 3 \*\* ADMINISTRATION RECOMMENDED SCENARIO \*\*

Increased Fuel Cost at the rates of \$1.224 for premium unleaded, \$1.075 for Unleaded (E10), \$1.099 for Diesel, and \$0.957 for Dyed Diesel which represents the 5-year average pricing for 2018 through 2022.

The recommended scenario 3 would result in an overall budget increase of \$19,543 related to Corporate Fleet, Parks, and Fire fuel.

In addition to the pricing adjustments proposed above, Administration is submitting a budget reduction related to the Corporate Fleet fuel consumption based on 3-year historical consumption trends for 2019, 2021, and 2022. The consumption reduction is possible as a result of a change in use at City fuel sites for the Police Department and the increase in hybrid / electric vehicle replacements across the city over the past several years. A reduction of (157,044) litres or \$172,431 based on the 2022 budgeted fuel pricing is being submitted for consideration. Offsetting the consumption reduction is a reduction of revenue related to Police fuel recoveries.

**One-Time Funding:**

Significant risks are present given the volatility in fuel prices with operating variances possible. One-time funding from the Budget Stabilization Reserve of up to \$200,000 will be available for variance mitigation should the department experience a deficit in 2023 as a result of the budgeted prices per litre for all fuel types projected.

**5-Year Trend Analysis (Motor Fuels & Lubricants Account 2115 - Corporate Fleet, Fire, and Parks):**

Year	Budget	Actual	Variance	
2018	\$1,302,380	\$1,536,915	(\$234,535)	deficit
2019	\$1,211,809	\$1,163,150	\$48,659	surplus
2020	\$1,322,133	\$928,415	\$393,718	surplus
2021	\$1,158,521	\$1,139,189	\$19,332	surplus
2022 *projection	\$1,618,943	\$2,033,943	(\$415,000)	deficit *projected

Note: The 2020 variance included a COVID-19 related surplus of \$269,388 related to decreased fuel consumption and a NON-COVID-19 related surplus of \$124,330 related to pricing.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Fire & Rescue	Firefighting	Motor Fuels	11,129			
Parks & Facilities	Parks Operations	Motor Fuels	2,202			
Public Works	Fleet	Motor Fuels	(152,887)			
		<b>Total Expenses</b>	<b>(139,556)</b>	<b>0</b>	<b>0</b>	<b>0</b>
Public Works	Fleet	Fees and Recoveries INTERNAL	86,669			
		<b>Total Revenues</b>	<b>86,669</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(52,887)</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0112	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Public Works	<b>Category</b>	[H] Line Item Reduction
<b>Division</b>	Environmental Services	<b>Status</b>	Public

## Adjust Clean the City Program Budget for Contracted Services

This issue reflects reduction of the Clean the City program. New contractor rates received from RFT #45-22 are well below budgeted funds. This reduction of the Clean the City budget would not negatively impact the service.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

In 2008, Council established the Clean the City Program. Environmental Services was provided a \$250,000 operating budget to provide enhanced cleaning of the gateways to the city. This service included sidewalk power washing and enhanced street sweeping. The original budget of \$250,000 has been adjusted over the years based on surplus balances in previous years, with the current budget for this service at \$150,000.

Over the years, Environmental Services has been able to gain efficiencies to the point where fewer hours are needed from the contractor. As a result, the recent tender for this service resulted in contractor cost far below what was budgeted. Administration recommends reducing the budget based on contractor prices and hours required for the service. This reduction will not affect the level of service received in prior years.

The cost and estimated hours required will be evaluated annually. Should future budget adjustments related to this program be required due to increased contractor costs or increased assets that require cleaning, Administration will bring forward the appropriate budget requirements to Council for consideration.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	Environmental Services	Contracted Services	(100,000)			
		<b>Total Expenses</b>	<b>(100,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(100,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0241	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Public Works	<b>Category</b>	[H] Line Item Reduction
<b>Division</b>	Traffic Operations & Parking	<b>Status</b>	Public

## Elimination of One Contracted Parking Bylaw Enforcement Officer

Administration recommends decreasing the current number of contracted parking enforcement officers from nine (9) to eight (8) effective 2023. A realignment of the remaining eight (8) officers will be completed by Administration to better align the shifts and workload to accommodate slower and busier times as required. No disruption in service provided is expected as a result of this elimination.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The current daily allotment of enforcement officers contracted is nine (9), consisting of five (5) day shift and four (4) afternoon shift staff. Administration has experienced a steady decrease in Administrative penalties issuance for a number of reasons over the last few years. Overall bylaw compliance has increased and staffing issues experienced by the Contractor have contributed to a lessening of the number of hours worked in the daily shift. The reduced hours occur on slower days, usually at the beginning of the week, and slow times of night, and the increased hours occur in summer months when parking lots are full and time allotted parking rates are in effect. A realignment of the 8 remaining officers will be completed by Administration to better align shifts to accommodate slower and busier times etc.

Per Tender 68-18 contract, section 4.2, "The City may expand, decrease, withdraw or alter the services, or part thereof, to include additional locations, to engage in pilot projects, to consider and utilize new procedures or technologies, and to amend this agreement with respect to the same, in accordance with the change management process outlined in Section 5 hereto."

### Related Budget Issue(s)

Should this reduction be accepted, a reduction to the Contractual Increase submitted under 2023-0096 related to this service will also be required to reduce that related CPI increase by \$4,681 (6.7% CPI at September 2022).

### 5-Year Trend Analysis - Number of Penalties Issued:

Year	# of Penalties Issued
2018	66,201
2019	68,579
2020	45,260
2021	47,280
2022 as at July 31	30,153

Note: Penalties reduced beginning in 2020 due to the ongoing COVID-19 pandemic.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	Parking Enforcement	Contracted Services	(69,867)			
		<b>Total Expenses</b>	<b>(69,867)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(69,867)</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0273	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Public Works	<b>Category</b>	[H] Line Item Reduction
<b>Division</b>	Contracts, Field Services & Maintenance	<b>Status</b>	Public

## Eliminate Property Tax Budget - Closed Landfill

The property at 0 Matchette Road (inert landfill site) is no longer taxable, and the current budget for municipal taxes will no longer be required as a result. The MPAC assessment was change to exempt class in 2021. The property will remain in exempt class until there is a sale or change of use of the property.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The current municipal tax budget of \$33,000 for the inert landfill property at 0 Matchette has been changed to tax exempt status by MPAC in 2021, the budget can be eliminated.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	PW Maintenance	Taxes	(33,000)			
Public Works	PW Maintenance (Sewer Surcharge)	TRANSFER to Current Fund				(33,000)
		<b>Total Expenses</b>	<b>(33,000)</b>	<b>0</b>	<b>0</b>	<b>(33,000)</b>
Public Works	PW Maintenance	Sewer Surcharge Recoveries	33,000			
		<b>Total Revenues</b>	<b>33,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(33,000)</b>

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<b>Budget Issue #</b>	2023-0239	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Public Works	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Environmental Services	<b>Status</b>	Public

## Rodent Control Program - Elimination or New User Fee

The current Rodent Extermination contract expires March 2023 and consists of a free baiting service to residential properties experiencing rat infestation on the exterior of their home. The Rodent Control Program is intended to minimize spikes in the population. However, even at peak population, the program services less than 2% of the residential properties in Windsor. This issue proposed the introduction of a nominal user fee of \$20 per service call.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The current Rodent Extermination contract expires March 31, 2023, and consists of a free baiting service to residential properties experiencing rat infestation on the exterior of their home. This program has been around for over 20 years, but in recent years has seen a higher number of properties baited. This increase in rodent population is consistent with many other Canadian and American municipalities. As with any wildlife, the rodent population can fluctuate rapidly under the proper conditions (food/water/shelter/predator presence). The Rodent Control Program is intended to minimize spikes in the population, however, in order to have any significant impact, the participation in the program needs to be robust. In the last 5 years, while the program has been free, less than 2% of the properties in Windsor have been serviced by the program.

Number of properties baited:

2022 - aa Aug 30	1085
2021	1495
2020	778 (COVID Impact, service offered for only a part year)
2019	1617
2018	1750
2017	1357
2016	519
2015	836

Administration is bringing forward two options for consideration:

#### Option 1: Elimination of the Rodent Control Program

The elimination of the rodent program which would result in a budget reduction of \$51,145 for the contracted professional services and related program costs. Eliminating the program will likely lead to a significant increase in population if residents or homeowners are unwilling to pay for private service.

#### Option 2: Introduction of a User Fee

\*\* Administration Recommended Option \*\*

Option 2 recommends introducing a nominal user fee of \$20.00 per service call and is recommended by Administration.

It is anticipated that the introduction of a fee will result in less usage of the program at approximately 1,200 calls per year rather than the average 1,600 call per year we have been experiencing. At an estimated 1,200 calls per year, the new fee would generate approximately \$24,000 in revenue.

The program will be further analyzed for the 2024 budget development once the new contract is tendered and in place in 2023 to determine if a transition to a subsidy type program similar to other Ontario municipalities would be more cost effective depending on the contract tender results achieved in 2023. Under a subsidy program, homeowners would arrange and pay for their own baiting service with a reimbursement of a maximum set subsidy from the City of Windsor. At this time, the subsidy option is more costly than the contracted services the City of Windsor currently funds.

**5-Year Trend Analysis (Pest/Wildlife Control)**

Year	Budget	Actual	Variance	
2018	\$143,759	\$127,654	\$16,105	surplus
2019	\$147,084	\$114,729	\$32,355	surplus
2020	\$137,701	\$110,356	\$27,345	surplus
2021	\$118,501	\$148,688	(\$30,187)	deficit
2022 *projected	\$131,796	\$131,796	\$0	*projected

Note: the current control program includes budgets for partial staff and equipment allocations that would be redirected to other services in the event Council approves Option 1 in this submission, as a portion of a position and/or equipment cannot be eliminated.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	Environmental Services	User Fees- External	(24,000)			
		<b>Total Revenues</b>	<b>(24,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(24,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0242	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Public Works	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Traffic Operations & Parking	<b>Status</b>	Public

## Increase in Administrative Penalty Late Fee - Parking Tickets

Administration is recommending an increase to the administrative penalty late fee charged on late paid parking tickets. The current fee is \$25 per ticket, and this fee has been in place and not increased since inception of the Administrative Penalty program implementation in 2013. Administration is recommending the fee be increases to \$40, which will result in additional estimated revenue of \$285,270 annually based on the number of 2021 late fees charged.

**Recommendation:** Recommended

**One-Time Funding:** \$142,635

### Issue Detail

Since its inception in the fall of 2013, the Administrative Penalty Late Fee has been \$25 with no increase in ten (10) years. The supplies needed to process and mail the late fees such as paper, postage, printing ink and labour have increased drastically in ten (10) years. The proposed increase would provide added revenue to offset the costs associated with the notice process.

Currently, if a parking penalty late notice goes unpaid after 35 days, Parking Enforcement will send the registered owners license plate number to the Defaulted Fines Collection Centre (DFCC) in Guelph for plate denial. An owner of this plate could not receive their updated license plate sticker until this debt was settled. In the summer of 2021 the Provincial government did away with the fee for sticker renewals, thus doing away with the urgency of renewing plate information. It is expected that we will experience a decrease in the number of defaulted fine payments collected as a result of the licencing change.

In 2021, 19,018 Late Fee notices were sent out from the Parking Enforcement office. At the recommended increase amount, this would equate to an increase in revenue of \$285,270. Administration is currently proposing a revenue adjustment based on the 2021 number of notices sent.

2021:  
 19,018 notices @ \$25.00 per notice = \$474,450  
 19,018 notices @ \$40.00 per notice = \$760,720  
 Additional Revenue Estimated = \$285,270

An implementation date of July 1st has been projected for this increase which would result in a loss of additional revenue of approximately \$142,635 (50% of increase). One-time funding would be required to fund the increase until Administration is able to implement.

### Municipal Late Fee Rate Comparison:

Oshawa	\$15.00
St. Catherine	\$35.00
Mississauga	\$35.00
Vaughan	\$62.00

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	Parking Enforcement	Parking Fines	(285,270)			
		<b>Total Revenues</b>	<b>(285,270)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(285,270)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0243	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Public Works	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Traffic Operations & Parking	<b>Status</b>	Public

## Increase Parking Fines for Safety Related Infractions

Administration is proposing an increase to the ticket values for safety related infractions at schools, fire hydrants and fire routes. Safety related infractions should properly reflect the severity of the infraction in the value of the ticket. Administration has determined the rates for comparable tickets in comparator municipalities, and propose Windsor's rates be raised to the average median value of our comparators. The ticket increases proposed would result in a revenue increase of approximately \$66,696 annually. Concern about public safety in school zones has been increasing with safety becoming a public priority. This increase in safety related parking fines may help deter unsafe actions which will result in a higher level of safety in these zones.

**Recommendation:** Recommended

**One-Time Funding:** \$33,348

### Issue Detail

The value of a Safety infraction fine related to fire hydrants, fire routes, and schools should be reflective of the severity of the infraction. Fire hydrants and fire routes should always remain clear. A number of years ago, the Parking Enforcement Division began a zero tolerance initiative with respect to school enforcement at drop off and pick up times. The fines associated with school related infractions should also reflect the severity of the type of infraction. The proposed fine increases would bring the City of Windsor to the middle average range of our comparators.

Concern about public safety in school zones has been increasing with safety becoming a public priority. This increase in safety related parking fines may help deter unsafe actions which will result in a higher level of safety in these zones.

### MUNICIPAL COMPARISONS:

	Windsor	Mississauga	London	Waterloo	Hamilton	Toronto
<b>SCHOOL ZONE FINE COMPARATORS:</b>						
17 - Park, Stop or Stand in a School Bus Zone (18.2)	\$45.00		\$65.00	\$80.00	\$80.00	\$60.00
20 - Park or Stop in a No Stopping Zone (19)	\$50.00	\$65.00	\$40.00	\$80.00	\$80.00	\$60.00
<b>FIRE HYDRANTS/ROUTES COMPARATORS:</b>						
22 - Park or Stop in a Fire Route (31)	\$108.00	\$175.00	\$105.00	\$75.00	\$80.00	\$250.00
10 - Park within 3 meters of a Fire Hydrant (10.1.B)	\$45.00	\$50.00	\$105.00	\$75.00	\$80.00	\$100.00
		\$125.00				
						(heavy vehicles)

### PROPOSED PARKING TICKET INCREASES:

	Current Value	Proposed Value	% Increase
17 - Park, Stop or Stand in a School Bus Zone (18.2)	\$45.00	\$80.00	78%
20 - Park or Stop in a No Stopping Zone (19)	\$50.00	\$80.00	60%
22 - Park or Stop in a Fire Route (31)	\$108.00	\$150.00	39%
10 - Park within 3 meters of a Fire Hydrant (10.1.B)	\$45.00	\$80.00	78%

One-Time Funding Required:

Should the proposed increases be approved, it is expected the increases would be in place by July 1st resulting in a loss of revenue for January to June of \$33,348.

**Proposed Budget Adjustments:**

Ticket Type	# of Tickets Estimated	Increase in Ticket Value	Total Revenue Increase Estimated
Park, Stop or Stand in School Bus Zone (18.2)	10	\$35.00 / ticket	\$350
Park or Stop in a No Stopping Zone (19)	945	\$30.00 / ticket	\$28,350
Park or Stop in a Fire Route (31)	58	\$42.00 / ticket	\$2,436
Park Within 3 Meters of a Fire Hydrant	1,016	\$35.00 / ticket	\$35,560

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	Parking Enforcement	Parking Fines	(66,696)			
		<b>Total Revenues</b>	<b>(66,696)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(66,696)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0252	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Public Works	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Administration - Public Works	<b>Status</b>	Public

## Recovery Adjustments Related to Public Works Recoverable Staff

This issue addresses the adjustments required to accurately budget recoveries from other sources for all applicable Public Works Staff in all Divisions. Recovery adjustments are required annually to address fluctuations in salary, equipment, and vehicle budgets over the prior year as a result of equipment rental rate adjustments and staff vacancies, recruitments, step progressions, and funding methodology revisions. Revenue funding sources include the Sewer Surcharge fund, On-Off Street Parking fund, capital programs, and dedicated reserves.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

This issue addresses the adjustments required to accurately adjust recoveries from other sources related to all applicable recoverable Public Works staff in the Contracts, Field Services, and Maintenance, Parking, Fleet, Technical Support, and Environmental Services Divisions. Recovery adjustments are required annually to address changes in salary due to position vacancies and recruitments, and changes in associated equipment and vehicle rental rate budgets over the prior year. Revenue funding sources include the Sewer Surcharge fund, On-Off Street Parking fund, capital programs, and dedicated reserves.

Any increases or decreases in staff recoveries related to capital projects and work authorizations will affect the available capital funding for project work. Not all recoverable work completed for work authorizations relates to capital projects, as some work is recovered from various operating budgets. The majority of the overall impact of the increased capital and work authorization recoveries in this budget issue could result in a decrease in the capital funding available for project work in the amount of \$126,249 spread over all capital projects and programs impacted within several departments and divisions including Engineering, Transportation Planning, Contracts, and ROW Maintenance.

### Reserve Impact:

Should Council accept the submitted adjustments, the budget for the annual transfer to the On-Off Street Parking Reserve will decrease by \$37,820. The balance in the On-Off Street Parking reserve at December 31, 2021 was \$2,775,597.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	PW Contracts (Sewer Surcharge)	TRANSFER to Current Fund				(4,159)

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	PW Enforcement (Sewer Surcharge)	TRANSFER to Current Fund				8,775
Public Works	PW Field Services (Sewer Surcharge)	TRANSFER to Current Fund				5,243
Public Works	PW Maintenance (Sewer Surcharge)	TRANSFER to Current Fund				74,687
Public Works	Environmental Services (Sewer Surcharge)	TRANSFER to Current Fund				1,757
Public Works	On-Off Street Parking (Prkg Reserve)	TRANSFER to Current Fund			37,820	
Public Works	Technical Support (Sewer Surcharge)	TRANSFER to Current Fund				22,502
		<b>Total Expenses</b>	<b>0</b>	<b>0</b>	<b>37,820</b>	<b>108,805</b>
Public Works	PW Contracts	Recovery of Fringes INTERNAL	1,988			
Public Works	PW Contracts	Recovery of Salaries-INTERNAL	6,023			
Public Works	PW Contracts	Sewer Surcharge Recoveries	4,159			
Public Works	PW Contracts	Work Auth Recovery INTERNAL	(16,850)			
Public Works	PW Enforcement	Sewer Surcharge Recoveries	(8,775)			
Public Works	PW Enforcement	Work Auth Recovery INTERNAL	(8,097)			
Public Works	PW Field Services	Recovery of Fringes INTERNAL	1,988			
Public Works	PW Field Services	Recovery of Salaries-INTERNAL	6,023			
Public Works	PW Field Services	Sewer Surcharge Recoveries	(5,243)			
Public Works	PW Field Services	Work Auth Recovery INTERNAL	(82,246)			
Public Works	PW Maintenance	Recovery of Fringes INTERNAL	(2,478)			
Public Works	PW Maintenance	Recovery of Salaries-INTERNAL	(7,511)			
Public Works	PW Maintenance	Sewer Surcharge Recoveries	(74,687)			
Public Works	Environmental Services	Sewer Surcharge Recoveries	(1,757)			

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	Fleet	Recovery of Fringes INTERNAL	1,988			
Public Works	Fleet	Recovery of Salaries-INTERNAL	6,022			
Public Works	Fleet	TRANSFER From Reserve Funds	(14,721)			
Public Works	On-Off Street Parking	On/Off Str Pkg-Intrnl Recovery	(37,820)			
Public Works	On-Off Street Parking	Recovery of Fringes INTERNAL	(6,097)			
Public Works	On-Off Street Parking	Recovery of Salaries-INTERNAL	(18,476)			
Public Works	Technical Support	Recovery of Fringes INTERNAL	(732)			
Public Works	Technical Support	Recovery of Salaries-INTERNAL	(2,219)			
Public Works	Technical Support	Sewer Surcharge Recoveries	(22,502)			
Public Works	Traffic Operations	Recovery of Fringes INTERNAL	6,755			
Public Works	Traffic Operations	Recovery of Salaries-INTERNAL	20,470			
Public Works	Traffic Operations	Work Auth Recovery INTERNAL	(32,800)			
		<b>Total Revenues</b>	<b>(287,595)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(287,595)</b>	<b>0</b>	<b>37,820</b>	<b>108,805</b>

<b>Budget Issue #</b>	2023-0261	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Public Works	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	On-Off Street Parking	<b>Status</b>	Public

## Enforcement Time Adjustment for Parking Meters

This issue is being introduced to adjust the enforcement time for parking meters with enforcement ending at 9pm instead of 6pm. There are currently 1,476 parking meters in the City of Windsor with approximately 900 of the meters in core high use areas such as the downtown, university, and entertainment areas. Increasing the enforcement time for all parking meters will aid in ensuring traffic is rotating as intended at meters with the 2-hour maximum park time. Increasing enforcement time at all meters will result in additional revenue of approximately \$400,000.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

There are currently 1,476 parking meters in the City of Windsor with approximately 900 of those meters in core high use areas such as the downtown, university, and entertainment areas. This issue if accepted will adjust the enforcement time for all parking meters with enforcement ending at 9pm instead of 6pm.

Currently there is a flat rate fee in each of the lots between 6 pm and midnight. Due to the on-street meters being free of charge after 6 pm, the lots are rarely used in the evening. Meters are prime parking spaces in of a number of BIA areas and allow for turn over of spaces during prime dinner time. After 6 pm, with no time limit or enforcement, these spaces are utilized by one car for the entire night, thus not allowing for turn over.

Current parking policy was reviewed for several other municipalities in Ontario with results posted below.

The total projected revenue impact of this change is an increase of \$400,000 which is net of a reduction for anticipated loss of use due to the increased cost. Additionally, enforcement revenue may increase as a result of this proposed change, however, Administration is unable to quantify what the impact would be.

### Reserve Impact:

Should Council accept this revenue increase, the budget for the annual transfer to the On-Off Street Parking Reserve will also increase by \$400,000. The balance in the On-Off Street Parking reserve at December 31, 2021 was \$2,775,597.

### Municipality Comparisons:

City	Enforcement in Downtown Core ends:	Enforcement Outside of Downtown Core ends:
Hamilton	6pm/9pm	6pm
Mississauga	6pm	9pm
Guelph	9pm	9pm
Oshawa	6pm	6pm
Burlington	9pm	9pm

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	On-Off Street Parking (Prkg Reserve)	TRANSFER to Current Fund			(400,000)	
		<b>Total Expenses</b>	<b>0</b>	<b>0</b>	<b>(400,000)</b>	<b>0</b>
Public Works	On-Off Street Parking	On/Off Str Pkg-Intrnl Recovery	400,000			
Public Works	On-Off Street Parking	Parking Revenue - Daily	(400,000)			
		<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>(400,000)</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0274	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Public Works	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Environmental Services	<b>Status</b>	Public

## User Fee Adjustments and Additions for Public Works

This budget issue makes adjustments to existing user fees in Public Works for residential permits, barricade rental, hard surface restoration, inspection and admin fees relate to the ROW, eeling, and hoarding inspections. In addition, Administration is proposing a new fee related to barricade replacement. All fee adjustments are a result of increased costs, and increase the fees to the required cost recovery level.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

#### NEW USER FEES:

#### BARRICADE REPLACEMENT FEE:

Administration is adding a new user fee to the current user fee schedule to enable recovery of replacement barricades when customer do not return the barricade or damage the barricade beyond repair.

Fee to be added to the user fee schedule for Public Works:

\*\* #17 (PW) - Barricade Replacement Cost - \$100 each

#### USER FEE ADJUSTMENTS:

SALE OF RESIDENTIAL PERMITS - CR444/2021 approved the following changes to the Sale of Residential Permit Fees:

#30 (PW) - Revise Sale of 1st Residential Permit \$35 to Sale of Residential Permit

#31 (PW) - Delete Sale of 2nd Resident Permit \$20

This change will result in approximately \$915 in additional revenue, 61 permits x \$15 each.

#### HARD SURFACE RESTORATION:

	2022	2023	
#21 (ENG) - Hard Surface Restoration Admin Fee	\$205 / project	\$210 / project	2.44% Increase
#22 (ENG) - asphalt (over 4 inches)	\$1,090 / 10x12 ft. pit	\$2,100 / 10x12 ft. pit	92.66% Increase
#23 (ENG) - asphalt (up to 4 inches)	\$1,151 / 10x12 ft. pit	\$2,020 / 10x12 ft. pit	77.24% Increase
#24 (ENG) - concrete road panel	\$2,788 / 10x12 ft. pit	\$2,844 / 10x12 ft. pit	2.01% Increase
#25 (ENG) - concrete non-road panel (up to 6 inches)	\$1,305 / 10x12 ft. pit	\$2,508 / 10x12 ft. pit	92.18% Increase

Increase related to hard surface restoration are required for cost recovery based on increases experienced by our contracted service providers.

The hard surface restoration fee increases will result in an increase in revenue of \$185,413 as well as an offsetting increase in the contracted service cost related to the restoration work of \$185,413.

BARRICADE PICKUP/DELIVERY AND RENTAL - adjustments required to bring fee in line with current cost recovery:

	2022	2023	
#15 (PW) - Delivery and Pickup of Barricades	\$60 / hour	\$65 / hour	8.33% increase
#16 (PW) - Rental of Barricades	\$4 / barricade	\$5 / barricade	25.00% increase

The total revenue increase resulting from the above fee increases would be approximately \$550 overall.

FIELD SERVICES FEE ADJUSTMENTS - adjustments required to bring fee in line with current cost recovery:

	2022	2023	
#4 (PW) - Inspection Fee By-Law 25-2010	\$66 / inspection	\$68.50 / inspection	3.79% Increase
#6 (PW) - ROW Order - Non Compliance Fee	\$305 / letter	\$315 / letter	3.28% Increase
#12 (PW) - Restoration Admin Fee	\$205 / agreement	\$210 / agreement	2.44% Increase
#1 (ENG) - Annual Encroachment Inspection Fee	\$66 / hour	\$68 / hour	3.03% Increase

The total revenue increase resulting from the above fee increases would be approximately \$1,825 overall.

EELING FEES - adjustments required to bring fee in line with current cost recovery:

	2022	2023	
#13 (PW) - Eeling Services, Weekdays	\$181 / service	\$190 / service	4.97% Increase
#14 (PW) - Eeling Services, Weekends	\$258 / service	\$270 / service	4.65% Increase

The total revenue increase resulting from the above fee increases would be approximately \$250 overall.

HOARDING INSPECTION FEE - adjustment required to bring fee in line with current cost recovery:

	2022	2023	
#26 (ENG) - Hoarding Monthly Inspection Fee	\$60 / inspection	\$62 / inspection	3.33% Increase

The total revenue increase resulting from the above fee increase would be approximately \$10 overall.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	PW Maintenance	Contracted Services	185,413			
Public Works	PW Maintenance (Sewer Surcharge)	TRANSFER to Current Fund				(250)
Public Works	Environmental Services	Operating and Other Supplies	200			
		<b>Total Expenses</b>	<b>185,613</b>	<b>0</b>	<b>0</b>	<b>(250)</b>
Public Works	PW Enforcement	User Fees- External	(825)			
Public Works	PW Maintenance	Sewer Surcharge Recoveries	250			
Public Works	PW Maintenance	User Fees- External	(187,913)			
Public Works	Environmental Services	Lease & Rental Revenue	(200)			
Public Works	Environmental Services	User Fees- External	(550)			
Public Works	Parking Enforcement	Parking Revenue - Resid - Perm	(915)			

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	Traffic Operations	User Fees- External	(10)			
		<b>Total Revenues</b>	<b>(190,163)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(4,550)</b>	<b>0</b>	<b>0</b>	<b>(250)</b>

<b>Budget Issue #</b>	2023-0247	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Public Works	<b>Category</b>	[J] Alternative Service Delivery
<b>Division</b>	Traffic Operations & Parking	<b>Status</b>	Public

## Signal Maintenance Program Changes

This budget issue includes the conversion of two (2) full time positions in the Traffic Operations Signals Division from Signal Maintenance Electrician II positions to Signal Maintenance Electrician positions which will result in cost savings overall. In addition to the maintenance work, Traffic capital projects are in the range of \$1.75 to \$2.00 million annually, and the department currently has 8 available electrician II positions of which 6 are filled. The Signal Maintenance - Electrician II position has proven to be difficult to fill as the number of qualified candidates is very small. This request will approve the conversion of the 2 vacant electrician II positions to Signal Maintenance Electricians which have less qualifications resulting in a larger pool of qualified candidates.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The Traffic Operations - Signals Division currently has 8 positions for Signal Maintenance - Electrician II, over which over the past 5+ years there have been on average 6 positions filled. Due to the lack of qualified Electrician II candidates over the years, this position has been difficult to fill resulting in maintenance challenges. In 2022, approval for a new Signal Maintenance Electrician position was given through the budget process, recruitment of this position is underway in 2022. Typical shifts for the Signal Electrician II are 6 staff on day shift and 2 on afternoon shift. Due to vacations, sick time and lack of full staffing, Signals has been unable to run the afternoon shift for over four years. On days, 2 staff are focused solely on service which will cover locates in addition to responding to 311 service requests. When locate requests take up the full day, additional staff are required to complete 311 service calls, leaving 3 or less staff to work on larger projects which is not sufficient. Signal Electrician II staff are also needed to assist with the increasing number of capital projects from internal Traffic budgets, Engineering and Operation budgets.

The Signal Maintenance Electrician would require only the certified (309A or 442A) electrician licence, a Technologist diploma would not be required. The Signal Maintenance Electrician would be qualified to complete general installation and maintenance work, but would not be qualified to perform duties related to programming digital equipment such as controllers, pedestrian push buttons, video detection equipment, etc. This work would continue to be completed by the Electrician II position. A full work breakdown will be completed along with a JJE submission for the Signal Maintenance Electrician position.

The Signal Maintenance Electrician staff would be placed on both the day and afternoon shifts, and they would perform 311 service as well as general maintenance. The Apprentice would be assigned to days or afternoons to cover vacations. Signal Maintenance Electricians can also be utilized for call outs as secondary staff as well as assist on OT/weekends to build.

Afternoons would reduce the number of call ins from 4 pm to midnight, therefore reduce existing OT. A potential reduction of \$20,000 is anticipated with adding the afternoon shift with these converted positions.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	(3,471)			
Public Works	Traffic Operations	Fringe Benefits (Dept.)	(3,471)			
Public Works	Traffic Operations	Overtime - Salary	(20,000)			
Public Works	Traffic Operations	Salary-Reg.Full Time	(10,524)			
		<b>Total Expenses</b>	<b>(37,466)</b>	<b>0</b>	<b>0</b>	<b>0</b>
Corporate Accounts	Fringe Benefits Recovery	Automated Fringes Recovery	3,471			
		<b>Total Revenues</b>	<b>3,471</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(33,995)</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Public Works	Traffic Operations	Signal Maint - Electrician II	Regular Full-Time	(2.0)
Public Works	Traffic Operations	Signal Maintenance - Electrician	Regular Full-Time	2.0
			<b>Total:</b>	<b>0.0</b>

In-Camera Issue  
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<b>Budget Issue #</b>	2023-0278	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Public Works	<b>Category</b>	[J] Alternative Service Delivery
<b>Division</b>	Contracts, Field Services & Maintenance	<b>Status</b>	Public

## Conversion of Long Term Vehicle Rentals - Field Services

As a result of a reorganization of Public Works and Engineering (CAO 5147) in 2019, Public Works has assessed vehicle requirements and determined the current vehicles that have been rented since 2019 related to three positions moved to Public Works are required ongoing and should be converted to dedicated units. The department is requesting electric cars (or SUV's), there are charging stations available for these additional units at Crawford Yard. Vehicle costs in Field Services are 100% recoverable from various capital projects across the corporation including projects in Public Works, Engineering, Transportation Planning, Parks, and others miscellaneous projects and departments.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

In 2019, Public Works and Engineering reorganized, CAO 5147, resulting in three (3) positions, two (2) Engineer I's and one (1) Technologist I, being transferred to Field Services from Engineering. Due to the uncertainty surrounding usage and sharing of vehicles at the time, two (2) cars were rented for shared use until the definitive needs of the department could be assessed. Field Services has determined that two (2) vehicles will continue to be utilized, and Fleet recommends converting the current long term rentals to dedicated units to establish a budget for future replacement and repair needs.

Field Services is requesting two (2) electric vehicles be purchased. Electric charging stations were installed in 2022 and are available for use at Crawford Yard. If this purchase is approved, the 2 rental units will be returned.

Vehicle rental costs are 100% recoverable from capital projects.

### Capital Budget Implication

Should Council approve this request, purchase of two (2) additional electric vehicles (cars or compact SUV's) would be required and purchased through the Capital Fleet Additions project OPS-022-07 at an estimated cost of \$50,000 each. The above units would be included in the dedicated fleet with appropriate depreciation contributed to the Fleet Replacement Reserve #136 to fund future replacements. Seasonal units currently rented by Field Services would continue to be rented until new replacement vehicles can be purchased.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	PW Field Services	VehicleRent-Dedicated INTERNAL	20,678			
Public Works	Fleet	Depreciation	18,770			

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	Fleet	Maintenance Parts & Materials	1,908			
		<b>Total Expenses</b>	<b>41,356</b>	<b>0</b>	<b>0</b>	<b>0</b>
Public Works	PW Field Services	Work Auth Recovery INTERNAL	(20,678)			
Public Works	Fleet	Lease & Rental Revenue	(20,678)			
		<b>Total Revenues</b>	<b>(41,356)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0100	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Public Works	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Fleet	<b>Status</b>	Public

## Addition of a Fleet Technology and Training Administrator

Council directed Administration to bring the creation of a Fleet Technology and Training Administrator position to the 2022 budget for consideration, CR314/2021. The position will be instrumental in researching current industry trends related to technology and sustainability initiatives and to participate in corporate climate change activities such as greening the fleet to reduce fuel use and emissions. This position will provide a shared training service between Fleet and Parks for equipment/vehicle training for mechanics and for operators.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

Approval to add a Fleet Technology and Training Administrator was recommended by PricewaterhouseCoopers (PwC) during two separate organizational reviews. The Fleet and Joint Fleet and Parks organizational reviews were completed in 2019 and 2020. On July 5, 2021, Council received the PwC Joint Fleet and Parks Organizational Review report and directed Administration to bring the creation of a permanent full-time Fleet Technology and Training Administrator position to the 2022 budget for consideration, CR314/2021. The position was brought forward but not approved in 2022.

This position has been recommended during the following audits/reviews completed by PwC since 2019:

(i) Fleet Organizational Review (2019)

PwC identified that certain positions and capabilities were needed that do not exist in the current structure but are required to align the department for the future. This position would develop a training strategy to build more capabilities around electric vehicle maintenance. PwC identified that several Ontario based fleet organizations already have either a training or a technology focused role. By combining the two roles into one position, Fleet can further its strategic mandate and vision to consider emerging technology and trend in the fleet industry while attempting to reduce environmental impacts. Without a dedicated position, continuing to meet this mandate will be challenging.

(ii) Joint Fleet Operations & Parks Organizational Review (2020)

PwC identified that shared services between Fleet and Parks would create efficiencies around training, technology, inventory management and financial/maintenance reporting and tracking. Synergies around training activities can be realized through the development of a training shared service between Fleet and Parks through the creation of a Fleet Training and Technology Administrator position which was also recommended in the 2019 Fleet Organizational Review. Types of fleet related training could include equipment/vehicle training for mechanics and for operators as well as new fleet technologies (green vehicles, etc.).

This position is critical to fill the gap identified in the organizational reviews with respect to technology and training related to the fleet and is key to participating in corporate climate change initiatives such as greening the fleet to reduce fuel use and emissions.

GREENING THE FLEET:

The current shortage in full-time staff makes it difficult to research and implement new and innovative thinking around a green fleet. This position will identify and evaluate new technologies, including supporting infrastructure where operationally feasible, which may provide fuel savings and reduction in greenhouse gas emissions.

This position will be instrumental in researching current industry trends related to technology and Fleet is driven to seek out leading practices and understand new technology, processes and enhanced sustainability initiatives. It will be involved with updating and monitoring the City's Green Fleet Plan and the preparation of an electric vehicle transition strategy to provide a roadmap to guide the Fleet Division with future fleet replacements.

**TRAINING:**

This position will be responsible for researching and coordinating training programs for drivers of city vehicles. Furthermore, mechanical staff will require training specific to working with the variety of classes of electric vehicles. To date, the corporate fleet consists of cars and compact sport utility vehicles, however, with the transition to electric vehicles and equipment, specific training will be required. For example, in 2022, the first electric ice resurfacer will be purchased. Training will be required for mechanics and operators of these units.

This position will also be critical in ensuring compliance with regulations to the Commercial Vehicle Operator Registration (CVOR) and Carrier Safety Rating program. Following a downgrade of the City's safety rating in 2021, it was recognized that a training position or additional training would reduce the items impacting the City's CVOR and carrier safety rating and mitigate risks around drivers of city vehicles. This position would work collaboratively with Corporate Health and Safety and Transit Windsor to review training programs to prevent collisions as well as post collision.

**CLIMATE CHANGE:**

This position will work collaboratively with Asset Management to monitor corporate greenhouse gas emission targets and investigate grant opportunities to help fund various sustainability initiatives.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	29,885			
Public Works	Fleet	Cell Phones	550			
Public Works	Fleet	Computer Maintenance	480			
Public Works	Fleet	Computer Rental - INTERNAL	600			
Public Works	Fleet	Fringe Benefits (Dept.)	29,885			
Public Works	Fleet	Licenses	200			
Public Works	Fleet	Salary-Reg.Full Time	90,557			
Public Works	Fleet	Training Courses	2,000			
		<b>Total Expenses</b>	<b>154,157</b>	<b>0</b>	<b>0</b>	<b>0</b>
Corporate Accounts	Fringe Benefits Recovery	Automated Fringes Recovery	(29,885)			
		<b>Total Revenues</b>	<b>(29,885)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>124,272</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Public Works	Fleet	Fleet Technology & Training Administrator	Regular Full-Time	1.0
<b>Total:</b>				<b>1.0</b>

<b>Budget Issue #</b>	2023-0249	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Public Works	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Traffic Operations & Parking	<b>Status</b>	Public

## Addition of a Signal Systems Analyst Position

The Traffic Signals Division requires additional staffing to facilitate all required maintenance, signal system timings, statistical data collection and CCTV monitoring for Public Safety. The total annual capital project budgets for the division are in the range of \$2,000,000 and the department current has one Signals System Analyst. The addition of the Genetec CCTV monitoring system, including 50 new digital cameras in 2021 and 63 new digital cameras in 2022 has increased the City's total number of cameras by 133 which requires daily monitoring and maintenance. Administration is requesting a position to assist the afternoon maintenance shift, provide CCTV monitoring for Public Safety and collect Traffic Data.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The Signal Systems Analyst is the sole position in the Traffic Operations division that both maintains and monitors all the equipment in the Traffic Operations Centre (TOC). The TOC has been slowly increasing over the past 20 years to become one of the Countries most advanced traffic monitoring and control system. The system has the capability to monitor all 296 intersections, pedestrian signals, variable message signs, detection cameras, closed circuit television (CCTV) cameras, adaptive signal timed corridors, etc.. However, a system like this is only as successful as the people operating and monitoring it. With the significant expansion of the system over the past few years, and the breadth of responsibilities of the Analyst maintaining and monitoring it, the system is not being utilized to it's full capacity. At full capacity, the system can be used as a powerful tool for public safety.

In 2021 the upgrade to 2070 controllers was completed on all 296 signalized intersections in the city of Windsor. In 2022 digital video detection upgrades were installed at 80% of all intersections with communication. Scheduled completion of the remaining intersections will take place in early 2023. The fiber optic communication system in the City has also been expanded by 7.7 km, to a total of over 90 linear kms, in the last 3 years with a future expansion of 2.2 km in 2023 to accommodate the additional CCTV cameras and communications expansions. The addition of upgraded technology in the field has allowed us to lower the amount of hours spent in the field making minor adjustments and calibrations as these can all be done remotely from the Traffic Operations Center. The addition of the Genetec CCTV system, along with 133 new traffic monitoring cameras in 2021 and 2022 has also increased the daily demand for monitoring and system maintenance.

By fully utilizing the tools at the disposal of the Traffic Operations team, the addition of a Signals System Analyst will allow Traffic Operations to continue with infrastructure upgrades in future years, develop and maintain more efficient signal timing plans which will lead to decreased travel times, lower vehicle emissions and increased public safety.

The Signal System Analyst position would be cost neutral to the operating budget for the department with 60% of the costs associated with this position being recovered from the Traffic signal Upgrade and Replacement Capital budget, 30% from the Advanced Traffic Management System capital budget, and 10% from Traffic Asset Management Program capital budget.

Placing this position on the afternoon shift would reduce the number of call-ins addressed by day staff from 4 pm to midnight, therefore reducing overtime costs. The Signal Systems Analyst will be able to work with the afternoon Signal Electrician Maintenance crew to trouble shoot and solve problems. Administration projects a reduction in overtime of

approximately \$20,000 as a result of adding the afternoon shift with this extra position.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	21,477			
Public Works	Traffic Operations	Computer Maintenance	480			
Public Works	Traffic Operations	Computer Rental - INTERNAL	400			
Public Works	Traffic Operations	Fringe Benefits (Dept.)	21,477			
Public Works	Traffic Operations	Operating and Other Supplies	400			
Public Works	Traffic Operations	Overtime - Salary	(20,000)			
Public Works	Traffic Operations	Salary-Reg.Full Time	65,083			
<b>Total Expenses</b>			<b>89,317</b>	<b>0</b>	<b>0</b>	<b>0</b>
Corporate Accounts	Fringe Benefits Recovery	Automated Fringes Recovery	(21,477)			
Public Works	Traffic Operations	Work Auth Recovery INTERNAL	(86,560)			
<b>Total Revenues</b>			<b>(108,037)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Total</b>			<b>(18,720)</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Public Works	Traffic Operations	Signal Systems Analyst	Regular Full-Time	1.0
<b>Total:</b>				<b>1.0</b>

# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0275	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Public Works	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Environmental Services	<b>Status</b>	Public

## Addition of Facility Operator for Public Drop Off - Fully Funded by EWSWA

This issue requests a new Facility Operator position to support the operations and maintenance of facilities at the Transfer Station and Public Drop Off due to increased public use and aging facilities requiring more maintenance. The existing staff in the facilities cannot complete the required maintenance. This position would be fully recoverable from EWSWA and subsequently billed to the City & County based on a cost sharing formula of approximately 50/50.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

An additional employee is required for the Transfer Station and Public Drop Off facilities due to the increase in public use of the depot as well as the increased maintenance required at the Transfer station. This position is essential in maintaining safety at the depot as well as maintaining proper sorting of waste which results in higher revenue. The Transfer is an aging facility and requires more maintenance that cannot be completed with existing staffing levels.

This position is 100% recoverable from EWSWA and subsequently billed to the City & County based on a cost sharing formula of approximately 50/50.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	20,683			
Public Works	Environmental Services	Fringe Benefits (Dept.)	20,683			
Public Works	Environmental Services	Hourly-Reg.Full Time	62,670			
<b>Total Expenses</b>			<b>104,036</b>	<b>0</b>	<b>0</b>	<b>0</b>
Corporate Accounts	Fringe Benefits Recovery	Automated Fringes Recovery	(20,683)			
Public Works	Environmental Services	Recovery Of Expenses EXTERNAL	(83,353)			
<b>Total Revenues</b>			<b>(104,036)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Total</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Public Works	Environmental Services	Facility Operator	Regular Full-Time	1.0
<b>Total:</b>				<b>1.0</b>

<b>Budget Issue #</b>	2023-0161	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Transit Windsor	<b>Category</b>	[A] Annualization
<b>Division</b>	Transit Operations	<b>Status</b>	Public

## Annualization of 2021 Service Changes

Transit Windsor completed a service delivery review in 2018, which was brought to council as the Transit Windsor Master Plan on January 27, 2020. This plan was approved with B7/2020 CR40/2020 and recommends Transit Service enhancements be implemented over the next eight (8) years. This issue annualizes the pre-committed funding from the 2022 Operating Budget for the period January to August 2023.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

As Council is aware, a new route commenced service in September 2021, connecting the east end of Windsor to Devonshire Mall and St. Clair College directly. It has been a long standing request from east-end residents and students to have more direct service to these areas of the City.

As Transit continues to strive towards providing improved service to the public with more direct routes that meet riders' transportation needs, it is anticipated that ridership will increase. While difficult to determine, at this time it is estimated that Transit will see a 30% increase in ridership, based on the increased costs to provide the service.

The annual gross operating costs (included salaries plus fringes and other operating costs) related to this route implementation are projected at \$840,000. After factoring in the projected revenue increase due to ridership of 30%, the net annual costs are projected at \$588,000. A budget increase of \$196,035 was included in the 2022 Approved Budget to cover net operating costs for the period September to December 2022.

Also included in the 2022 Operating Budget was one time funding from the Budget Stabilization Reserve to the 2022 Operating Budget for the remainder of the net operating costs of \$392,000 for the period January to August 2022. This issue annualizes the remaining budget dollars of \$392,000, so Transit has the total annual operating budget in 2023 to run this route.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Transit Windsor	Fleet Maintenance	Motor Fuels	126,904			
Transit Windsor	Fleet Maintenance	Oils and Lubricants	7,694			
Transit Windsor	Fleet Maintenance	Vehicle Maint Parts/Materials	69,240			

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Transit Windsor	TW - Operations	Clothing - Uniforms	1,733			
		<b>Total Expenses</b>	<b>205,571</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transit Windsor	TW - Operations	TRANSFER From Reserve Funds	353,899			
Transit Windsor	TW - Operations	Transit Revenue	(167,400)			
		<b>Total Revenues</b>	<b>186,499</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>392,070</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0003	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Transit Windsor	<b>Category</b>	[E] Inflationary
<b>Division</b>	Transit Maintenance	<b>Status</b>	Public

## Transit Windsor Fuel Market Rate Increase

This budget issue reflects an update to the current fuel budget. Based on the 5-year average of the annual average prices (2018 - 2022), Administration recommends adjusting the per litre fuel pricing budget to \$1.099 for diesel and \$1.075 for unleaded (E10) fuels. These rates are consistent with other City Departments. Significant risks are present given the volatility in fuel prices with operating variances possible.

**Recommendation:** Recommended

**One-Time Funding:** \$1,350,000 Budget Stabilization Reserve

### Issue Detail

The 2022 approved budget for diesel fuel was set at \$1.037 per litre. Based on a projected 3,633,182 litres of diesel to be consumed in 2022, every \$0.01 deviation from the budget figure of \$1.037 per litre translates to a price variance of approximately \$36,332.

Based on the 5-year average of the annual average prices (2018 - 2022), Administration recommends adjusting the per litre fuel pricing budget to \$1.099 for diesel and \$1.075 for unleaded (E10) fuels. These rates are consistent with other City Departments. Based on this, Administration is recommending an increase to the fuel budget of \$250,000.

Given the forecasts of analysts in the field, the increased cost of crude oil, the average cost per litre to date and the current cost per litre, Administration feels that, with this increase, there is still a risk of high variances as fuel rates could continue to increase. Therefore, Administration is also requesting that \$1,350,000 be designated from the Budget Stabilization Reserve to account for a fuel variance for 2023, should prices increase.

It should also be noted that fuel prices continue to be difficult to predict. As with any forecast of a commodity's price for an entire year, variances are likely to occur due to unforeseen price fluctuations.

### Transit Windsor Fuel Expense

	Budget	Actuals	Variance
2018	\$2,802,331	\$3,417,331	(\$436,552)
2019	\$3,073,954	\$3,247,535	(\$160,000)
2020 (Note 1)	\$3,391,455	\$1,715,342	\$1,676,112
2021 (Note 1)	\$3,008,120	\$2,259,533	\$748,586
2022* projected (Note 2)	\$3,923,782	\$4,775,447	(\$851,665)

Note 1: The 2020 and 2021 variances included COVID-19 surpluses related to decreased fuel consumption and a NON-COVID-19 related surplus related to pricing.

Note 2: The 2022 year-end variance is projected as a deficit due to the increased fuel rates. Transit will move back to regular service in September 2022 and it is anticipated that the fuel expenses will increase. This has been factored in the projections.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Transit Windsor	Fleet Maintenance	Motor Fuels	250,000			
		<b>Total Expenses</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0060	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Transit Windsor	<b>Category</b>	[F] Revenue Reduction
<b>Division</b>	Transit Sales & Customer Service	<b>Status</b>	Public

## Greyhound Closure - Revenue Reduction

In May 2021, Greyhound announced its full withdrawal from the Canadian market. As a result, any revenue from freight shipments, ticket sales, and rental of space for driver amenities was ceased and was addressed in the 2022 Operating Budget. In 2023, they have expressed an interest in terminating the Intermodal Transit Facility Agreement, resulting in a revenue loss to Transit Windsor of \$48,000.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The Transit Windsor main terminal acted as a hub for Greyhound transportation and parcel delivery for many years, recovering the costs of providing the facilities, staff, and space for Greyhound.

Due to COVID-19, Greyhound permanently shut down operations effective May, 2020. Further, in May, 2021, Greyhound announced the full closure of all its Canadian operations. During the 2022 Operating Budget process, revenues for parcel recovery, ticket commissions, and rental of facilities were removed from the operating budget.

Greyhound had indicated that they would continue to honour the “Intermodal Transit Facility Agreement” which provided annual payments of \$48,000 + HST for 30 years from the date of operation of the Windsor International Transit Terminal. At the end of the agreement, Greyhound was to assume 50% ownership of the WITT property.

In July 2022, the annual payment of \$48,000 was received, however, Greyhound had expressed an interest in selling their interest in the WITT property back to the City of Windsor. Currently, the Legal department is in negotiations with Greyhound to come to a settlement.

As a result, Greyhound will no longer be making the annual payments, and it is being recommended that this revenue of \$48,000 be removed from the 2023 Operating Budget.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Transit Windsor	TW-Sales & Customer Service	Lease & Rental Revenue	48,000			
		<b>Total Revenues</b>	<b>48,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>48,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0253	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Transit Windsor	<b>Category</b>	[F] Revenue Reduction
<b>Division</b>	Transit Operations	<b>Status</b>	Public

## Decreased Funding Through Provincial Gas Tax Program

In 2022, Transit Windsor’s annual funding through the Ministry of Transportation’s (MTO) Provincial Gas Tax Program (PGT) decreased by \$9,124. Gas Tax increases are brought in to address offsetting operating costs. 2022/2023 Gas Tax amounts have not yet been communicated by the MTO.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

Municipalities are required to use gas tax funds toward local public transit priorities, such as making major infrastructure upgrades, buying additional transit vehicles, adding more routes, extending hours of service, implementing fare strategies and improving accessibility.

The Gas Tax funding formula is based on a 70/30 split between ridership and population, and was developed following consultations with large and small municipalities who wanted a formula that strikes a fair balance between the needs of large established systems and those of smaller municipalities, while accommodating the needs of high growth areas.

The factors that go into determining Gas Tax allocations are updated annually as the program is rolled out one year at a time. The factors that determine the allocations include:

- Annual funding envelope, which is based on the number of litres of gasoline sold in the province in the previous provincial fiscal year;
- The population of the participating municipalities; and
- The transit ridership of the participating municipalities

Transit Windsor's current Provincial Gas Tax was set at \$4,546,653 (includes a portion that goes to Handi-Transit). As per the most recent Gas Tax revenue announced at this time, Transit Windsor will see a decrease to their dedicated Gas Tax amount by \$9,124. The revised Gas Tax revenue is \$4,537,529.

### Risk

While this budget increase reflects actual funding for the 2021/2022 year, no information has been received to date regarding the 2022/2023 funding amount and that there is a risk, as a result of COVID and the impact of the pandemic on ridership, that should the current funding formula continue, we could see significant impacts in the amount of Gas Tax revenue going forward in future years.

### Ontario Provincial Gas Tax

	2019/2020	2020/2021	2021/2022
Funding	\$4,380,748	\$4,546,653	\$4,537,529

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Transit Windsor	TW - Operations	TRANSFER From Reserve Funds	9,124			
		<b>Total Revenues</b>	<b>9,124</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>9,124</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0258	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Transit Windsor	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Transit Maintenance	<b>Status</b>	Public

## Creation of Fleet Reserve for Transit Fleet

With a revenue fleet of 117 buses with a replacement value of over \$81 M, as well as continued service expansion, Transit Windsor requires dedicated funds for its ongoing Fleet replacement needs. This request will create a new Fleet Reserve and transfer operating dollars annually to fund future Transit Fleet replacement requirements.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

This is a request for a new Reserve to be created to replace rolling stock at the end of its useful life.

The design life of a standard heavy-duty transit bus is 12 years. The department needs to purchase from 8-10 new buses per year to maintain the industry-standard replacement timeframe of 12 years. Transit Windsor is proposing to build the reserve to fund these buses at the end of the life cycle. Through future budget submissions, Transit will look to develop a model that will provide sustainable funding for the replacement of all its Fleet needs.

The establishment of a dedicated Reserve to fund the nearly \$81M in Transit Fleet assets supports service sustainability and prudent financial planning. The department will review the life cycle of the Fleet and bring forward budget issues as required in the future.

Based on the purchase of 8 new buses per year, with a 12 year life cycle, at an approximate cost of \$720,000 per diesel bus, the initial budget request to create this reserve is \$480,000.  $\$720,000 \times 8 \text{ buses} / 12 \text{ years} = \$480,000$

It is not known at this time whether there will be further grant funding provided by either the Federal or Provincial government in the coming years. It is important to begin to build a reserve for the Transit fleet, as is the practice throughout the City of Windsor departments. Should grants become available, adjustments will be made to future budgets as required.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Transit Windsor	Fleet Maintenance	TRANSFER to Reserve Fund	480,000			
		<b>Total Expenses</b>	<b>480,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>480,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0057	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Transit Windsor	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Transit Operations	<b>Status</b>	Public

## St. Clair College SaintsPass Revenue

This budget issue brings forward the annualized increase which the new agreement with the St. Clair College Student Representative Council brings to Transit Windsor for the period January to August 2023. This issue also includes an additional increase in revenue to bring the budget amount to actual for fees collected for the 2022-2023 academic year. The Commission Expense account will also be increased to actual for commission paid to SRC. The tuition-based transit pass (SaintsPass) began in September 2022.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

Transit Windsor has entered into an agreement with the St. Clair Student Representative Council (SRC) to provide a tuition-based student bus pass for Transit Windsor services. Each year, passes will be issued to students for the academic year (September 1 to August 31 of the following year).

The fee per student for the 2022 - 2023 academic year is \$274.00 (\$91.33 per semester x 3 semesters).

The key assumptions made while costing the SaintsPass were:

1. The opt out rate is 40% (60% mandatory participation)
2. Fees will be assessed at the beginning of the fall semester and passes are valid for the academic year from September 1 to August 31  
(3 semesters, versus for 2 semesters as provided to the University of Windsor).
3. No new service enhancements are being committed as a part of this agreement
4. The number of students includes only those attending the Windsor campuses.
5. Implementation date is September 1, 2022.

Budget Issue #2022-0363 increased the revenue for the SaintsPass for September 1 to December 31, 2022 by \$86,669. This issue also included a pre-commitment of revenue of \$173,333 for January 1 to August 31, 2023.

Transit recently received a report from St. Clair College Student Representative Council (SRC) outlining the fees collected from students for the 2022-2023 academic year. Due to higher than expected opt-in amounts, the revenue in this issue is being amended to \$454,221 (\$173,333 + \$280,888) to bring the budget to actual. Once this issue is accepted, Transit will have a total revenue of \$540,890 in the 2023 Operating Budget for the SaintsPass.

The agreement with the St. Clair Student Representative Council (SRC) also included a provision for commission to be paid to the SRC for services related to the SaintsPass at a rate of 2% of the fees collected. The actual commission for the 2022-2023 school year is approximately \$38,000, and is also included in this budget issue.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Transit Windsor	TW - Operations	Transit Revenue	(454,221)			
		<b>Total Revenues</b>	<b>(454,221)</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transit Windsor	TW-Sales & Customer Service	Commissions Expense	38,000			
		<b>Total Expenses</b>	<b>38,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(416,221)</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0061	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Transit Windsor	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Administration - Transit Windsor	<b>Status</b>	Public

## Increase Transit Windsor's Advertising Revenue to Contract Amount

Transit Windsor receives advertising revenue from Streetseen Media monthly, for advertising space on Transit Windsor's buses and shelters. The annual revenue budgeted for these items should be increased for 2023 by \$20,000, based on the 2023 contract.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

Transit Windsor holds contracts with Streetseen Media for advertising space on Transit buses and shelters. This advertising revenue is earned monthly. The 2023 contracts for Transit Bus/Fleet and Shelter advertising shows an annual revenue of \$210,000 and \$45,000 respectively. The Transit operating budget therefore requires an increase in the revenue lines in order to properly align budget with actuals. The incremental revenue increase is estimated at \$20,000.

Year	Fleet Advertising		Shelter Advertising	
	Budget	Actuals	Budget	Actuals
2019	\$170,000	\$190,000	\$35,000	\$41,727
2020	\$170,000	\$126,666	\$35,000	\$27,818
2021	\$190,000	\$126,666	\$45,000	\$27,818
2022-projected	\$190,000	\$190,000	\$45,000	\$45,000

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Transit Windsor	Corporate Services	Advertising Revenue	(20,000)			
		<b>Total Revenues</b>	<b>(20,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(20,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0142	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Transit Windsor	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Transit Operations	<b>Status</b>	Public

## Route 605, Transit Windsor Service to Amherstburg

Transit service to the Town of Amherstburg was approved by Windsor City Council on July 11, 2022. Route 605 will commence September 6, 2022, and run seven days per week, three round-trips per day. The service is designed as a two-year pilot, operating on a full-cost recovery basis.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

Expanding Transit Windsor’s regional service footprint in the County of Essex, Transit Windsor will provide transit service to the Town of Amherstburg from the terminal at Hotel Dieu Grace Healthcare. The southbound route will travel along Ojibway Parkway to Front Road in LaSalle and ending in downtown Amherstburg. This will include service to the Kingsbridge subdivision. The northbound route will loop back to Sandwich Street and have a one-way loop through the Amherstburg town core and then return to the Hotel Dieu Grace Healthcare Terminal, including service again to Kingsbridge. This route was chosen by the Town of Amherstburg after public consultation and review of several route options proposed by Transit Windsor. The service will run seven days per week, three round-trips per day. The annual service hours allocated to Route 605 are approximately 2,200.

The 605 Route will be operated on a full recovery basis. The budget issue indicates an estimated recovery of expenses of \$240,550, which included recovery of drivers' wages and fringe benefits (reported under the 2023 salary costs for Transit and hence not shown under this issue), motor fuel recovery and other miscellaneous expenses attributable to running this route.

Amherstburg is in a Regional Fare Zone, therefore, fares are calculated at base city fares, plus a 50% premium, consistent with industry practices.

The split for Wages and Fringe Benefits recoverable from the Town of Amherstburg, and reported under the 2023 salary costs for Transit are as follows:

Item	Amount
Wages	\$72,989
Fringe Benefits	\$33,955
TOTAL	\$106,944

In addition, Amherstburg will be invoiced directly for actual fuel used and annually for the recovery of capital costs for buses, in the amount of \$61,200. This will not impact the Operating Budget. This is provided for information only.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Transit Windsor	Regional Transit	Contracted Services	53,504			
Transit Windsor	Regional Transit	Motor Fuels	80,102			
		<b>Total Expenses</b>	<b>133,606</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transit Windsor	Regional Transit	Recovery Of Expenses EXTERNAL	(240,550)			
		<b>Total Revenues</b>	<b>(240,550)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(106,944)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0154	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Transit Windsor	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Transit Operations	<b>Status</b>	Public

## Annual Fare Increase

Transit Windsor conducted a Fare Structure Review in 2018 with the results brought to City Council on October 7, 2019. The 2021 operating budget, issue 2021-0065, approved the fare increase of 2% annually with a July 1 implementation. The department is proposing implementing the 2% annual rate increase (with some variances as noted in the 2023 User Fee Schedule) with a July 1, 2023 implementation. This will result in a projected overall revenue increase of approximately \$259,680.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

As Council is aware, Transit Windsor, through a consultant, undertook a fare structure review in 2019. As a result of that review, Administration recommended the implementation of the following Fare Strategy Plan effective in 2020. This recommended policy was approved by City Council on October 7, 2019 through Council Resolution # 521/2019.

The Recommendation included the following changes;

- Revise the age of children able to ride free on Transit Windsor bus service excluding tunnel service from under the age of five (5) to children 12 and under.
- Revise the Student category (aged 5 to Post Secondary School) to reflect a new Youth category (aged 13 to 19 years of age)
- To create a new College Semester Pass category (equal to the monthly Youth rate times 4 months) and to be sold for Fall, Winter and Summer Semesters
- To adopt an annual fare increase of 2% each July 1st, effective July 1, 2020, unless otherwise noted in the City of Windsor Annual Operating Budget. This 2% increase does not include the tunnel cash fare and tunnel single ride ticket fare.

In this Operating Budget, the department is reflecting the annual fare increase of 2%, effective July 1, 2023, with the following exceptions:

- Cash fares - Rounded to nearest \$.25 for customer convenience and operating efficiencies (less coin handling). It should be noted that cash fares are less than 15% of overall revenues.
- Adult 15 and 30 Day passes - increased by 3% to align with Senior, Adult APP, and Youth APP fares.
- City Service Day Pass - Rounded to nearest \$1.00 for customer convenience and operating efficiencies.
- Shuttle Service to Windsor Spitfires Games - Increased by 9% to 13%. It should be noted that these fares are still a discount of 45% of regular fares.

As the financial impacts of the fare changes are estimates at this time, revenue will continue to be monitored and additional adjustments will continue to be made through the operating budget process in future years.

Note: 2021 and 2022 (projected) revenues are lower than average due to COVID-19 impacts.

Year	Budget	Fare Revenue Actuals	Surplus/(Deficit)
2018	\$14,147,121	\$14,956,417	\$809,296
2019	\$14,972,853	\$15,222,853	\$250,000
2020	\$15,290,853	\$5,094,317	(\$10,196,535)
2021	\$15,351,853	\$5,368,239	(\$9,983,614)
2022* projected	\$16,450,792	\$10,264,028	(\$6,186,764)

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Transit Windsor	TW - Operations	Transit Revenue	(259,680)			
		<b>Total Revenues</b>	<b>(259,680)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(259,680)</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0162	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Transit Windsor	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Transit Operations	<b>Status</b>	Public

## LaSalle Transit - Increase Expense Recoveries

The agreement between The Corporation of the City of Windsor and the Town of LaSalle has been renewed, and Transit Windsor will continue to provide Transit services for the period September 1, 2022 to August 31, 2027. Based on 2021 and 2022 actuals, it has been determined that the budget for cost recoveries needs to be increased to align them with actuals.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

LaSalle Transit is being operated on a full-recovery cost basis. It is therefore recommended, that budget revenue be increased by \$21,916 to bring the expense recovery to the full expense amount of all costs.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Transit Windsor	Regional Transit	Recovery Of Expenses EXTERNAL	(21,916)			
		<b>Total Revenues</b>	<b>(21,916)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(21,916)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0063	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Transit Windsor	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Administration - Transit Windsor	<b>Status</b>	Public

## Addition of One Planning Analyst

With the increases in service, on-street amenities, public facing communication tools, further growth in regional service, implementation of Transit Master Plan changes, and major technological changes and projects, this budget issue proposes to retain the current Planning Analyst who is on a two-year contract. This position was identified in the Transit Master Plan and was funded for 2 years through ICIP funding which expires in 2023. This position would allow Transit Windsor to have proper resourcing in the department to maintain day-to-day operations along with moving the various projects and service plans forward. Administration is requesting permanent funding to maintain this position.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

Transit Windsor has seen a significant workload increase in the Planning area through the Transit Master Plan, Public Transit Infrastructure Fund program (PTIF) and throughout the current Investing in Canada Infrastructure program (ICIP). The Planning team currently consists of a Planning Supervisor and a Planning Analyst. Through ICIP, funding was approved for an extra resource in Planning to assist with all of the existing work as well as implementation of the Master Plan, social media and scheduling software. This funding was for two years which will be expiring in 2023. The addition of new local and regional service, consistent with the Master Plan, has also led to pressures on the Planning area. All of the work related to getting new routes up and running along with maintaining existing bus stop infrastructure, statistical analysis, and reporting is over and above day-to-day duties.

With increases in service hours over the last number of years along with the addition of the University of Windsor’s UPASS and the upcoming St. Clair College’s Saints Pass, the Planning area is tasked to maintain added bus stops and shelters, analysis of new services and respond to both passenger, public and employee inquiries. The current workload in the Planning area exceeds the capacity of the current staff to complete. Accordingly, Transit Windsor recommends to convert this temporary resource to a permanent one.

With both PTIF and ICIP grants, Transit Windsor was able to increase its shelter coverage as well as fully update the existing shelter stock and expand the footprint. There are now over 200 bus shelters within Transit Windsor’s service area among 1200+ bus stops. All shelters contain posted bus schedules which are maintained by Planning staff. To ensure quality and safety for our riders, the Planning area also completes condition reports on all bus stop amenities including signs, shelters, concrete pads, benches and refuse bins.

With the move to real-time transit information, more work is required when changes occur with scheduled service, from detours to proposed changes. Detours have greatly evolved in the amount of behind the scenes work needed now to ensure all systems are updated in order for real-time information to accurately display bus arrival times on mobile apps, on-board bus stop announcements, online trip planners and wayside signage at terminals. This is in addition to creating and posting static information on the website, upcoming social media feeds, closing bus stops and creating temporary bus stops. This is key communication that needs to be maintained.

Upcoming major projects such as implementing a new transit scheduling software, social media program, On-Demand transit and re-branding are all areas which the Planning group will be deeply involved in. Those projects are resource-intensive which will pull the focus of the Planning Supervisor from day-to-day duties to focus on these projects. Not

retaining this resource would put at risk project timelines, annual service plans, and day-to-day duties.

It is important to note that this issue is converting a temporary position to a permanent position.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	18,146			
Transit Windsor	TW - Operations	Fringe Benefits (Dept.)	18,146			
Transit Windsor	TW - Operations	Hourly-Reg.Full Time	54,991			
Transit Windsor	TW - Planning	Cell Phones	1,205			
Transit Windsor	TW - Planning	Clothing - Uniforms	1,000			
Transit Windsor	TW - Planning	Computer Maintenance	480			
Transit Windsor	TW - Planning	Computer Rental - INTERNAL	600			
Transit Windsor	TW - Planning	Computers - PCs	1,500			
		<b>Total Expenses</b>	<b>96,068</b>	<b>0</b>	<b>0</b>	<b>0</b>
Corporate Accounts	Fringe Benefits Recovery	Automated Fringes Recovery	(18,146)			
		<b>Total Revenues</b>	<b>(18,146)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>77,922</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Transit Windsor	TW - Operations	Planning Analyst	Regular Full-Time	1.0
			<b>Total:</b>	<b>1.0</b>

# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0068	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Transit Windsor	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Administration - Transit Windsor	<b>Status</b>	Public

## Addition of One Service Line Personnel

This budget issue brings forward the need for one additional RFT service line position to meet service needs, ensure the cleanliness and safety of Transit Windsor buses, and address ongoing staffing shortages.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

Service Line positions at Transit Windsor perform crucial work in the areas of fare box processing, bus servicing, bus fuelling, cleaning (interior and exterior), and sequencing for efficient dispatch operations. Like operators and mechanics, Transit would not function without the service line. Over the course of the COVID-19 pandemic, the importance of regular cleaning and disinfecting has become critical in protecting passenger and employee safety, and reducing the transmission of COVID-19 and other pathogens. In May, 2020, upon the resumption of service at Transit Windsor, additional interior cleaning positions were created under a Memorandum of Understanding between Transit Windsor and the Amalgamated Transit Union (ATU 616). These positions were temporary (tied to the Emergency Orders issued by the Province of Ontario) and staffed primarily by bus operators, whose work was back-filled by other operators. Transit Windsor is currently funding two positions, which have, for the past two years, provided interior cleaning services for all Transit Windsor buses and non-revenue vehicles.

The Service Line has incurred a significant level of overtime simply to provide the expected level of service to Transit Windsor operations. In the first half of 2022, the Service Line had incurred 2,300 hours of overtime, resulting in unbudgeted wages of \$108,000, which would total \$216,000 annually. The approved complement for the Service Line has remained at 10 over the past decade, despite an increase in fleet size and the accompanying increase in workload. This budget issue recommends the addition of one new Service Line position (we are effectively already paying for two positions, i.e., overtime pay that equates to two FT positions). The additional position would more closely align the number of personnel with the volume of work. Given the annual cost of a RFT position at straight-time, the addition of the full-time position will reduce the overall variance in overtime expenses.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	16,113			
Transit Windsor	Fleet Maintenance	Clothing - Uniforms	1,000			
Transit Windsor	Fleet Maintenance	Fringe Benefits (Dept.)	16,116			

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Transit Windsor	Fleet Maintenance	Hourly-Reg.Full Time	48,828			
		<b>Total Expenses</b>	<b>82,057</b>	<b>0</b>	<b>0</b>	<b>0</b>
Corporate Accounts	Fringe Benefits Recovery	Automated Fringes Recovery	(16,116)			
		<b>Total Revenues</b>	<b>(16,116)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>65,941</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Transit Windsor	Fleet Maintenance	Service Line	Regular Full-Time	1.0
			<b>Total:</b>	<b>1.0</b>

<b>Budget Issue #</b>	2023-0131	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Transit Windsor	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Transit Operations	<b>Status</b>	Public

## 2023 Transit Windsor Service Plan

The Transit Windsor Master Plan identified significant changes in the transit network in order to streamline routes, reduce travel time and increase efficiency. The Transit Windsor Master Plan was brought to council on January 27, 2020. This plan was approved with Council Report CR40/2020 and acts as the guiding document for the improvement of transit services in Windsor and Essex County. The changes outlined below, represent a measured, fiscally responsible approach to targeted improvements where the need is the greatest, and derive the best value from existing resources.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

Transit Windsor's 2023 Service Plan continues the service improvements as outlined in the Transit Windsor Master Plan, while also recognizing the need for fiscal responsibility in doing so. The changes outlined below achieve many of the Year 2 and Year 3 goals under the Transit Master Plan, while utilizing fleet and human resources as effectively and efficiently as possible.

Of the nearly 53,000 hours of planned changes, 67% of the hours are reallocations of existing service hours to ensure service is deployed most effectively, focusing on areas of highest demand. Additional hours focus primarily on route and frequency improvements during base service periods, which allows for the Service Plan to be implemented with virtually no impact on the current fleet size, thus reducing capital expenditures. The additional service hours represent an approximate increase of 5.8% over 2022 service hours.

The 2023 Service Plan identifies the following as priorities:

- Redistribution of service hours in the east end of Windsor
- Redesign of Transit Windsor's two busiest main line routes, removing excess service in residential neighbourhoods and keeping them on main corridors
- Implementation of local routes which will provide improved service in residential neighbourhoods
- Redistribution of service hours from the Tunnel Bus service into city service improvements
- Introduction of a weekday peak-period semi-express (skip stop) service, providing a direct connection between the east and west ends of the city
- Implementation of a direct route from St. Clair College to the Downtown Terminal, providing better connections between South Windsor and Downtown, and connecting the campuses of St. Clair College.

The changes outlined below are aligned with industry principles and best practices with respect to transit service delivery:

- Primary routes should provide rapid, high-frequency service connecting main terminals
- Neighbourhood feeder routes connecting lower-density areas to main nodes (transfer points)
- Route frequencies should be of no less than 30 minutes, ensuring service quality and reliability
- Avoidance of one-way service whenever possible, with a preference for two-way service on all routes

With the declaration of a Global Pandemic in March 2020, the transit industry has seen unprecedented changes. Ridership decreases, service reductions, staffing shortages, global supply chain pressures, inflation and fuel increases

have all had a negative impact on transit services. However, as the pandemic has eased, Transit Windsor has seen ridership rebound in 2022. September 2022 should see ridership increase further with the return to full service and the return of both secondary and post-secondary educational institutions. This includes the resumption of the University of Windsor’s U-Pass program and implementation of the new St. Clair College SaintsPass.

Aside from an increased driver complement (9 positions, required to operate the buses), the department requires additional support staffing to manage the increased service and technology needs. Transit Windsor currently has one Fleet Support Specialist to support a fleet of 117 buses. The addition of a second Fleet Support Specialist (required to diagnose and repair all electronic systems on the bus, such as fare boxes, cameras, and GPS tracking) and an additional Maintenance Supervisor will allow Transit Windsor to maximize the value of its facility and fixed assets by expanding from a 5-day service schedule (Monday-Friday) to a 7-day schedule, allowing buses to be serviced and repaired on weekends, which will drive efficiencies in the maintenance area and provide better customer service. The additional Operations Supervisor is necessary to ensure the quality of on-road service through effective management of detours, service issues, and operator performance, and ensures that there is an appropriate staff-to-supervisory ratio.

With that in mind, continuous improvement of the Transit Windsor services provided to residents is the ultimate goal of the department. The recommended changes represent a total of approximately 17,981 additional service hours and a re-distribution of 34,957 service hours.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	277,110			
Transit Windsor	Fleet Maintenance	Cell Phones	1,392			
Transit Windsor	Fleet Maintenance	Clothing - Uniforms	1,550			
Transit Windsor	Fleet Maintenance	Computer & SW Maint-External	2,160			
Transit Windsor	Fleet Maintenance	Fringe Benefits (Dept.)	48,007			
Transit Windsor	Fleet Maintenance	Hourly-Reg.Full Time	60,923			
Transit Windsor	Fleet Maintenance	Licenses	1,076			
Transit Windsor	Fleet Maintenance	Motor Fuels	557,344			
Transit Windsor	Fleet Maintenance	Oils and Lubricants	18,880			
Transit Windsor	Fleet Maintenance	Salary-Reg.Full Time	84,573			
Transit Windsor	Fleet Maintenance	Vehicle Maint Parts/Materials	151,229			
Transit Windsor	TW - Operations	Clothing - Uniforms	5,100			
Transit Windsor	TW - Operations	Fringe Benefits (Dept.)	229,103			
Transit Windsor	TW - Operations	Hourly-Reg.Full Time	609,705			
Transit Windsor	TW - Operations	Salary-Reg.Full Time	84,573			

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Transit Windsor	TW - Operations	Vehicle Insurance	7,476			
		<b>Total Expenses</b>	<b>2,140,201</b>	<b>0</b>	<b>0</b>	<b>0</b>
Corporate Accounts	Fringe Benefits Recovery	Automated Fringes Recovery	(277,110)			
Transit Windsor	TW - Operations	Transit Revenue	(931,553)			
		<b>Total Revenues</b>	<b>(1,208,663)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>931,538</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Transit Windsor	Fleet Maintenance	Fleet Systems Support Specialist	Regular Full-Time	1.0
Transit Windsor	Fleet Maintenance	Supervisor Maintenance	Regular Full-Time	1.0
Transit Windsor	TW - Operations	Operator	Regular Full-Time	9.0
Transit Windsor	TW - Operations	Supervisor Operations	Regular Full-Time	1.0
			<b>Total:</b>	<b>12.0</b>

In-Camera Issue  
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<b>Budget Issue #</b>	2023-0034	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Human & Health Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Employment & Social Services	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	OW & Discretionary Assistance	<b>Status</b>	Public

## County Revenue Increase - Ontario Works Program Delivery Budget

Ontario Works Program Delivery is cost shared with the Province and the County of Essex. For 2023, Provincial funding is projected to remain at 2022 funding levels. The amount of budgeted County revenue is being realigned in relation to the increase in salary and fringe benefit costs for the delivery of the Ontario Works program.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

The City of Windsor is the Consolidated Municipal Service Manager (CMSM) for the delivery of the Ontario Works (OW) program within Windsor and Essex County. The Ministry of Children, Community and Social Services (MCCSS) provides Ontario Works Program Delivery Funding to support program administration and the provision of employment services. MCCSS has not yet released the funding allocation for 2023. Based on the funding allocations provided for 2022, MCCSS will share OW Program Delivery gross expenditures up to a capped amount of \$ 27,276,800. The first \$6,701,000 in gross expenditures would be 100% funded by the Province. Any remaining expenditures to the capped amount would be cost shared 50/50 provincially/municipally. Costs that are above the expenditure cap will not be eligible for 50% Provincial funding and must be borne by the City and County only. The County of Essex shares in the municipal contribution using the arbitrated weighted assessment formula.

Budgeted County revenue is being realigned to reflect the changes to the 2023 Ontario Works Program Delivery Salary Budget, which will result in an overall Net City budget reduction of \$71,161.

**Risk**  
Changes to OW Program Delivery funding allocation subsequent to budget approval may affect the level of municipal (City and County) contributions required.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Employment & Social Services	Ontario Works-Program Delivery	Net County Cost	(71,161)			
		<b>Total Revenues</b>	<b>(71,161)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(71,161)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0043	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Human & Health Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Employment & Social Services	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Other Employment Services	<b>Status</b>	Public

## Conversion of One Temp. Full-Time Supervisor, ES position to Reg. Full-Time

Since 2016, the Employment Services (ES) division has employed a Temporary Full-time ES Supervisor in addition to the one Regular Full-time (RFT) ES Supervisor. Both positions are funded 100% through Ministry of Labour, Training and Skills Development. Continuous changes to delivery of Employment Ontario programs and reporting requirements has lead to the budget request to convert the temporary Supervisor position to a permanent position. This additional RFT position will address retention strategies, provide back up coverage and ensure staffing consistency. Meeting performance targets is prerequisite to receiving funding. Without an additional permanent ES Supervisor, meeting targets will be impacted with a sizeable risk of losing MLTSD funding.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

Conversion of one (1) Supervisor, Employment Services (ES) Temporary Full-Time to a Regular Full-Time Position

The Corporation of the City of Windsor is the Consolidated Municipal Service Manager (CMSM) for Windsor and Essex County. Through the Employment and Social Services (ESS) department, the City provides basic financial assistance and employment assistance - Ontario Works (OW) programs, funded by the Ministry of Children, Community & Social Services (MCCSS). In addition, the ESS department delivers Employment and Training Services - Employment Ontario (EO) programs, which are 100% funded by the Ministry of Labour, Training and Skills Development (MLTSD).

The City of Windsor is one (1) of ten (10) Employment Ontario (EO) Direct Delivery Agents across Windsor-Essex, and one of six CMSM's in the Province that delivers both Ontario Works and EO programs. The Employment and Training Services division is responsible for all EO program delivery, allocation of funds in accordance with MLTSD guidelines, and achievement of targets and program outcomes set with the annual contractual agreements with MLTSD. Under the current delivery model, all local Delivery Agents have a direct reporting relationship to MLTSD.

Part of the staffing complement of the ETS divisions are two Supervisors, ES positions; one Regular Full-Time position and one Temporary Full-Time position (which was established in 2016). Over the years, constant changes to the EO program delivery procedures and reporting requirements increased the need for this additional Temporary Supervisor position. Monitoring outcomes to meet provincial targets is a prerequisite to receiving MLTSD funding. The Temporary Supervisor, ES currently has oversight for staff, training, policy changes, legislative requirements, new programing and services and ensuring excellent customer service.

The department is requesting the conversion of the Temporary Full-Time (TFT) Supervisor, ES to a Regular Full Time (RFT) position in the Employment & Training Services (ETS) division. The unionized staffing complement for the area is fourteen (14) budgeted staff with six (6) additional staff functionally reporting to the area and providing support. There are three main EO programs provided by ETS division. Employment Services Program includes both assisted (employment initiatives/work placements, client supports) and unassisted (workshops, information sessions, job fairs, resource centre) services. Through the Better Jobs Ontario Program the department assists unemployed individuals to transition into high-skill, in-demand occupations in the local labour market. The Canada-Ontario Job Grant program provides funding to eligible employers wishing to purchase training for their employees and invest in their workforce. Each program agreement with MLTSD sets targets and the funding is based on performance. The ETS division has met and, for most of

the years of program delivery, has surpassed the targets in each program. In the pre-COVID year, the department received additional special funds as a result of achieving the outcomes and was able to assist and support additional residents in our community. For 2022-2023 Quarter 1 provincial year, the contracted ministry targets under the ES program are 1,800 individuals in assisted services and 8,250 individuals in unassisted services. Customer Satisfaction measure - actual achieved 96 % (contracted service target 92%); Service Coordination measure - actual achieved 68% (contracted service target 36%); Employed/Career Path measure - actual achieved 71% (contracted service target 69%); Suitability measure - actual achieved 34 (contracted service target 31%); Service Quality measure - actual achieved 6.31 (contracted service target 5.58). The division has exceeded the targets under the COJG program every fiscal year since the implementation of the program.

Significant changes are happening throughout the province as it relates to Employment Services Transformation (EST). In July 2022, the department, on behalf of the City of Windsor, submitted a call for proposal for the role of Service System Manager (SSM) for the Windsor-Sarnia catchment area. The Windsor-Sarnia catchment area includes Windsor-Essex, Chatham-Kent and Sarnia-Lambton counties. The SSM will take over full responsibility for the analysis of the local labour market and the oversight of the Service Provider network and will be fully responsible for the planning, design and delivery of Employment Services in the catchment area. The SSM that is selected will be responsible to the ministry for collecting and monitoring data, including analyzing and ensuring the key performance indicators and targets are met by the Service Providers with the goal of improving client outcomes and service delivery system performance. The SSM will also be required to meet ministry standards including in-person and digital service delivery requirements, as well as, prescribed benchmarks for total number of clients served and clients who achieve employment outcomes. Performance based funding will be available for clients who have accessed case managed services.

**Risks**

Below are the risks the department is facing if the Employment supervisor position is not added.

- Impacts to the department maintains service targets, service expectations and service standards with the MLTSD.
- Impacts to continuity as it relates to preparing, planning, and transitioning to the role of the SSM as part of the EST.
- Maintaining stability within the department. Having a permanent supervisor will address retention strategies, provide back up coverage and ensure staffing consistency. The current CUPE Local 543 Collective Agreement allows for union individuals acting in a non union position to act for period not to exceed 18 months. Past this date would require a Memorandum of Agreement (MOA), as such having a permanent supervisor would reduce the need for an MOA and the chance that it won't be approved.
- Not meeting programs' targets could lead to the loss of MLTSD funding, which will affect the delivery of provincial and federal programs in the community and will impact the staffing levels of the ETS Department and the Corporation of the City a whole

This budget request is to add a permanent ES supervisor by reducing the temporary staffing dollars used. No additional municipal funding is required, as the position will continue to be 100% through MLTSD funding.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	23,629			
Employment & Social Services	SS-Employment Services	Fringe Benefits (Dept.)	23,629			
Employment & Social Services	SS-Employment Services	INTERNAL Service Salary Allocn	(79,686)			
Employment & Social Services	SS-Employment Services	Salary-Reg.Full Time	86,244			
Employment & Social Services	SS-Employment Services	Salary-Temporary	(30,187)			
		<b>Total Expenses</b>	<b>23,629</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Fringe Benefits Recovery	Automated Fringes Recovery	(23,629)			
		<b>Total Revenues</b>	<b>(23,629)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Employment & Social Services	SS-Employment Services	Supv, Employment	Regular Full-Time	1.0
			<b>Total:</b>	<b>1.0</b>

<b>Budget Issue #</b>	2023-0047	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Human & Health Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Employment & Social Services	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Community Development	<b>Status</b>	Public

## Funding of the Implementation of the Regional Community Safety & Well Being Plan

The legislated Regional Community Safety and Well Being Plan requires ongoing funding to support its implementation activities. A total annual implementation budget of \$100,000 from the City of Windsor (50%) and County of Essex (50%) will help initiate and sustain ongoing activities. Administration will take every opportunity to apply to any CSWB relevant grant and funding streams to further its implementation and offset any applicable costs. This budget request is for the City's share of funding for implementation activities.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

In 2019, the Provincial government amended the Police Services Act to mandate every municipality to prepare and adopt a Community Safety and Well-Being Plan. At the meeting of July 8, 2019, City Council considered this initiative and directed that the Commissioner of Human and Health Services undertake a Community Safety and Well Being Plan. City Council and the County of Essex Council each approved one-time funding of \$200,000 for a combined budget of \$400,000 to develop a Regional Community Safety and Well Being Plan. By 2023, the one-time funding allocation will be fully expended. A total annual implementation budget of \$100,000 is being requested from the City of Windsor (50%) and County of Essex (50%) to initiate and sustain ongoing activities. Administration will take every opportunity to apply to any CSWB relevant grant and funding streams to further its implementation and offset any applicable costs.

The project team structure for the development of the Windsor Essex Regional Community Safety and Well-Being Plan consists of:

- (a) The Regional Systems Leadership Table,
- (b) The Enhanced Sector Network,
- (c) An Internal Core Team (Team),
- (d) Consultants for the County portion of the plan and;
- (e) A Data Team.

In alignment with the Provincial CSWB planning framework, the Regional CSWB Systems Leadership Table (RSLT) involves partners required by the Province from multiple sectors, including health and mental health, education, community and social services, community and social services for youth, custodial services for youth, municipalities, police and public safety, and business. The RSLT is chaired by the City of Windsor's Human and Health Services Commissioner, the Chief Administrative Officer for the County of Essex, and the Chief of Windsor Police Services. Currently, the RSLT consists of 27 partners, including two County CAO representative positions.

To leverage existing strategies and better inform the CSWB governance on community risks and protective factors, the Enhanced Sector Network (ESN) was created. The ESN engages committees and organizations that work alongside individuals from eight historically underrepresented communities. Those communities include Indigenous Peoples, Racialized Persons, Youth, Newcomers, Seniors, 2SLGBTQ+ communities, Accessibility communities and broader community groups. The goal of the ESN was to ensure diverse voices and priorities are woven throughout the planning process.

The Plan was approved by City and County Council in October and November 2021, respectively. In early December 2021, the Windsor and Essex County Regional Community Safety and Well-Being Plan was submitted to the Ministry of the Solicitor General (SolGen) for approval before the revised deadline of December 31, 2021.

Although the COVID-19 pandemic significantly altered the trajectory of the CSWB consultation process from in-person to online, over 90 engagement meetings and over 1,900 stakeholders were consulted through Virtual Public Meetings, Police Services Boards, ESN network, RSLT and Municipal Councils. Additionally, over 840 completed the online survey. The data and insights recorded from these meaningful engagements were analyzed, compiled, and shared with the ESN and RSLT tables for feedback and validation. The data was further distilled into four priority areas of focus: Good Governance and Data; Mental Health and Substance Use Supports, Financial Security and Economic Equity, and Engaged and Safe Communities.

Each of the four priority areas has corresponding initiatives and activities with performance metrics for reporting and progress tracking. The RSLT confirmed the priority areas, initiatives, activities and performance metrics. In total, 20 initiatives were established under the identified priority areas, each with their own set of actions. Community and sector partners, along with the municipality, have played an integral part in the development of the plan and will continue to have a significant role in its implementation. Cooperation and collaboration between the municipality and sector partners from the RSLT will be critical for the plan's success. The RCSWB Plan identified the following eight (8) short-term initiatives, with a total of sixteen (16) actions for Year 1 and Year 2:

#### Priority Area 1: Good Governance and Data:

##### Initiatives

- Increase representation of priority populations and those with lived experience at the RCSWB leadership table and partner advisory/leadership tables.
- Establish a permanent table of CSWB partner organizations to institutionalize cross-sectoral collaboration; and
- Develop a data consortium of partner organizations to support ongoing CSWB planning and service delivery

#### Priority Area 2: Engaged and Safe Communities

##### Initiatives

- Promote community-led projects and initiatives, including neighbourhood building initiatives, to help increase feelings of safety, strengthen social capital with neighbours, and promote ongoing, sustainable engagement within communities.

#### Priority Area 3: Mental Health and Substance Use Supports:

##### Initiatives

- Promote de-stigmatization of mental health and addiction issues and raise awareness of existing supports to promote early intervention and overall wellbeing; and
- Improve community trust in the emergency services and improve community outcomes, especially for priority populations, by building stronger relationships between service providers, including community workers and police.

#### Priority Area 4: Financial Security & Economic Equity

##### Initiatives

- Conduct a social policy review of support services available to residents of Windsor-Essex, including federal, provincial, and local initiatives to determine where there are gaps in services or supports; and
- Expand or develop new grant and bursary programs to promote local institutional partnerships, internship, and apprenticeship opportunities for targeted geographies and priority populations to keep people in their neighbourhoods.

CSWB funding opportunities available for municipalities from the Province have not yet been announced, but the government has indicated opportunities may become available in the future. The Project Manager has been successful in partnering with police services across the region to apply for Community Safety and Policing (CSP) grants from the Ministry of the Solicitor General. In the first half of 2022, the RCSWB project team identified and sought out two grant streams: Implementation Grants & RCSWB Supported Grants. Implementation grants were written in partnership between key project partners or to directly receive funding for the implementation of key RCSWB initiatives. RCSWB

Supported Grants were examples when the Project Manager collaborated on applications led by police service partners related to Community Safety and Well-Being through the Community Safety and Policing Grant. A total of seven (7) grants were applied to with four (4) successful grants to date. Two (2) were unsuccessful and one (1) is pending at the time of writing. The total value of successful grants were \$9.97 million with a further breakdown of \$4.4 million directly tied to implementation grants while \$5.57 million were through supported grant opportunities. One successful grant did provide a salary cost recovery of up to 10% of the Project Manager’s time over three years.

In a municipal scan across Ontario, it was determined many regional municipalities have created a regional fund for the implementation of CSWB initiatives. A Community Investment Fund has been launched or made to align with CSWB goals and initiatives in regions across the province, including Halton, York and Peel regions. The budget for the creation of a CSWB community investment fund will serve as a foundation for the millions of dollars secured and will help build momentum and sustainability. The Project Manager will continue to liaise with OMSSA and AMO CSWB tables for funding information, in addition to searching and applying for alternative funding opportunities from senior levels of government, foundations or other sources that align with the Regional Community Safety and Well-Being Plan's goals, initiatives and actions. The additional funding sources will help build a more robust community investment fund throughout the duration of the plan.

**Risk**

The Province legislates all municipalities must develop a Community Safety and Well Being Plan, which will need to be updated every four (4) years. The Province did outline consequences should a municipality not develop a CSWB plan, but there are currently no known financial or management oversight consequences if the approved plan is not implemented. Under the City of Windsor’s Enterprise Risk Framework, Legislative & Regulatory Risk category, without ongoing funding, there will be moderate operational impacts due to initiatives not having necessary resources for implementation, which may lead to reputational impacts by regional media and community and sector groups who were an integral part of the Plan’s development and ongoing implementation. Over 90 meetings with more than 1900 unique engagements were recorded across the region throughout the consultation process. Residents, sector experts, people with lived experience and elected officials provided input into the Plan’s development.

Although the Province has not provided any direct funding opportunities to municipalities for Community Safety and Well Being plans, the government has indicated funding opportunities may be made available in the future. Without ongoing and sustainable funding sources the project is at a moderate risk of not being able to implement or support its 20 initiatives and 47 actions over the duration of the project. The project’s implementation would sit idle as there would be no capacity to move forward. Over the project’s duration, the Project Manager will continue to actively search and apply for funding opportunities senior levels of government, foundations or other sources that align with the Community Safety and Well-Being goals, initiatives and actions.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Employment & Social Services	Human & Health Services Office	Recovery Of Expenses EXTERNAL	50,000			
		<b>Total Revenues</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0023	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Human & Health Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Housing & Children's Services	<b>Category</b>	[A] Annualization
<b>Division</b>	Homelessness & Housing Support	<b>Status</b>	Public

## Homelessness Annualized Budget Pressures - Housing First Workers

Request for annualized funding for one quarter of the year (January to March) for five (5) Housing First Workers employed by the Windsor Essex Housing Connections Program (WEHC) through Family Services Windsor-Essex, to augment the funding approved in 2022 (Budget Issue # 2022-0365) which provided annualized funding for three quarters of the year (April to December). This funding will allow these workers, who were hired on a temporary basis through COVID-related funding from upper levels of government, to become permanent positions in the community.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

During the COVID-19 pandemic, five temporary Housing First Workers were added to the Windsor Essex Housing Connections (WEHC) program, a community program under agreement between the City of Windsor and Family Services Windsor-Essex. The full annual cost of five Housing First Workers is \$360,000. These staff were funded by COVID-related funding through the provincial Social Services Relief Fund (SSRF) until March 31, 2022. Since that time, annualized municipal funding of \$270,000 for the period of April 1 to December 31, 2022 along with one-time municipal funding of \$90,000 for the period of January 1 to March 31, 2023, was approved through the 2022 budget process (Budget Issue # 2022-0365), which will allow the positions to continue until the end of March 2023.

The 2023 budget request is for an additional \$90,000 in annualized funding for one quarter of the year (January to March) to bring the budget to the full annualized cost of \$360,000. This additional funding will provide enough funding for a full year allowing all five positions in the community to be retained. If the \$90,000 funding is not approved and annualized then approximately 1.5 positions would be eliminated by WEHC resulting in approximately 15 households losing supports required to obtain or retain their housing.

The workers support approximately 50 households in Windsor-Essex who require assistance to obtain or retain housing. Households may require supports for up to 3 years until they are stabilized and the risk of homelessness has been reduced.

### Risk

Should additional annualized funding not be provided, these positions would no longer be funded as of April 1, 2023 and approximately 15 households would lose supports required to obtain or retain their housing. This may lead to increased demand on emergency shelters and increased street homelessness, resulting in additional pressures and costs on other services such as police, the justice system, hospitals, municipal parks departments, and by-law enforcement. This will also have a negative impact on economic development, particularly in the Downtown Windsor Business Improvement Area.

Another risk created by not funding these positions is that the community will not meet its goals to reduce chronic homelessness by 50% in 2024 and by 100% by 2028, as articulated in the Council approved Windsor-Essex Housing & Homelessness Master Plan. There is a related risk that the City of Windsor will not be able to meet its obligations to reduce homelessness as required in transfer payment agreements with the provincial and federal levels of government.

Another option Administration can consider rather than eliminating these positions, would be to reallocate provincial or federal funding from other homelessness programs, but this will result in service reductions in other areas such as rent or utilities assistance, the Housing with Supports Homes program, and/or emergency shelter services.

Administration will endeavor to mitigate the risk to the municipal tax base by continuing to advocate for additional funding from upper levels of government for homelessness and housing programs and capital funding.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Housing & Children's Services	Homelessness PrevProg (HPP)	Special Projects-Social Serv	90,000			
		<b>Total Expenses</b>	<b>90,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>90,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0027	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Human & Health Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Housing & Children's Services	<b>Category</b>	[A] Annualization
<b>Division</b>	Housing Services	<b>Status</b>	Public

## Federal Block Funding - Transfer Potential Future Savings to Housing Reserve

Since 2001 the City has received Federal Block Funding representing the Federal share of funding for housing providers under Operating Agreements which will expire by 2031. It is estimated that from 2023-2033 cumulative gross savings due to Federal Block Funding changes and mortgage expirations will be \$3.99 million which would be shared with the County. The City's cumulative share of the \$3.99 million is projected to be \$2.57 million by 2033. Housing Services is requesting that the City share of any surpluses realized in year from Federal Block Funding changes be transferred to the City Housing Reserve Fund 216, at the discretion of the City Treasurer and approved by CR 185/2020, to offset future social and affordable housing cost pressures.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

The City of Windsor is the Consolidated System Service Manager (CMSM) for the delivery of Social Housing programs in the City of Windsor and Essex County. The County shares in the municipal cost of social housing using the arbitrated weighted assessment formula. Since 2001 the City has received funding from the Federal government (known as Federal Block Funding). This funding represents the federal share of funding for former Federal and Federal/Provincial social housing providers, as well as Public Housing providers

Research on the Federal Block Funding issue has been conducted by the Federation of Canadian Municipalities (FCM) and Housing Services Corporation (HSC). This research indicates that two social housing programs, Public Housing and Urban Native, are most at risk due to the high prevalence of Rent-Geared to Income units and insufficient capital reserves as they require higher levels of subsidy for their programs.

Beginning with the 2011 Operating Budget process, this Federal Block Funding loss has been identified to Council as a "Budget Issue" on a yearly basis. A comprehensive Council Report (#16747) with respect to the loss of federal Block Funding was presented to Council on January 6, 2014. Federal Block Funding has been reducing on a yearly basis since 2011. To date, Housing Services has been able to absorb this loss of Federal Block Funding within the current yearly operating budget allocation primarily as a result of subsidy savings experienced due to mortgage renewals (at lower interest rates), reduced Debenture payments (Public Housing), and the increase in geared-to-income revenue of non-profit providers.

It was also communicated to Council that Administration recommend that any surpluses in future years would be used to replenish the City Housing Reserve (CR 185/2020). The City Housing Reserve Fund 216 was established to fund, with Council approval, City related capital housing costs for which no alternative funding sources are available. The balance in the fund as of July 29, 2022 is \$3.024 million. Beginning in 2023, the Federal Funding Loss will decrease due to expenditures decreasing, which will result in a cumulative Federal Block net City savings.

Housing Services has identified the following significant ongoing operational cost pressures that will need to be supported in the Housing Services base budget.

#### 1) Expiry of Operating Agreements:

In April of 2022 MMAH provided an overview of amendments to Ontario Regulation 367/11 under the Housing Services

Act, 2011 (HSA) regarding the new Service Agreement framework for community housing projects that are at the end of their mortgages and operating agreements. The new regulations require Service Managers to enter into new operating agreements with social housing providers whose mortgages have expired. The intent of this regulation is that the Service Manager (SM) and provider create an agreement with a minimum term of 10 years that would ensure the operator will remain financially viable for future years. These agreements require that service managers continue to provide rental assistance to housing providers and provisions for service managers and housing providers to negotiate additional funding, where necessary to maintain housing stock in a state of good repair and/or reduce non-RGI rental rates. This will require the SM to continue funding and likely supplementing these providers. Housing Services is currently reviewing and determining the effects of these changes to the Housing Services Act with respect to the Operating budget requirements. Anticipated savings as a result of the expiry of the Federal Block funding would be applied to increases in provider subsidies resulting from the negotiation and implementation of new provider service agreements.

2) Expiry of the Investment In Affordable Housing Rent Supplement programs:

There continues to be a critical risk to rent supplement and housing allowance households linked to an expiring funding agreement. Supporting the households requires immediate, significant and ongoing action to mitigate the negative effect the loss of subsidies will have on the housing affordability for these households., An allocation of this surplus could be used to help mitigate the expiry of rent supplement funding streams in 2023 and 2024. This was identified in CR36/2022 & CR327/2022.

3) Repair Need of the Social Housing Stock:

Recently, Housing Services conducted Building Condition Audits (BCA's) on 32 non profit providers, to identify their capital needs for the next 30 years. For 2022, the identified repairs totaled \$12.6 million of which \$3.8 million was deemed critical. Although there are some upper level government funding streams such as the Canada Ontario Community Housing Initiative (COCHI) and the Ontario Priorities Housing Initiative (OPHI) the annual funding streams received under these programs does not adequately fund the required repairs resulting in a repair deficit that will require alternate funding sources. In fact, the average annual allocation under previous housing programs as compared to the allocation provided under COCHI and OPHI has been reduced by approximately \$2.3M annually at a time when housing affordability and pressures are at an all time high.

4) Repair and Renew Program:

As part of CHC's Repair and Renew agreement with CMHC (CR15/2021) additional City and County capital funding in the amount of \$40.1M will be required from 2025 until 2028. The City share of this agreement is estimated to be \$26.3M based on the current arbitrated weighted assessment formula.

5) Affordable Housing Development:

Funding through these savings could be used or directed to help contribute or offset affordable housing builds that are funded in part by upper levels of government and require a municipal contribution.

Council has endorsed the Home Together 10 Year Housing and Homelessness Master Plan (HHMP) that outlines goals and targets related to the repair and renewals of the non-profit housing stock, development of new affordable housing opportunities, funding for prefeasibility work to better position Housing Services to take full advantage of upper level of government funding and support to foster successful tenancies in the social and affordable housing sector. Approval to retain the identified Federal Block Funding savings/surpluses could help to offset future costs related to the targets set forward in the HHMP as well as any additional housing sector pressures.

Federal funding levels will continue to change yearly until all Federal funding is depleted by 2033. The County will share in these losses or gains using the arbitrated weighted assessment formula. Please see attachment for details of the annual change in Federal Block Funding until 2033. Similarly, any costs with respect to the ongoing social and affordable housing costs subject to the arbitrated agreement will be billed to the County of Essex at the time of expenditure.

Housing Services is requesting that any savings/surpluses realized each year end from 2023-2033 as a result of Federal Block Funding changes and resulting mortgage/debenture savings be transferred, at the discretion of the City Treasurer and approved by CR185/2020, to the City Housing Reserve Fund (Fund 216) to offset future social and affordable housing cost pressures.

**Risk**

Current upper level of government funding is inadequate to address the identified long term pressures and alternate funding sources will be required which could be mitigated by retaining the annual surplus within the Housing Services base budget. If the savings are not retained, the Housing department will likely need to ask Council for future funding increases related to the ongoing operating and capital pressures identified in this budget issue.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Housing & Children's Services	Housing Services	Debentures	(356,728)			
Housing & Children's Services	Housing Services	Social Housing Transfers	(801,359)			
		<b>Total Expenses</b>	<b>(1,158,087)</b>	<b>0</b>	<b>0</b>	<b>0</b>
Housing & Children's Services	Housing Services	Canada Specific Grants	1,158,087			
		<b>Total Revenues</b>	<b>1,158,087</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Estimated Impact of Federal Block Funding Adjustment

Year	Estimated Expense Budget (Decrease)/ Increase (A)	Federal Block Funding Change Budget (Decrease)/ Increase (B)	Estimated Total Gross Change Budget (Decrease)/ Increase (A+B)=C	Estimated City/County Share of Gross Change ( C )		Estimated Cumulative City Operating Budget (Decrease)/ Increase (D)
				County of Essex	City of Windsor	
<b>2019-2023</b>	(1,360,672)	801,359	(559,313)	(199,132)	(360,181)	(360,181)
<b>2024</b>	(1,474,828)	741,140	(733,688)	(261,214)	(472,474)	(832,655)
<b>2025</b>	(1,701,105)	1,611,284	(89,821)	(31,979)	(57,842)	(890,497)
<b>2026</b>	(2,417,572)	1,290,124	(1,127,448)	(401,404)	(726,044)	(1,616,541)
<b>2027</b>	(1,898,119)	328,823	(1,569,296)	(558,715)	(1,010,581)	(2,627,122)
<b>2028</b>	(1,141,419)	567,945	(573,474)	(204,173)	(369,301)	(2,996,422)
<b>2029</b>	115,545	150,301	265,846	94,649	171,197	(2,825,225)
<b>2030</b>	(44,867)	192,112	147,245	52,424	94,821	(2,730,404)
<b>2031</b>	25,973	33,152	59,125	21,050	38,075	(2,692,329)
<b>2032</b>	130,477	15,825	146,302	52,088	94,214	(2,598,115)
<b>2033</b>	46,555	0	46,555	16,575	29,980	(2,568,135)
<b>Total Change (2019-2033)</b>	(9,720,032)	5,732,065	(3,987,967)	(1,419,832)	(2,568,135)	

**Assumptions:**

- 1) A 2% annual inflationary increase was factored into the subsidy payments provided to the former provincial reformed housing operators.
- 2) Former Federal Housing Programs-providers previously administered by the Federal government will cease to receive subsidy at the end of their 35 year operating agreements. Block funding for these providers will also cease at that time.
- 3) Subsidy Payments for Non-Profit providers with a higher percentage of RGI units may experience financial viability issues should subsidies cease when operating agreements expire. It is assumed that subsidy payments (less mortgage payments) will continue for those providers.
- 4) Column A, Estimated Expenses excludes WECHC changes as the City is the sole shareholder of WECHC and will continue to be responsible for providing ongoing subsidy based on yearly submitting operating budgets.
- 5) City/County Cost Sharing is based on current Weighted Assessment Rate.
- 6) The amount of Federal Block Funding to the year 2031 has been published in *The Ontario Gazette* and has been reflected in Column B - Federal Block Funding Change

<b>Budget Issue #</b>	2023-0028	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Human & Health Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Housing & Children's Services	<b>Category</b>	[A] Annualization
<b>Division</b>	Housing Services	<b>Status</b>	Public

## Canada Mortgage & Housing Corporation - Rapid Housing Initiative (RHI)

On July 26, 2021, at an In-camera meeting City Council pre-committed (CR 368-2021) operating funding of up to \$493,000 for estimated operating costs related to the Rapid Housing Initiative projects, for each of the post-construction operating years to a maximum of 20 years, to support the City based projects. In 2022, a portion of the annualized amount, \$82,167 was approved through the budget process. The approval of the 2023 budget issue for an additional \$125,000 will bring the 2023 Operating Budget to \$207,167. In 2024, a Budget Issue will be submitted to reflect the annual funding needs of the two RHI projects that will be occupied and operational.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

The Canada Mortgage and Housing Corporation (CMHC) is the lead in delivering National Housing Strategy Initiatives over the next 10 years by offering funding opportunities for new construction and repair/renewal to local private and non-profit organizations with the purpose of increasing the housing stock, or sustaining the existing affordable housing supply.

Canada Mortgage and Housing Corporation (CMHC) announced the creation of 4,500 new affordable housing units across the country with an additional investment of \$1.5 billion through a Round 2 of the Rapid Housing Initiative (RHI). On June 30, 2021, the City of Windsor received a priority allocation of \$9,337,117 to create a minimum of 35 units of new permanent affordable housing as part of the Cities Stream. These housing units will support Canadians who are in uncertain housing situations, experiencing or at risk of homelessness, or living in temporary shelters because of the pandemic.

On August 31, 2021, Housing Services submitted three applications to the CMHC RHI program and on October 14, 2021, the City received CMHC approval to proceed with three Capital projects. The Windsor Essex Community Housing Corporation will lead the Crawford youth supportive transitional housing project, a new construction that will offer 15 single occupancy bed units for young adults at a cost of \$2,671,113. The Windsor Essex Community Housing Corporation's Phase I of the Bloomfield Development is a new construction project for 12 attached stacked townhome style 2 bedroom units at a cost of \$4,808,004. Building Bridges Erie Shores will develop 8 single occupancy standard apartments as part of their Tiny Homes Modular project at a cost of \$1,858,000.

The City of Windsor is the sole shareholder of the Windsor Essex Community Housing Corporation (CHC) and also the provincially designated Consolidated Municipal Service Manager for Windsor and Essex County for social and affordable housing.

Under the RHI requirements, affordable housing units must serve and be affordable (household is paying less than 30% of gross income on housing costs) to targeted people and populations who are vulnerable and at high risk of homelessness. Affordability must be maintained for a minimum of 20 years.

Based on this operating model, it is anticipated that rent revenues will not be sufficient to cover operating costs at the two proposed city locations. CMHC requires the municipality to issue a Letter of Support for the operating subsidy required for each project. Affordable Housing projects are not mandated and therefore any operating shortfall or future capital

costs would be borne by the municipality in which the project is located. The amount of the annual operating shortfall will vary depending on the income of the tenants.

A report to the County of Essex on their support for operating funding for the Leamington based project was presented on August 11, 2021 and approved.

CHC has projected that both City projects together would require approximately \$493,000 of annual operating funding from the City, which includes the estimated \$115,000 of operating funding to provide supports and services through Family Services Windsor Essex at the youth supportive housing units.

The estimated \$493,000 in annual operating funding required will need to be funded from the property tax base, as no other program funding is currently available to address these costs. Administration will make every effort to reduce the operating budget request by exploring all options for increasing revenues from upper levels of government, or from other existing funding sources. It is noted that this is the best estimate at this time and may be revised if additional costs or new external funding is identified as this development proceeds.

This funding request is being brought forward to Council as part of the 2023 budget deliberations. In 2022, \$82,167 of the \$493,000 annual budget was approved. The approval of this Budget Issue for \$125,000 will bring the 2023 Operating Budget to \$207,167 to reflect the funding requirements of the RHI projects. In 2024, a Budget Issue will be submitted to reflect the annual funding needs of the 2 RHI projects that will be occupied and operational.

**Risk**

The agreement with the CMHC will require that the municipality maintain and operate the asset for a minimum of 20 years. While the Round 2 RHI allocation is welcome, without the operating funding commitment from City and County Councils, there is a risk that this capital development will not be financially viable. As always, Administration will pursue any funding opportunities available to leverage the investment of the RHI or any other funding program, and reduce the impact to the municipal budget.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Housing & Children's Services	Housing Services	Special Projects-Social Serv	125,000			
		<b>Total Expenses</b>	<b>125,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>125,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0022	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Human & Health Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Housing & Children's Services	<b>Category</b>	[D] Council Initiative
<b>Division</b>	Homelessness & Housing Support	<b>Status</b>	Public

## Homelessness Annualized Budget Pressures - Homelessness Street Outreach Workers

Request for annualized municipal funding for two (2) additional Homelessness Street Outreach Workers employed by the Windsor Essex Housing Connections (WEHC) program, through Family Services Windsor-Essex. This funding will allow these workers, who were hired on a temporary basis through COVID-related funding from upper levels of government, to become permanent positions in the community.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

During the COVID-19 pandemic, two temporary Homelessness Street Outreach Workers were added to the Windsor Essex Housing Connections (WEHC) program, a community program under agreement between the City of Windsor and Family Services Windsor-Essex. These positions are currently being funded through provincial Social Services Relief Fund (SSRF) temporary COVID related funding until December 31, 2022. At this time, there is no ongoing funding available to support these positions. The 2023 budget request of \$150,000 will allow these to become permanent positions in the community.

These two new permanent positions would add to the existing complement of Homelessness Street Outreach Workers which consists of 1 worker funded by the Provincial Homelessness Prevention Program (HPP) and 2 workers funded through annualized municipal dollars (BI # 2019-0180 and BI # 2021-0077).

Homelessness Street Outreach Workers interact with people experiencing homelessness, particularly those who are sleeping outdoors, through a variety of progressive engagement techniques, make referrals to emergency shelters, and connect people with appropriate support services that will help them meet their housing, health, financial and social needs. People living outdoors may be disconnected from community services and it often takes multiple interactions to build trust before a person is willing to accept help.

The By Names Prioritized List data as of June 2022 shows that 479 households were experiencing homelessness in Windsor-Essex and of those, 97 households report frequently sleeping outdoors or in places not fit for human habitation. While it is difficult to predict how many more people would be living outdoors without the support of Outreach Workers and other community efforts to reduce homelessness, it is safe to presume that the numbers would be much higher without the 14,400 interactions annually that the Outreach Workers have had with people since 2015. Additionally the increase in Outreach Workers in 2021 have assisted an additional 67 households to become housed from homelessness.

Outreach Workers also coordinate responses with various City departments such as ByLaw, Parks and Police to address homelessness encampments and persons who are sleeping outdoors or in places unfit for human habitation. Outreach Workers in 2021 responded to approximately 100 requests for service generated through 311 or their general email for assistance.

### Risk

Should additional annualized funding not be approved, these positions would no longer be funded as of January 1, 2023. This will result in additional pressures and costs on services such as police, the justice system, hospitals, parks departments, and by-law enforcement. This will also have a negative impact on economic development, particularly in the Downtown Windsor Businesses Improvement Area.

Another risk created by not funding these costs is that the community will not meet its goals to reduce chronic homelessness by 50% in 2024 and by 100% by 2028, as articulated in the Council approved Windsor-Essex Housing & Homelessness Master Plan. There is a related risk that the City of Windsor will not be able to meet its obligations to reduce homelessness as required in transfer payment agreements with the provincial and federal levels of government.

Another option Administration can consider rather than eliminating these positions would be to reallocate provincial or federal funding from other homelessness programs, but this will result in service reductions in other areas such as rent or utilities assistance, the Housing with Supports Homes program, and/or emergency shelter services.

Administration will endeavor to mitigate the risk to the municipal tax base by continuing to advocate for additional operating and capital funding from upper levels of government for homelessness and housing programs.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Housing & Children's Services	Homelessness PrevProg (HPP)	Special Projects-Social Servic	150,000			
		<b>Total Expenses</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0021	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Human & Health Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Housing & Children's Services	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Housing Services	<b>Status</b>	Public

## Increase in County Revenue for Housing and Children's Services

The City of Windsor is the Consolidated Municipal Service Manager for Windsor and Essex County for Childcare and Social Housing programs. The County of Essex shares in the municipal cost of the programs based on the arbitrated weighted assessment formula. This budget issue is to increase the level of budgeted County revenue based on current weighted assessment rates.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

The City of Windsor is the Consolidated Municipal Service Manager for Windsor and Essex County for Childcare and Social Housing programs. The County of Essex shares in the municipal cost of the programs based on the arbitrated weighted assessment formula. Budgeted County revenue is being increased in Housing and Children Services programs in relation to incremental salary and fringe benefit rate increases, as well as to incorporate the projected impact of the weighted assessment changes in the following areas:

Program	Amount
Housing Services	\$100,236
Children's Services	\$80,000
<b>Total</b>	<b>\$180,236</b>

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Housing & Children's Services	Child Care	Net County Cost	(80,000)			
Housing & Children's Services	Housing Services	Net County Cost	(100,236)			
		<b>Total Revenues</b>	<b>(180,236)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(180,236)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0026	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Human & Health Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Housing & Children's Services	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Homelessness & Housing Support	<b>Status</b>	Public

## Add One RFT Coordinator of Housing Admin & Development (Housing Hub)

The Homelessness & Housing Support division is requesting the conversion of one (1) Temporary Full Time Coordinator, Housing Administration and Development position to one (1) Regular Full Time Coordinator, Housing Administration and Development position. The position will be primarily responsible for overseeing the development of the new Housing Hub, approved by Council in July 2021.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

Through the 2021 and 2022 budget process, Council approved one-time funding for One (1) Temporary Full Time Coordinator of Housing Administration and Development to oversee new homelessness programs that were created in response to the COVID-19 pandemic using one-time funding. The recruitment for this position occurred over summer 2021 and Housing Services was able to offset the costs for this position through funding from upper levels of government.

This Coordinator is responsible for new homelessness programs, which initially started as part of the department's COVID response, but have since evolved into long-term supports for people experiencing homelessness in our community, with a focus on the development of a new Housing Hub. As a result, Administration is now seeking to add this position to the permanent staffing complement and have it be funded through Federal/Provincial Homelessness funding.

In July 2021 Council approved a vision for a Housing Hub (CR365-2021) and in August 2022 the Community Development and Standing Committee approved proceeding with site selection and seeking out capital and operating funding needed to establish the Housing Hub (Council Report 112/2022). Building on the success of the temporary Homelessness and Housing Help Hub (H4) that was launched in response to the COVID-19 pandemic, the new Housing Hub will create a place where people experiencing homelessness can obtain wrap around supports including housing search assistance, mental health, addictions and primary care. The Hub will also provide on-site transitional housing units. In order to bring this vision to fruition, the Coordinator will primarily be responsible for continuing to work with an inter-departmental advisory committee, procuring and working with consultants and other professional services, establishing capital and operating budgets, seeking funding from upper levels of government to reduce the burden on the municipal tax base, and developing an implementation plan for Council's approval.

The Housing Hub project is expected to take 3 to 5 years to be built and then will require ongoing oversight by City Administration. The work described above represents new responsibilities layered on to the Housing Services department since 2020 and which are expected to continue for the foreseeable future. Creating a new full time, permanent Coordinator position is critical in order to successfully establish the new Housing Hub and continue to address these new and evolving responsibilities in the homelessness sector.

### Risk

There is limited risk to the Corporation in approving the Coordinator as a new permanent position since it is funding through upper levels of government under the provincial Homelessness Prevention Initiative (HPP) and/or the federal Reaching Home: Canada’s Homelessness Strategy program.

The risk of not establishing the Coordinator position as a permanent full-time position is that the City of Windsor may not be able to secure the necessary capital and operating funding required to establish a new Housing Hub.

Another risk of not funding this position is that the community will not meet its goals to reduce chronic homelessness by 50% in 2024 and by 100% by 2028, as articulated in the Council approved Windsor-Essex Housing and Homelessness Master Plan. There is a related risk that the City of Windsor will not be able to meet its obligations to reduce homelessness as required in transfer payment agreements with the provincial and federal levels of government.

Should the Housing Hub not be created, with the support of this Coordinator, this may lead to increased demand on emergency shelters and increased street homelessness, resulting in additional pressures and costs on other services such as police, the justice system, hospitals, municipal parks departments, and by-law enforcement. This will also have a negative impact on economic development, particularly in the Downtown Windsor Business Improvement Area.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	30,403			
Housing & Children's Services	Homelessness PrevProg (HPP)	Fringe Benefits (Dept.)	30,403			
Housing & Children's Services	Homelessness PrevProg (HPP)	INTERNAL Service Salary Allocn	(122,527)			
Housing & Children's Services	Homelessness PrevProg (HPP)	Salary-Reg.Full Time	92,124			
		<b>Total Expenses</b>	<b>30,403</b>	<b>0</b>	<b>0</b>	<b>0</b>
Corporate Accounts	Fringe Benefits Recovery	Automated Fringes Recovery	(30,403)			
		<b>Total Revenues</b>	<b>(30,403)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Housing & Children's Services	Homelessness PrevProg (HPP)	Coordinator, Housing Admin & Develop	Regular Full-Time	1.0
			<b>Total:</b>	<b>1.0</b>

<b>Budget Issue #</b>	2023-0065	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Human & Health Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Housing & Children's Services	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Children's Services	<b>Status</b>	Public

## Addition One Regular Full-Time Special Projects Coordinator(Children's Services)

One Regular Special Projects Coordinator position in Children's Services is being requested to support the increased initiatives in the Early Years and Child Care programs in the community. Municipal funding is not being requested at this time as the new position can be funded within the existing Child Care budget, which includes one-time Provincial funding to assist municipalities with the implementation of the 5% administrative funding cap. Also included in the budget is new administration funding related to new on-going child care funding streams introduced in 2022. A new Child Care Funding Formula (CCFF) is being developed for 2023 and future years but this formula and the 2023 funding allocations are not known at this time.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

The City of Windsor is the Consolidated Municipal Service Manager (CMSM), responsible for planning and managing the delivery of community based child care and early years programs and services for children from pre-natal to 12 years of age, ensuring an increasingly integrated, high quality child care and early years system, governed and funded through the Ministry of Education. This includes contractual funding agreements with the child care and early years community; the administration of child care fee subsidy, special needs resourcing funding; and capacity building and professional development of all early learning professionals across Windsor Essex County. The County shares in the municipal cost of child care using the arbitrated weighted assessment formula.

Section 56 of the Child Care and Early Years Act (CCEYA) 2014 states that:

- “...a service system manager shall,
- (a) develop and administer local policies respecting the operation of child care and early years programs and services;
- (b) administer the delivery of financial assistance provided by the Minister under clause 54 (1) (b), in accordance with the regulations;
- (c) coordinate the planning and operation of child care and early years programs and services with the planning and provision of other human services delivered by the service system manager;
- (d) assess the economic viability of the child care and early years programs and services in the service area and, if necessary, make or facilitate changes to help make such programs and services economically viable;
- (e) perform such other duties as may be prescribed by the regulations.

MEDU provides 5% administration funding which is cost shared 50/50 with the Municipality. The addition of one Regular Full-Time Children Services Special Projects Coordinator position would help the Children's Services Department in performing its due diligence and meeting its contractual obligations with the Ministry of Education (MEDU).

To date, within Children's Services budget, there is one Regular Full-Time Special Projects position. The workload for this position has been quite heavy, and continues to grow as new initiatives are introduced by the Ministry of Education. Over the past two years, the Department has had to hire temporary staff to assist this position with the implementation of various initiatives for Child Care and Early Years.

This added position is required to provide fundamental services to families that without this service may have a negative

impact on their ability to attend work or schooling. The Provincial and Federal Governments have a shared vision and have committed to provide investments in early years and child care to increase quality, accessibility, affordability, flexibility and inclusivity.

The new position will not require additional municipal funding at this time as it will be funded within the existing Child Care budget which includes administration funding from a new program (Workforce Funding) that was introduced in 2022. This new administration has reduced the budget pressures identified in previously through budget issues (2021-0026 and 2022-0010). Also included in the 2022 budget is one-time transitional funding from MEDU. The City of Windsor, as CMSM, was notified in the spring of 2022 one-time transitional funding will be available for 2023 therefore the previously identified budget pressures from the provincial administration funding reduction will not be present in 2023. In addition to the Work Force funding and one-time transitional funding by the province, the recently announced Canada-Wide Early Learning and Child Care (CWELCC) System funding will result in additional administration funding. This increase in funding will be offset by the cost of additional temporary staff required to administer this program.

Consultations have begun with the Minister’s Advisory Group, to support the development of the new Child Care Funding Formula (CCFF) which may be applicable in 2023. The CCFF intends to promote greater equitability, predictability, transparency and responsiveness, while reducing administrative burden. The CCFF will result in a new funding formula for allowable administration funding which is not known at this time.

**Risk**

The addition of this position will have a positive impact on the service delivery to the community and families accessing Child Care and Early Years services in Windsor-Essex County. If this position is not added to the staffing complement, there is a possibility that Children’s Services would not be able to implement all of the required initiatives as set out by the Ministry of Education. This would put the City of Windsor at risk of not fulfilling their contractual obligations to the Ministry of Education and result in a loss of funding for the Windsor-Essex community.

It is anticipated that in 2023 this position can be funded within the existing municipal budget which includes additional funding as a result of new Childcare programs and one-time funding from the province. If the new administration funding based on the new CCFF calculation is not sufficient to replace the provincial one-time funding currently in the budget then a future request from the municipality may be required.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	18,991			
Housing & Children's Services	Child Care	Fringe Benefits (Dept.)	18,991			
Housing & Children's Services	Child Care	Salary-Reg.Full Time	57,550			
Housing & Children's Services	Child Care	Social Dev-Corporate Overhead	(76,541)			
		<b>Total Expenses</b>	<b>18,991</b>	<b>0</b>	<b>0</b>	<b>0</b>
Corporate Accounts	Fringe Benefits Recovery	Automated Fringes Recovery	(18,991)			
		<b>Total Revenues</b>	<b>(18,991)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Housing & Children's Services	Child Care	Special Projects Co-ordinator	Regular Full-Time	1.0
<b>Total:</b>				<b>1.0</b>

# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0004	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Human & Health Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Huron Lodge	<b>Category</b>	[A] Annualization
<b>Division</b>	Program Services	<b>Status</b>	Public

## Contractual Increase for Caretaking Services- Huron Lodge approved by CR314/2022

This budget issue increases the Caretaking Purchased Services account due to the contract increase as a result of the RFP#92-22 awarded to Aramark Canada Ltd. as approved by council on July 25, 2022 through CR314/2022.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

On July 25, 2022, council authorized the award of RFP# 92-22 to Aramark Canada Ltd. as described in report C116/2022 and approved by CR314/2022 for the purpose of providing caretaking (janitorial) services at Huron Lodge Long-Term Care Home the amount of \$1,387,526.90 per year plus applicable HST, for a three (3) year term with the option to extend for up to two (2) additional two (2) year terms as permitted under Purchasing Bylaw 93-2012.

The annual cost of the new contract expenditures for caretaking (janitorial) service is \$1,387,526.90 plus non-recoverable HST which totals a net cost to the city of \$1,411,947.39.

The 2022 annual budget for caretaking (janitorial) services is \$1,259,474. The award of this RFP 92/2022 requires a budget increase of \$152,473 to the annual operating budget.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Huron Lodge	Program Services	Bldg Maintenance Services	152,473			
Parks & Facilities	Fac.Ops. - Huron Lodge	Caretaking	152,473			
		<b>Total Expenses</b>	<b>304,946</b>	<b>0</b>	<b>0</b>	<b>0</b>
Parks & Facilities	Fac.Ops. - Huron Lodge	Work Auth Recovery INTERNAL	(152,473)			
		<b>Total Revenues</b>	<b>(152,473)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>152,473</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0118	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Accounts	<b>Category</b>	[A] Annualization
<b>Division</b>	Fund Transfers	<b>Status</b>	Public

## Previously Approved Asset Management Plan (AMP)

The City's Asset Management Plan approved a capital funding increase of 1.16% every year for a 6 year period (2020 to 2025). This increase represents the 2023 funding amount.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The City has continually provided funding for the capital budget to address its assets as well as fund service enhancements, growth, economic development and agency, board and committee capital needs. The need to increase funding to address repair, maintenance and replacement of existing assets has been communicated, however previous requests were focused on one asset type or a specific project. The corporate Asset Management Plan was approved by City Council in the summer of 2019 and spoke to the increase required for all assets to sustain their current service levels as well as ensuring funding for capital projects which provide service enhancements, economic development, support of ABC needs and growth is also preserved. The report outlined the average annual funding for current assets should be \$111M and the City is currently investing an average of \$77M, creating a shortfall of approximately \$34M each year. As a result of the information highlighted within the Corporate Asset Management Plan report, Council approved annual funding increases of 1.16% for the years 2020 through 2026, calculated based on the net annual tax levy. The 2023 contribution amount is calculated as follows:

$$2022 \text{ Levy} * 1.16\% = \$438,096,246 * 0.0116 = \$5,081,916$$

### Risk

Not funding the recommended increase will result in several projects which are enhancements, economic development, growth and/or ABC investments to be reduced or eliminated in order to redirect available capital funding to sustain our higher risk capital assets. It may also mean that lower risk assets are not funded for replacement or reconstruction. Projects of this nature would be replacement of playgrounds, rehabilitation or reconstruction work on local roads, and will result in a lower level of service than what the community currently experiences.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Asset Management Plan	TRANSFER to Reserve Fund	5,081,916			
		<b>Total Expenses</b>	<b>5,081,916</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>5,081,916</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0119	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Accounts	<b>Category</b>	[A] Annualization
<b>Division</b>	Fund Transfers	<b>Status</b>	Public

## Life Cycle Costing for Major Information Technology Costs

A prevalent I.T. industry trend, is a shift away from perpetual licensing to an annual subscription service which includes a monthly/annual charge based on usage. As we deploy new applications, our major enterprise systems are facing the challenge of vendors only offering a subscription model. This includes the MS Office suite, which is moving to the cloud (MS365). The current operating & capital funding model is not adequate and difficult to predict years in advance with changing technology needs, it was thus recommended in 2022 we annualize the funding for these purchases through the Pay-As-You-Go reserve. This sustainable funding plan is the result of a pre-commitment approved in the 2022 budget.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The technology landscape is ever changing, and as our business model adapts to leverage new software, and to maintain, and enhance our existing platforms, it is becoming increasingly necessary to build a sustainable funding source. The current funding model did not provide sufficient funds to sustain our required trend towards the “cloud” and the pressing demand for modernization.

A prevalent I.T. industry trend, is a shift away from traditional perpetual licenses towards a software as a service (SaaS) model that is hosted in the “cloud”. In a license model, a one-time purchase is typically made using capital dollars with a separate agreement for annual support services, usually funded through the operating budget. Licensed applications are mostly housed on premise and the City of Windsor (City) has historically been able to extend their useful life. The SaaS fee is a monthly/annual charge based on usage compared to the one-time purchase of perpetual licenses and includes the annual support services. In a SaaS model, the City is contractually obligated to follow the product life-cycle and must complete regular maintenance and upgrades.

The current funding model is based on the purchase of perpetual licenses and does not support the on-going annual fees that come from entering into SaaS agreements. Historically, the City has purchased perpetual licenses for Microsoft Software (MS) with an average life cycle of 5-7 years before new licenses were required. The Personal Computer (PC) Maintenance Reserve fund (Fund 177) has been used to purchase new licenses as required. An annual transfer to the reserve fund is done through an allocation from each department based on the number of PC’s deployed in their area. The fee per PC is currently \$480 annually of which 25% is allotted for the purchase of MS licenses.

Microsoft’s new MS365 platform is cloud based, with a SaaS fee that has many new features which are not available with our perpetual license that is hosted on-premises. These enhancements offer collaborative tools such as, MS Teams, Forms, and more that are especially beneficial for remote workers and modernizing our work environment. The on-going nature, and higher fees of this service cannot be sustained within the current PC maintenance reserve charge. Microsoft does plan on discontinuing their perpetual licensing models which means that once our current perpetual software is no longer supported we will have to move all MS office accounts to the MS365 SaaS platform. Failure to migrate off of non-supported software leaves the City vulnerable to bad actors who use unpatched software as an entry point for malicious activity.

Our major enterprise systems have a similar challenge. As we deploy new applications such as the Tax system, and Workforce Software, vendors are only offering a SaaS model. The two PeopleSoft systems, Financials & HRMS

(PeopleSoft) were purchased with a perpetual license however, the City has not done an upgrade to these applications in over a decade. They have been identified by Administration as high risk. In order to mitigate the enterprise risk of a technology failure, these systems need to be upgraded or replaced within the next 5 years. In both scenarios, the City may have to move to a SaaS model for PeopleSoft. While the future costs are currently an unknown, it is anticipated that this will significantly raise the annual fee and necessitate more regular maintenance (upgrades) to the applications. Utilizing a pay-as-you-go (PAYG) funding formula will allow for a sustained approach to managing the enterprise systems.

A criticism in previous technology audits and consultant reports is that the City does not maintain the version of its applications and stretches the useful life of a product beyond the recommended use. This creates security vulnerabilities and limits our ability to leverage new technology. PeopleSoft as the City’s largest enterprise system(s) is an example of this.

Rather than continuing the current funding model of operating and capital budgets, that are difficult to predict years in advance with changing technology needs, it was recommended in the 2022 Operating Budget to precommit and annualize the funding through the Pay-As-You-Go (PAYG) reserve fund. The pre-commitment approved in the 2022 Operating Budget included 3 types of funding increases:

**INCREASE 1**

- Software costs are expected to increase annually with inflation - in 2022 an annual 3% budget increase be made to the PAYG reserve fund contributions was approved, which starting with \$151K in 2022 and increasing by 3% each year (\$156K in 2023), which would go directly to funding corporate enterprise software.

**INCREASE 2**

- Beginning in 2023 a new Corporate fee will result in another \$300K of available funding into the PAYG reserve fund.

**INCREASE 3**

- A reduction of the annual dividend payment from the PAYG fund to the current fund in the amount of \$1.8M to be phased in over 5 years which began with \$150K in 2022 and is increasing to a level of \$450K in 2023, \$900K in 2024, \$1.35M in 2025 and remaining at \$1.8M annually thereafter.

**NOTE:**

- Currently budgeted capital funding approved in principle until 2032 for Enterprise software as well as a portion of future sustainability funding would go directly to funding corporate enterprise software in the PAYG reserve.

This new funding model would maintain the PAYG reserve over the next 20 years and an annual review of the PAYG reserve balance and formula will be done to ensure the health of the fund.

**BENEFITS:**

- Aligns the PAYG contributions with the SaaS model to ensure sustained funding for major applications (Tax System, WFM Software, PeopleSoft Financials and HRMS and MS 365) including ongoing maintenance and support.
- Provides a funding source to ensure systems remain current to leverage modernized features for efficiency gains.
- Eliminates the need for significant annual operation budget requests above the current contractual increases.

**RISKS:**

- The software estimates are based on past trends and anticipated costs to replace/upgrade applications. As technology, costing and our needs change, a periodic review will be required to maintain the health of the fund.
- Without modifications to the funding model the City cannot proceed with the full deployment of MS365. This limits our ability to utilize collaborative tools and to modernize our work environment which will severely impact the efficiency of remote workers in the long-term.
- The change from MS perpetual license to MS365 that is hosted in the cloud, is significant and requires major modifications to our current set-up. The City will need lead time to deploy MS365 corporately to avoid having unsupported Microsoft software deployed which could result in large security vulnerabilities.

**2023 Increase**

	2023
Increase 1	\$156,000
Increase 2	\$300,000

Increase 3	\$300,000
Total	\$756,000

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Trns frm Reserve-PAYG Dividend	TRANSFER From Reserve Funds	300,000			
		<b>Total Revenues</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
Corporate Accounts	Transfer to PAYG Lease Reserve	TRANSFER to Reserve Fund	456,000			
		<b>Total Expenses</b>	<b>456,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>756,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0038	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Accounts	<b>Category</b>	[B] Legislated
<b>Division</b>	Fringe Benefits	<b>Status</b>	Public

## Canada Pension Plan (CPP)

CPP contributions are a legislated payroll cost. The CPP rate for 2023 is estimated at 5.95%, an increase of 0.25% over the 2022 rate. Maximum pensionable earnings and employee payroll data used to calculate the CPP budget are based on the Corporation's payroll estimates - a variance from the budget will occur if the assumptions used change significantly.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The CPP rate for 2023 is increasing to 5.95% (up from 5.70% in 2022) with the Year's Maximum Pensionable Earnings (YMPE) of \$66,600 and the exemption remaining at \$3,500.

Due to the changing staffing levels throughout the year, this account is difficult to forecast with certainty.

2022 Approved Budget: \$9,700,000  
 2023 Requested Budget: \$10,200,000  
 2023 Requested Increase: \$500,000

### 5 Year Budget History

Year	Budget	Actual	Variance	% Committed
2018	\$7,398,000	\$6,719,909	\$49,091	90.8%
2019	\$7,750,000	\$8,042,522	(\$292,522)	103.8%
2020	\$8,250,000	\$8,189,576	\$60,424	99.3%
2021	\$9,000,000	\$9,067,562	(\$67,562)	100.8%
2022	\$9,700,000	\$9,700,000*	0*	100.0%

\* 2022 Year End Projections

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Canada Pension Plan	Canada Pension Plan	500,000			
		<b>Total Expenses</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0040	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Accounts	<b>Category</b>	[B] Legislated
<b>Division</b>	Fringe Benefits	<b>Status</b>	Public

## Employer Health Tax (EHT)

EHT contributions are a legislated payroll cost. The EHT rate for 2023 is projected to remain unchanged at 1.95%. Employee payroll data used to calculate the EHT budget are based on the Corporation's payroll estimates - a variance from the budget will occur if the assumptions used change significantly.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

Taxable gross earnings for 2023 are estimated to be approximately \$267.7 million based on current YTD totals and anticipated negotiated increases. The Employer Health Tax rate is unconfirmed but is forecasted to remain unchanged at 1.95% of gross taxable earnings. This account is difficult to project due to unknown variables such as sick leave payments and severance payments.

2022 Approved Budget: \$4,900,000  
 2023 Requested Budget: \$5,340,000  
 2023 Requested Increase: \$440,000

### 5 Year Budget History

Year	Budget	Actual	Variance	% Committed
2018	\$4,450,000	\$4,591,539	(\$141,539)	103.2%
2019	\$4,650,000	\$4,383,163	\$266,838	94.3%
2020	\$4,800,000	\$5,178,139	(\$378,139)	107.9%
2021	\$4,800,000	\$5,012,576	(\$212,576)	104.4%
2022	\$4,900,000	\$4,900,000*	\$0*	100.0%

\* 2022 Year End Projections

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Employer Health Tax	Employer Health Tax	440,000			
		<b>Total Expenses</b>	<b>440,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>440,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0042	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Accounts	<b>Category</b>	[B] Legislated
<b>Division</b>	Fringe Benefits	<b>Status</b>	Public

## Employment Insurance (EI)

EI contributions are a legislated payroll cost. The EI rate for 2023 will increase to 1.63%. Maximum insurable earnings and employee payroll data used to calculate the EI budget are based on the Corporation's payroll estimates- a variance from the budget will occur if the assumptions used change significantly.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The 2023 Employment Insurance premium rate and maximum annual insurable earnings have been confirmed at 1.63% and \$61,500, respectively. The EI rate has remained unchanged for the last 2 years and has increased from 1.58% in 2022.

2022 Approved Budget: \$3,600,000  
 2023 Requested Budget: \$3,900,000  
 2023 Requested Increase: \$300,000

### 5 Year Budget History

Year	Budget	Actuals	Variance	% Committed
2018	\$3,350,000	\$3,368,351	(\$18,351)	100.5%
2019	\$3,400,000	\$3,484,496	(\$84,496)	102.5%
2020	\$3,800,000	\$3,309,127	\$490,873	87.1%
2021	\$3,600,000	\$3,511,606	\$88,394	97.5%
2022	\$3,600,000	\$3,600,000*	0*	100.0%*

\* 2022 Year End Projection

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Employment Insurance	Unemployment Insurance	300,000			
		<b>Total Expenses</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0035	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Accounts	<b>Category</b>	[C] Contractual
<b>Division</b>	Fringe Benefits	<b>Status</b>	Public

## Green Shield Health & Dental Benefits Rate

The Corporation of the City of Windsor currently provides health care benefits such as, drug, dental, extended health, vision, audio, travel for employees (Non-Union, ONA, CUPE 543 & 82, Windsor Fire Services, Windsor Police Services, Transit Windsor and Windsor Public Library) and to eligible retirees and surviving spouses/dependents.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

Our Corporate benefit plan is funded on an ‘Administrative Services Only’ basis or what is known in the industry as ASO. ASO refers to the City of Windsor funding our own health insurance program/benefit claims and pay an administration fee to Green Shield to evaluate and process health plan claims based on the negotiated/agreed to plan provisions of the various collective agreements.

In a meeting on November 22nd, the City’s Benefits Consultant confirmed the 2022 surplus with Green Shield is approximately \$357,000. Premiums are approximately \$2.2M per month or \$26.8M per year. Green Shield and Administration have agreed to a premium increase of 4.8% in 2023 (much lower than what is suggested by Green Shield, which is in the 11-12% range).

The Windsor Public Library, Roseland and Your Quick Gateway are also covered under the City’s Green Shield business account, however, their premium amounts are removed from this budget as each area budgets their own Green Shield premiums.

Given the 4.8% premium increase along with the increase in the number of employees/retirees covered for Green Shield benefits, 2023 premiums are expected to be approximately \$2.3M per month or \$28.1M per year. Removing the expected 2023 premiums for Windsor Public Library, Roseland and YQG, the 2023 premiums are expected to be \$27.6M per year.

The Green Shield Benefits Budget has not been increased in several years. The decision to take on the risk was made as a result of the uncertainty of COVID-19 impacts and the healthy surpluses received in the previous few years, which have offset the variance between the budget and the premium costs. In 2022, a much smaller surplus has materialized, which is resulting in a projected overall deficit of \$1.5M. Any deficits at the end of the year will be mitigated by any potential surpluses in other fringe benefit accounts or a transfer from the Fringe Stabilization Reserve.

Based on the previous budget shortfall and the recommended increase of 4.8%, the 2023 budget would need to be increased by \$3.2M. However, due to a healthy balance in the Fringe Stabilization Reserve, Administration has decided to take on some risk, by recommending an increase of the budget by \$2,000,000. In doing so, based on best estimates, it is expected that there may be a 2023 variance in this account of approximately \$1.25M at the end of the year. Any deficit that does materialize at the end of 2023 will be offset by a transfer from the Fringe Stabilization Reserve.

2022 Approved Budget (city portion): \$24,380,440  
 2023 Recommended Increase (city portion): \$2,000,000  
 2023 Recommended Budget (city portion): \$26,380,440

**Performance Indicators**

Number of Subscribers per Benefit Plan as of August 2022

- Audio - 4,168
- Dental - 4,983
- Drug -5,134
- EHS - 5,131
- Long Term Care - 4,489
- Semi-Private - 4,506
- Travel - 4,989
- Vision- 4,501

**5-Year Budget History**

Year	Budget	Actual	Variance	% Committed
2018	\$23,568,000	\$23,506,203	\$61,797	99.7%
2019	\$25,453,440	\$25,559,830	(\$106,390)	100.4%
2020	\$24,380,440	\$22,370,431	\$2,010,009	91.8%
2021	\$24,380,440	\$24,154,554	\$225,886	99.1%
2022	\$24,380,440	\$25,921,000*	(\$1,540,560)*	106.3%

\*2022 Year End Projection, any surpluses/deficits will be transferred to/from the Fringe Stabilization Reserve Fund.

\*Projected balance takes into account a \$357,000 surplus receivable from Green Shield

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Greenshield	Health Coverage	2,000,000			
		<b>Total Expenses</b>	<b>2,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>2,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0036	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Accounts	<b>Category</b>	[C] Contractual
<b>Division</b>	Fringe Benefits	<b>Status</b>	Public

## Short Term Disability Program (STD)

Short Term Disability (STD) is a contract between the Corporation of the City of Windsor and Canada Life Assurance Company where in exchange for Transit Windsor premiums; Canada Life provides a financial benefit that pays a percentage of an employee’s salary for a specified amount of time, if they sustain a non-occupational injury or illness and cannot perform the duties of their job. The increase reflects the contractual increase in salary and to align the budget to current volumes.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

Based on the current collective bargaining agreement with the Amalgamated Transit Union, Local 616, the STD benefit is 75% of a covered employee’s salary to a weekly maximum of \$1,000.

Premiums are approximately \$69.6K per month or \$835K per year. The Transit STD plan with Canada Life has seen a massive increase in claims this year, increasing the average claims per month for the full year to nearly \$80,000 (\$41,000 in the first quarter, \$72,000 in the second quarter, \$96,000 in the third quarter and \$107,000 in the fourth quarter). This represents a 45% increase (well beyond wage-related growth) over the average of \$55,000 per month over the previous two years.

As per a meeting with Paul Goodman on November 22, 2022, Administration has confirmed a 50% premium increase, hence 2023 premiums are expected to be approximately \$100K per month or \$1.2M per year. A budget increase of \$400,000 will be required for 2023.

In recognition of the increase in STD claims, additional Disability Management Specialist (DMS) resources have been added to ensure close monitoring of new and ongoing STD claims. The additional DMS resource is intended to ensure we are able to keep pace with the timelines for reporting requirements and submissions as well as to return workers back to work as quickly and safely as possible in their recovery process. Further we hope that the additional resource may limit reoccurrences through more intensive return to work planning.

2022 Approved Budget: \$780,000  
 2023 Recommended Budget: \$1,180,000  
 2023 Recommended Increase: \$400,000

### 5 Year Budget History

Year	Budget	Actual	Variance	% Committed
2018	\$580,000	\$553,901	\$26,099	95.5%
2019	\$580,000	\$715,391	(\$135,391)	123.3%
2020	\$580,000	\$761,539	(\$181,539)	131.3%
2021	\$730,000	\$802,619	(\$72,619)	109.9%

2022	\$780,000	\$1,130,000*	(\$350,000)	144.8%*
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\*2022 Year End Projection also includes a projected deficit payment of \$295,000.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	STD Plan (Transit Windsor)	Other Prof Services-External	400,000			
		<b>Total Expenses</b>	<b>400,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>400,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0037	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Accounts	<b>Category</b>	[C] Contractual
<b>Division</b>	Fringe Benefits	<b>Status</b>	Public

## Ontario Municipal Employees Retirement System (OMERS) Pension Fund

OMERS, officially the Ontario Municipal Employees Retirement System, is a pension fund created by statute in 1962 to handle the retirement benefits of local government employees in Ontario, Canada. This Provincially mandated pension cost is based on the Corporation's payroll estimates.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

OMERS is a multi-employer, contributory defined benefit pension plan which the City of Windsor participates in. All plan members belong to the defined benefit provision of the OMERS Primary Plan and its costs are shared equally between members and employers. OMERS is designed to provide plan members with a lifetime pension protected against inflation and includes excellent survivor and disability benefits. It also offers early retirement options and is portable with many public sector plans.

Enrolment in the OMERS pension plan is mandatory for all permanent full-time City of Windsor employees. Prior to January 1, 2023, employees that are not permanent full-time (NFT) were eligible to enroll in the OMERS pension plan if they met certain enrolment conditions: In each of the two preceding calendar years an employee's service must equal a minimum of 700 employment hours and/or earnings must equal 35% of the Canada Pension Plan/Yearly Maximum Pensionable Earnings (YMPE). Currently there are 199 NFT employees enrolled in the OMERS pension plan. This number may fluctuate from year to year based on the number of NFT's that meet the criteria, choose to enroll in the Plan and/or terminate their employment with the City of Windsor.

In 2020, OMERS passed a plan change to remove the current eligibility requirement for non-full-time employees to join the Plan effective January 1, 2023. This will allow NFT employees who work for an OMERS employer to join the Plan at any time on or after January 1, 2023. Lifting the eligibility requirements for all NFT employees could potentially increase the enrollments into the OMERS plan whereby increasing the cost to the City of Windsor. On average for the last 5 years, approximately 874 NFT employees will be eligible to enroll in the Plan. The additional exposure and requested budget increase will be outlined in a separate budget write-up.

Contributions to the OMERS plan are calculated as a percentage of the member's contributory earnings and are normally matched by the City of Windsor.

The current contribution rate for normal retirement age (NRA) 65 members is 9% of contributory earnings up to the year's maximum pensionable earnings (YMPE) + 14.6% of contributory earnings over the YMPE (\$64,900 in 2022).

The current contribution rate for NRA 60 members is 9.2% of contributory earnings up to the YMPE + 15.8% of contributory earnings over the YMPE.

When preparing the budget calculations, an assumed 2023 YMPE of \$67,300 (based on the average YMPE increases over the last five years) was used, along with confirmed or estimated negotiated salary increases were used for all employees enrolled in the OMERS pension plan as at August 5, 2022. These calculations exclude the Windsor Public Library and include the following groups:

CUPE Local 543  
 CUPE Local 82  
 Mayor and City Council  
 Non-Union  
 Non-Union CANUE  
 Non-Union Police  
 Windsor Police Association (WPA) - Uniform  
 Windsor Police Association (WPA) - Civilian  
 Ontario Nurses Association (ONA)  
 Windsor Professional Firefighters Association (WPFPA)  
 Transit Windsor - Non Union and Union

As a note, on April 21, 2022, the government enacted a Permanent Wage Enhancement (“PWE”) for Personal Support Workers (PSW) in the long-term care sector which provided all eligible staff with a permanent hourly wage increase of \$3 per hour. This pay is provided in addition to their existing hourly wages, regardless of how much that person is paid, in accordance with the PWE policy. The PWE policy indicates that this \$3 per hour wage increase does not impact pension plans and as such, the City of Windsor has not taken any OMERS contributions on this extra hourly wage. OMERS has determined that the earnings associated with the PWE are pensionable. It has been determined that the contributions are required to be taken. It is estimated that the \$3 per hour wage increase for the 102 PSWs currently working at Huron Lodge will cost the City approximately \$80,000 in additional OMERS contributions.

2022 Approved Budget: \$24,750,000  
 2023 Requested Budget: \$25,180,000  
 2023 Budget Increase: \$430,000

**Performance Indicators**

In total there are 2,876 employees currently enrolled in the OMERS pension plan.

**5 Year Trend Analysis**

Year	Budget	Actual	Variance	% Committed
2018	\$22,492,000	\$22,434,252	\$57,748	99.7%
2019	\$23,365,000	\$23,422,445	(\$57,445)	100.3%
2020	\$23,994,000	\$24,196,884	(\$202,884)	100.8%
2021	\$24,200,000	\$24,553,980	(\$353,980)	101.5%
2022	\$24,750,000	\$24,750,000*	0*	100.0%

\*2022 Year End Projection

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	OMERS	Pensions - Contributory	430,000			
		<b>Total Expenses</b>	<b>430,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>430,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0045	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Accounts	<b>Category</b>	[C] Contractual
<b>Division</b>	Fringe Benefits	<b>Status</b>	Public

## Expansion of OMERS Enrollment for Non-Full-Time Employees

Starting January 1, 2023, all NFT employees (including regular part-time, temporary full-time, temporary part-time, recreational and students) will be eligible to join the OMERS plan immediately upon hire without having to qualify for enrolment. Due to this plan change, there is potential of an increase in OMERS enrolments for all new hires as well as the approximately 874 NFT employees who are currently working for the City but not enrolled in the OMERS plan. With each new enrolment, there is a cost to the corporation by having to match the employee’s OMERS contributions.

**Recommendation:** Recommended

**One-Time Funding:** \$1,000,000 (Budget Stabilization Reserve)

### Issue Detail

In 2020, OMERS pension plan passed a plan change to remove the eligibility requirements for non-full-time (NFT) employees. Prior to January 1, 2023, employees who were not permanent full-time were able to join the OMERS pension plan if they met the following eligibility criteria (with one or more OMERS participating employers):

In each of the two preceding calendar years an employee's service must equal a minimum of 700 employment hours and/or earnings must equal 35% of the Canada Pension Plan/Yearly Maximum Pensionable Earnings (YMPE).

For historical context and under the existing OMERS criteria, every October, the City of Windsor’s Human Resources Department determines the number of employees that qualified under the existing criteria and offers OMERS enrolment to these employees for a January 1st enrolment in the upcoming year. On average, there is approximately 100-130 employees who have met the eligibility criteria and are offered enrolment. From this offer, approx. 30% of employees elect to enroll. At present, there is a total of 199 NFT employees enrolled in the OMERS plan.

Contributions to the OMERS plan are calculated as a percentage of the member’s contributory earnings and these contributions are matched by the City of Windsor. The current contribution rate for normal retirement age (NRA) 65 members is 9% of contributory earnings up to the year’s maximum pensionable earnings (YMPE) + 14.6% of contributory earnings over the YMPE (\$64,900 in 2022). The current contribution rate for NRA 60 members is 9.2% of contributory earnings up to the YMPE + 15.8% of contributory earnings over the YMPE.

With the new criteria beginning January 1, 2023 and the 874 NFT now eligible to enroll in the Plan, it is impossible to determine how many of those employees will elect to join. It was decided to complete a budget calculation using a less than 30% enrollment scenario, based on historical data. Should that take place, a cost of approximately \$750,000 will be required. There is also \$1M in contingency BSR funding available should more employees choose to enroll.

After a few years with the new criteria in plan and data to determine how many NFTs are electing to join OMERS, it will be easier to determine approximately how many NFT employees elect to enroll in the OMERS pension plan and easier to pin down a budget figure.

### Estimated Average Enrollment for Non-Full Time Employees

Estimated Yearly Average	Total Non-Full-Time Employees	Estimated CoW OMERS Contribution 33% Enrollment	Estimated CoW OMERS Contribution 66% Enrollment	Estimated CoW OMERS Contribution 100% Enrollment
2019	944	\$1,096,194	\$2,192,389	\$3,321,802
2020	877	\$1,076,524	\$2,153,047	\$3,262,193
2021	862	\$1,092,583	\$2,185,166	\$3,310,858
2022	771	\$998,383	\$1,996,767	\$3,025,404
4 Year Average	863	\$1,065,921	\$2,131,842	\$3,230,064

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	OMERS	Pensions - Contributory	1,750,000			
		<b>Total Expenses</b>	<b>1,750,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
Corporate Accounts	OMERS	TRANSFER From Reserve Funds	(1,000,000)			
		<b>Total Revenues</b>	<b>(1,000,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>750,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0067	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Accounts	<b>Category</b>	[C] Contractual
<b>Division</b>	Corporate Expense Accounts	<b>Status</b>	Public

## WFM - AMS Software Contractual Increase

Contractual increase related to the WFM Application Managed Service (AMS) Agreement. The agreement specifies an annual increase of 5% after the first 2 years of coverage which ended in February 2022. The annual contract period runs between March and February of the following year. This budget issue covers the annual increase of 2 years which will cover until February of 2024.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

Contractual increase related to the WFM Application Managed Service (AMS) Agreement. The agreement specifies an annual increase of 5% after the first 2 years of coverage which ended in February 2022. The annual contract period runs between March and February of the following year. This budget issue covers the annual increase of 2 years which will cover until February of 2024.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Corporate Software	Computer Software	13,940			
		<b>Total Expenses</b>	<b>13,940</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>13,940</b>	<b>0</b>	<b>0</b>	<b>0</b>

In-Camera Issue  
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# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0134	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Accounts	<b>Category</b>	[D] Council Initiative
<b>Division</b>	Debt Charges	<b>Status</b>	Public

## Battery Plant Land Acquisition Debt (Interest & Principle Payments C77-2022, CR2

Increase in expenditures required to meet debt repayment principal and interest from land acquisition financing. C77-2022, CR215/2022

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

On October 18, 2021, LG Corporation and Stellantis announced that they had entered into a memorandum of understanding to form a joint venture (JV) to produce battery cells and modules for North America that would enable Stellantis to realize its goal of 40% of its sales in the U.S. comprised of electrified vehicles. LG Energy Solutions (LGES), a subsidiary of LG Corporation, expressed interest in investing a landmark \$4-5 billion to construct a 4.0 million sq. ft. facility to establish a battery manufacturing facility on ~200 acres of land which will require up to 2,500 local employees by 2025/2026. On March 23, 2022 an announcement was made with regards to Windsor being selected to become home to the first Large-Scale Electric Vehicle Battery Plant in Canada. The development is proposed to be located immediately west of Banwell Road and south of EC Row. The bulk of the lands are currently privately owned by a number of entities with a portion owned by the City.

The City was requested to acquire and assemble the privately held land with the intention to lease the consolidated land to the JV. With the City already owning 42.4 acres, this would require a purchase of the remaining 181.6 acres. The total anticipated cost of the land acquisition was \$45 million to be financed through the issuance of debt to Ontario Infrastructure and Lands Corporation. Repayments of both principal and interest will be required semi-annually.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Contingency	Debt Principal	1,383,789			
		<b>Total Expenses</b>	<b>1,383,789</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>1,383,789</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0144	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Accounts	<b>Category</b>	[E] Inflationary
<b>Division</b>	Corporate Expense Accounts	<b>Status</b>	Public

## Increase in Utilities Related to Hydro

The 2023 electricity budget reflects a projected increase in electricity costs compared to 2022 budget resulting primarily from consumption increases. The 2022 electricity budget formulation was based on 2020 data, which was influenced by Covid. For 2023, Administration used 2019 actual consumption data to formulate the budget of \$12,888,766, which resulted to a net increase of \$1,081,740.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

Projected consumption in 2023 is expected to follow a similar consumption trend to 2019 (the last pre-Covid year with normal consumption), with adjustments, totaling 63,951,423 kWh. A decrease by approximately 4,152,000 kWh compared to 2019 actuals, is largely the result of the operation of the CHP at the WIATC. The YTD 2022 overall corporate cost per kWh is \$0.139 and is trending approximately 7.9% lower than 2021.

The 2023 budget of \$12,888,766 includes a transfer to capital amount of \$ 2,608,986 associated with the 3 Combined Heat & Power systems at WFCU Centre, Huron Lodge LTC, and Windsor International Aquatic and Training Centre (WIATC), the LED lighting conversion of the main spectator bowl at the WFCU Centre, the City wide Streetlight LED conversion, and the ongoing City Wide LED Conversion Phase 1 & 2 projects.

The 2023 Budget of \$12,888,766 represents an increase of \$1,081,740 relative to 2022. Typically, a budget is formulated using the prior year's consumption as a base (should have used 2021 data) and adjusted for current consumption/rate trends plus an inflation factor. Because 2021 was a Covid year, 2019 data have been used.

Based on the above noted data, provincial policy, and related information, administration is recommending an electricity inflation factor of 3%, increasing the 2023 budget by \$287,781, exclusive of consumption and rate assumptions/trends.

Please note, estimations contained herein are subject to government policy and market driven fluctuations.

- 68,103,423 2019 Actual Consumption (kWh)
- (4,152,000) Net estimated 2023 Consumption Decrease (kWh)
- 63,951,423 2023 Projected Net Consumption (kWh)
- \$9,592,713 Net Projected 2023 Electricity Costs
- \$287,781 Inflation 3%
- \$279,127 CHP Maintenance
- \$120,158 Transfer to reserve
- \$ 2,608,986 Transfer to Capital
  
- \$12,888,766 2023 Requested Budget
- (\$11,807,026) 2022 Approved Budget
- \$1,081,740 2023 Requested Budget Increase (Total Municipal, Off-Street Parking and Sewer Surcharge)

**Risk**

The 2023 rates are trending lower compared to 2022, however market conditions and provincial policies could cause electricity rates to increase. Risk of rate increase is assessed at moderate and is associated with changes to government policy thereby increasing rates as well as uncontrollable market and generation conditions.

**5-Year Budget History**

Year	Budget	Actual	Variance	% Committed
2018	\$14,616,819	\$13,890,049	\$726,770	95.0%
2019	\$12,553,929	\$12,607,467	(\$53,538)	100.4%
2020	\$12,517,659	\$11,255,739	\$1,261,920	89.9%
2021	\$11,151,741	\$11,394,884	(\$343,143)	103%
2022*	\$11,807,026	\$12,107,026*	(\$300,000)	103%*

\*Based on 2022 Q2 Year-End Projection

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Contingency	Utilities	824,120			
Corporate Accounts	Contingency (Parking Operations)	Utilities			(6,377)	
Corporate Accounts	Contingency (Sewer Surcharge)	Utilities				263,997
		<b>Total Expenses</b>	<b>824,120</b>	<b>0</b>	<b>(6,377)</b>	<b>263,997</b>
		<b>Net Total</b>	<b>824,120</b>	<b>0</b>	<b>(6,377)</b>	<b>263,997</b>

<b>Budget Issue #</b>	2023-0145	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Accounts	<b>Category</b>	[E] Inflationary
<b>Division</b>	Corporate Expense Accounts	<b>Status</b>	Public

## Increase in Utilities Related to Gas

The 2023 natural gas budget reflects an increase in projected gas costs based on trends, consumption adjustments, carbon tax and international events. Consumption patterns associated with 2019 (pre-Covid) are being utilized as a Natural Gas consumption baseline with adjustments as warranted for the 2023 budget formulation. The 2023 natural gas consumption is estimated at 6,995,242 cubic meters. While there is a minor consumption increase, the budget increase is primarily the result of rate increase and carbon tax. The current YTD corporate cost per cubic meter is \$0.327 compared to \$0.282 in 2021, representing a 16% increase. The 2023 natural gas budget is \$2,780,731 which represent an increase of \$738,295 over 2022 budget.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

In 2023, Natural Gas consumption is estimated at 6,995,242 cubic meters. The 2023 natural gas budget is projected to increase by \$738,295 due to increasing Natural Gas rate, market trends, carbon tax, inflation, and consumption pattern adjustments.

Typically, a budget is formulated using the prior year's consumption as a base (should have used 2021 data) and adjusted for current consumption/rate trends plus an inflation factor. Because 2021 was a Covid year, 2019 data have been used.

The 2023 natural gas budget increase is primarily due to international factors, carbon tax increase, and higher inflation. As an illustration, the YTD rate is trending 16% higher than the same period of 2021. The 2022 budgeted unit rate was \$0.309 while the 2023 rate is projected to be \$0.398. The impact of the carbon tax increase and inflation alone reflect a budget impact of \$294,272.

- 5,934,242 2019 Actual Consumption (m3)
- 1,061,000 2023 Consumption Adjustment (m3)
- 6,995,242 2023 Budgeted Consumption (m3)
- \$ 2,485,759 Projected Costs
- \$170,684 Carbon Tax Increase
- \$124,288 Inflation 5%
  
- \$2,780,731 2023 Requested Budget
  
- (\$2,042,436) 2022 Approved Budget
  
- \$738,295 2023 Requested Budget increase (Total Municipal, Off-Street Parking and Sewer Surcharge)

### Risk

The 2023 rates are trending higher compared to 2022, however international events and market conditions could affect rates further.

**5-Year Budget History**

Year	Budget	Actual	Variance	% Committed
2018	\$1,791,127	\$1,102,011	\$689,116	61.5%
2019	\$1,865,513	\$1,149,513	\$716,000	61.6%*
2020	\$2,225,166	\$1,390,192	\$834,974	62.5%
2021	\$1,992,066	\$1,681,742	\$250,324	84.5%
2022*	\$2,042,436	\$2,322,436*	(\$280,000)*	114%*

\*2022 Q2 Year End Projection

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Contingency	Utilities	651,008			
Corporate Accounts	Contingency (Parking Operations)	Utilities			(938)	
Corporate Accounts	Contingency (Sewer Surcharge)	Utilities				88,225
		<b>Total Expenses</b>	<b>651,008</b>	<b>0</b>	<b>(938)</b>	<b>88,225</b>
		<b>Net Total</b>	<b>651,008</b>	<b>0</b>	<b>(938)</b>	<b>88,225</b>

# 2023 Budget Issue Detail



<b>Budget Issue #</b>	2023-0146	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Accounts	<b>Category</b>	[E] Inflationary
<b>Division</b>	Corporate Expense Accounts	<b>Status</b>	Public

## Increase in Utilities Related to Water

The 2023 Water budget reflects a projected increase in water costs based on consumption patterns and rate analysis. Consumption patterns associated with 2019 (pre-Covid) are being utilized as a water consumption baseline with adjustments as warranted for the 2023 budget formulation. The budget increase is primarily the result of an increase in water consumption compared to 2022. Due to seasonality and fixed costs, administration is projecting water costs to settle at \$4.40 per cubic meter, which represents an 8.9% increase over 2021 costs. The 2023 budget is \$2,556,196 resulting in an increase of \$682,055 that is driven by rate and consumption increase.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

In 2023, water consumption is estimated at 580,532 cubic meters. The 2023 water budget is projected to increase by \$682,055 compared to 2022 due to higher consumption and rate.

Typically, a budget is formulated using the prior year's consumption as a base (should have used 2021 data) and adjusted for current consumption/rate trends plus an inflation factor. Because 2021 was a Covid year, 2019 data have been used.

Inflation factor for 2023 is 3.8% (pending the approval of Windsor Utilities Commission' Board. That translates to a budget impact of \$93,579. The balance of the budget increase is associated with significantly increased consumption compared to 2022 budget.

- 571,932 2019 Actual Consumption (m3)
- 8,600 2023 Consumption Adjustment (m3)
- 580,532 2023 Projected Consumption (m3)
- \$ 2,462,617 Projected Costs
- \$93,579 Inflation 3.8%
  
- \$ 2,556,196 2023 Requested Budget
  
- (\$1,874,141) 2022 Approved Budget
  
- \$682,055 2023 Requested Budget increase (Total Municipal, Off-Street Parking and Sewer Surcharge)

### Risk

Risk of rate increase is assessed as low as WUC rates have been established.

### 5-Year Budget History

Year	Budget	Actual	Variance	% Committed
2018	\$1,314,493	\$1,630,911	(\$316,418)	124.1%

2019	\$1,457,769	\$1,697,369	(\$239,600)	116.4%
2020	\$1,588,234	\$1,788,256	(\$210,022)	113.2%
2021	\$2,107,281	\$2,083,877	\$23,404	99%
2022*	\$1,874,141	\$2,214,141*	(\$340,000)	118%*

\* 2022 Q2 Year End Projection

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Contingency	Utilities	562,048			
Corporate Accounts	Contingency (Parking Operations)	Utilities			(1,659)	
Corporate Accounts	Contingency (Sewer Surcharge)	Utilities				121,666
		<b>Total Expenses</b>	<b>562,048</b>	<b>0</b>	<b>(1,659)</b>	<b>121,666</b>
		<b>Net Total</b>	<b>562,048</b>	<b>0</b>	<b>(1,659)</b>	<b>121,666</b>

<b>Budget Issue #</b>	2023-0133	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Accounts	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Fund Transfers	<b>Status</b>	Public

## Increase in the Corporate Contingency Budget

In 2021, an additional \$2 million was recommended by administration and approved by City Council to be added to the existing \$1.5 million operating budget contingency for a total of \$3.5 million in 2021. The COVID-19 pandemic continues to place significant financial pressures on City finances and it is expected that the financial uncertainty will continue into 2023 and beyond. In an effort to meet the fiscal targets for 2022, the budget was scaled back by \$800,000, leaving a total contingency of \$2,700, 000. For the 2023, Administration is recommending that an increase of \$300,000 to the operating contingency would help with the continuing impacts that resulted from COVID-19.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

An increase of \$300,000 to the operating budget contingency is being recommended, bringing the existing budget from \$2.7 million \$3.0 million. Many revenues and expenditures affected by COVID-19 continue to impact City departments resulting in negative variances which impact the City of Windsor’s year-end financial position. There is a risk that some operations will continue to be impacted by this financial uncertainty in 2023 and future years. The increase of this contingency would reduce the risk of operational COVID-19 impacts to the 2023 year end financial results.

### Risk

As there is not 100% certainty relative to future provincial funding levels, there still remains a potential financial exposure in the event that the province moves to cut various funding programs and grants such as the OMPF in future years. In such a situation, the City would most likely require a multi faceted funding approach to address the significant cut in grants that would likely negatively impact many components of the City’s operations/budget/financial profile in order to address the changes in funding levels from the Province.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Budget Stabilization Contingen	TRANSFER to Reserve Fund	300,000			
		<b>Total Expenses</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0159	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Corporate Accounts	<b>Category</b>	[H] Line Item Reduction
<b>Division</b>	Corporate Expense Accounts	<b>Status</b>	Public

## Decrease in Utilities Related to District Energy

The 2023 District Energy budget reflects a decrease in projected District Energy costs based on anticipated consumption patterns and the MWh unit cost decrease for chilled water. The 2023 budget is \$2,721,467 representing a decrease of \$33,328 compared to 2022 budget.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

Chilled and Hot Water year to date average MWh rates are \$103.80 and \$49.07 respectively. The decrease in the 2023 budget is primarily due to a decrease in Chilled Water rate compared to 2021.

- 28,176 2019 Actual Consumption (MWh)
- (5,228) 2023 Consumption Adjustments (MWh)
- 22,948 2023 Projected Consumption for Chilled and Hot Water (MWh)
- \$1,777,017 2023 Projected Chilled & Hot Water Costs
- \$873,369 Capacity Charge/OM & E Costs
- \$71,081 Inflation 4%
- \$2,721,467 2023 Budget
- (\$2,754,795) 2022 Budget
- (\$33,328) 2023 Requested Budget Decrease (Municipal Only)

### Risk

Risk of rate increase is moderate and mostly influenced by electricity and natural gas rates.

### 5-Year Budget History

Year	Budget	Actual	Variance	% Committed
2018	\$1,840,315	\$2,403,224	(\$562,909)	130.6%
2019	\$2,148,687	\$2,090,687	\$58,000	97.3%
2020	\$2,436,675	\$2,359,829	\$76,846	96.8%
2021	\$2,436,675	\$2,099,470	\$337,205	86.2%
2022*	\$2,754,794	\$2,754,794*	\$0*	100%*

\*2022 Q2 Year End Projection

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Corporate Utilities	Utilities	(33,328)			
		<b>Total Expenses</b>	<b>(33,328)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(33,328)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0132	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Corporate Accounts	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Corporate Revenue Accounts	<b>Status</b>	Public

## Corporate Savings From Permanent Salary & Wage Gapping

Savings from permanent salary & wage gapping is determined by the difference between the funding required for full salaries and wages for the entire staff establishment compared to the actual funding that is budgeted. In an effort to find savings in the 2023 operating budget, the City will continue to implement salary & wage gapping at a rate of approximately 1.34% or \$1,250,000 (an increase of \$500,000 over the 2022 level) in salary & wage gapping savings across the Corporation.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

Salary & wage gapping represents the savings that can be achieved as a result of vacancies or staff turnover not intended to be filled (known as gapping) and an allowance for unplanned or unanticipated staff turnover (unknown gapping). Gapping is a budgeting measure that accounts for the fact that staff turnover occurs naturally, resulting from the period of time between when a position becomes vacant and when it is filled. The estimated savings is not based on employee classification or union affiliation, nor is it based on whether or not employees are front line workers or management/non-union employees. It is based specifically on the total salary and wages required to fund all positions within the Corporation's entire staff establishment.

An estimate, based on historical data, has been used to generate an amount that will likely be achievable without incurring an overall corporate deficit. The savings, resulting from gapping, will be recognised by way of an expense charged to the departments in order to ensure that their portion of the savings are met. The gapping rate is expressed as the savings or reduction in compensation costs, as a percentage of the total salary and wage budget. The gapping rate for 2022 has been estimated at 1.34% which represents \$1,250,000 in total savings.

### Risk

There is a risk that departments will not have the appropriate amount of salary & wage gapping to offset their proportion of the savings and will incur a year-end deficit. This reduction may also decrease the departmental flexibility to redirect gapping savings to offset other budget pressures.

### 2023 Estimated Salary & Wage Gapping

Year	Estimated 2023 Budget	% Gapping	\$ Gapping	Increase Over PY
2022	\$93,434,954	0.80%	\$750,000	n/a
2023	\$93,343,216	1.34%	\$1,250,000	\$500,000

It should be noted that 24/7, 365 days-a-year operations such as Fire & Rescue Services, Huron Lodge and Transit Windsor have been excluded from this exercise. In addition, departments with external recoveries have been adjusted accordingly.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary Gapping	Other General Revenue	(500,000)			
		<b>Total Revenues</b>	<b>(500,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(500,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0267	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Corporate Accounts	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Banking & Interest Charges	<b>Status</b>	Public

## Increase to Interest Income Revenue

Increase in anticipated revenue due to implementation of enhanced investment strategy

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

An increase in investment revenue is anticipated in 2023 as a result of the implementation of an enhanced investment strategy as well as increase in interest rates offered by financial institutions targeted at longer-term investment of funds.

### 5-Year Budget History

Year	Budget	Actual	Variance
2018	(\$3,189,243)	(\$3,347,675)	\$158,432
2019	(\$3,681,718)	(\$4,189,484)	\$507,766
2020	(\$4,183,534)	(\$2,931,734)	(\$1,251,800)
2021	(\$4,183,534)	(\$2,258,398)	(\$1,925,136)
2022*	(\$4,183,534)	(\$6,183,534)	\$2,000,000*

\* 2022 Year-End Projection

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Interest Paid to Reserves	Temporary Financing Costs	8,510,000			
		<b>Total Expenses</b>	<b>8,510,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
Corporate Accounts	Interest On Investments	Bank Deposit Interest Earned	(12,510,000)			
		<b>Total Revenues</b>	<b>(12,510,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(4,000,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0298	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Corporate Accounts	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Corporate Revenue Accounts	<b>Status</b>	Public

## Ontario Municipal Partnership Fund (OMPF) Increase

The Province has notified the City of Windsor that in 2023, the Ontario Municipal Partnership Fund (OMPF) amount will be \$22,699,800, which is the equivalent of \$226 per household. This is \$423,600 higher than the 2022 funding level.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

The OMPF is the Province's main general assistance grant to municipalities. The program's objectives are to:

- Recognize the challenges of northern and rural municipalities, while targeting funding to those with more challenging fiscal circumstances;
- Support areas with limited property assessment; and
- Assist municipalities that are adjusting to year-over-year funding changes.

The City of Windsor's funding from the program is based on the Assessment Equalization Grant Component, resulting from the City's limited property assessment as compared to other municipalities in the province. For 2023, the government is maintaining the OMPF structure as it was in 2022, while allowing for annual data updates and related grant parameter adjustments, in keeping with the program's responsiveness to changing municipal circumstances. The Transitional Assistance component of the program is also remaining the same, and will continue to be reduced as fewer municipalities require this funding. The City's 2023 OMPF grant will be \$22,699,800, which is \$423,600 higher than prior year due to adjustments in assessment.

### 5-Year Budget History

Year	Budget	Actual	Variance	% Committed
2018	(\$22,798,000)	(\$22,798,000)	\$0	100%
2019	(\$23,327,200)	(\$23,327,200)	\$0	100%
2020	(\$22,332,700)	(\$22,332,700)	\$0	100%
2021	(\$22,291,700)	(\$22,291,700)	\$0	100%
2022	(\$22,276,200)	(\$22,276,200)	\$0	100%

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	OMPF-Ont Municipal Partnership	Ontario Specific Grants	(423,600)			
		<b>Total Revenues</b>	<b>(423,600)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(423,600)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0300	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Corporate Accounts	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Taxation Levy	<b>Status</b>	Public

## Property Taxes Resulting From New Assessment Growth

Annually the City received property taxes which is a result of increased development and redevelopment (assessment growth). This additional revenue can be used to offset budgetary pressures without impacting the property tax levy needed from existing taxpayer. Administration does not receive the final information to determine what this annual amount of property tax will be for 2022 until late November. As such, this estimate is based upon information known to date and could change.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

As physical changes are made to a property through demolitions, construction and/or improvements MPAC will update the assessment value. Property owners are also able to appeal their assessment and/or classification on an annual basis. These changes are generally referred to as changes due to growth. The magnitude of change in assessment valuation in any given year can vary significantly and largely depends upon the timing of completion of construction contracts, building occupancy and/or building demolition. Overall there has been positive growth in assessment over the past three years. The financial impact of the 2022 growth for 2023 is an estimated additional \$2,416,716 in property taxes. This amount is being included in the 2023 budget without impacting existing taxpayers.

### Performance Indicators

Administration is reliant upon MPAC to update property assessment information on a timely basis. MPAC is currently reviewing all relevant information including building permit closures to ensure that all new property development can be appropriately valued. Administration does not receive the actual information to determine what this annual amount of assessment growth and therefore additional property tax from that assessment growth will be for 2023 until late November. As such, this estimate is based upon information known to date and could change prior to the finalization of the budget process.

### Historical Assessment Growth

Year	Assessment Growth	I	Year	Assessment Growth
2013	\$750,000	I	2018	\$2,500,000
2014	\$500,000	I	2019	\$5,470,781
2015	\$0	I	2020	\$2,000,000
2016	\$1,160,167	I	2021	\$1,843,087
2017	\$1,116,365	I	2022	\$1,749,696

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Municipal Tax Levy	Main Municipal Tax Levy	(2,416,716)			
		<b>Total Revenues</b>	<b>(2,416,716)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(2,416,716)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0030	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Economic Development & Innovation	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Economic Development	<b>Category</b>	[K] Service Reduction
<b>Division</b>	Economic Development Office	<b>Status</b>	Public

## Reduction to the Economic Development Base Budget

In order for the department to meet the 5% budget reduction target, although not recommended, this budget issue is presenting a \$105,000 reduction to the \$950,000 budget approved through CR473/2021 to create the base budget for the newly established Economic Development Office.

**Recommendation:** Not Recommended

**One-Time Funding:** N/A

### Issue Detail

The initial proposal for the Economic Development Office projected a staff complement of fourteen positions, at an approximate cost of \$1.6 million. The Commissioner of Economic Development and Innovation was approved for annual funding of \$950,000 and authorized to determine the allocation of these funds for annual departmental expenses (i.e. cell phones, computer, consulting, travel, etc.) and to recruit the priority positions which should be filled immediately in order to continue progress on Windsor Works.

The current annual funding allocation is insufficient to support the staffing complement originally proposed. A decrease of \$105,000 to the base budget could represent the costs associated with a Regular Full-time position and further constrain the department's staffing capacity.

### Risk

There is a risk that if accepted, a reduction in the amount of annual funding will impede the ability to hire the required positions to advance Windsor Works recommendations and other Council directed priorities. The economic landscape of the city is changing dramatically with the catalyst investments being made by NextStar Energy and the acute care hospital. The existing staff are challenged to respond to additional investment inquiries and address competing priorities. It is critical to ensure that the department has the appropriate resources to respond to opportunities and serve the needs of the community.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Economic Development	Economic Developmt. Office	Other Pay	(105,000)			
		<b>Total Expenses</b>	<b>(105,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(105,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>

In-Camera Issue  
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<b>Budget Issue #</b>	2023-0260	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Economic Development & Innovation	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Information Technology	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Administration - Info. Tech.	<b>Status</b>	Public

## Data & Insights (Analytics) Staffing

This budget issue creates a Data & Insights Division within the Information Technology department. The Information Technology Department recently hired a Program Manager - Corporate Projects to lead the development of a Data Strategy and begin implementing analytics architecture and business intelligence infrastructure. This initiative will progressively demonstrate the value of leveraging the City of Windsor’s (City) data-rich environment to improve decision-making and identify cost savings, efficiencies and service enhancements. The role of the Data & Insights Division will evolve as maturity in managing our data assets develops, becoming a “decision support” division for departments to provide reports, dashboards and insights into investigation, proposal and information requests.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The purpose of this budget issue is to create a Data & Insights Division within the Office of Economic Development and Innovation in the Information Technology Department. The Information Technology Department recently hired a Program Manager - Corporate Projects to lead the development of a Data Strategy and begin implementing analytics architecture and business intelligence infrastructure. This initiative will progressively demonstrate the value of leveraging the City of Windsor’s (City) data-rich environment to improve decision-making and identify cost savings, efficiencies and service enhancements. The role of the Data & Insights Division will evolve as maturity in managing our data assets develops, becoming a “decision support” division for departments to provide reports, dashboards and insights into investigation, proposal and information requests.

The City’s Windsor Works Implementation Plan identified data analytics as a key enabler of delivering the Windsor Works strategy. The report cites the current gaps in existing datasets as preventing the development of important indicators around growth, diversification, new investment and talent attraction. By building core competencies around collecting, analyzing and presenting data, the City will enhance the tools at its disposal for attracting economic development. Key metrics will allow the City to quantify the qualities that make it an attractive investment opportunity and to measure progress towards its growth goals.

Other important matters have recently come before Council where enhanced data analytics would provide valuable insight for decision-making. A prime example of this is recruitment and retention. Investment into data analytics would allow the City to track vacancies, failed recruitments and exit reasons and compare them against industry trends to provide targeted recommendations to improve recruitment and retention activities. A second example is capital variance reporting and the effects of high inflation rates. Enhanced data analytics infrastructure and staffing would allow the City to comprehensively compare City tender submissions against industry trends to better estimate budget requirements for capital projects.

The budget enhancement being requested would secure permanent funding for a Manager, Data & Insights position to create the new division and engage consultants to build the corresponding Data Strategy and implementation roadmap. An additional amount has been included to fund the creation of 2-4 positions within the Data & Insights Division to support the implementation. A further CAO Report would be brought forward by the Manager, Data & Insights to formalize these positions as regular full-time, based on the outcome of the Data Strategy.

In 2019, the City hired Information Builders, Inc. (IBI) to find efficiencies that could be achieved through data analytics and information management. The resulting IBI Report went to Council on December 16, 2019 (C 200/219) with the following recommendations:

- Develop an integrated information management strategy to meet the City's strategic goals;
- Implement a business intelligence and analytics architecture in phases as described in the report;
- Create a Business Intelligence Centre of Excellence (BI CoE) to support the successful implementation of the business intelligence and analytics architecture and the more effective use of data at all levels of the organization; and
- Invest in the business process re-design and change management that is essential to the success of the overall plan.

City Council directed Administration to:

- Assess the Proof of Concept (PoC) and recommendations presented in the IBI Report to better understand their value and any cost implications; and
- Bring those items forward, where appropriate, for consideration in future budgets.

City staff undertook a PoC with IBI representatives to develop dashboards for Finance and HR data. The PoC validated IBI's recommendations and demonstrated the potential value of developing an integrated information management strategy to support the City's strategic goals. Limitations of the PoC underlined the importance of implementing business intelligence and analytics architecture to allow for the development of meaningful metrics. A strong commitment to data governance, standards, and quality will be important throughout all phases of the City's data analytics journey.

Further to the broader recommendations, IBI identified several high-value opportunities a Data & Insights Division could capitalize on as part of an overall Data Strategy and implementation roadmap. The following are a sampling of possible opportunities that could be considered for implementation:

1. FINANCIAL REPORTING: Current processes for financial reporting and analysis require manual manipulation of data by users with limited options to provide reports and tools for analysis purposes.

- EXPECTED OUTCOME: Creation of a Finance Dashboard through automated processes that empowers Finance and departmental managers to analyze budget-to-actual variances, perform trend analysis, and identify opportunities for streamlining costs, through a self-service model. More timely and relevant access to financial data is expected to create management efficiency.

2. TRANSIT SELF-SERVICE: The new transit system is a rich data environment. Currently, information from this system is manually compiled for ridership analytics to support various internal business needs in addition to being provided to client organization groups. The demand for this information is expected to continue to grow in the coming years.

- EXPECTED OUTCOME: In a centralized reporting model, data will be extracted and made available for reporting through automated processing with the possibility of reducing effort by approximately 1 FTE.

3. BYLAW SELF-SERVICE: Information is received via email and transferred to Excel for review and dissemination. The data is used to assess performance, workload, and staff assignments. Under this process, Enforcement Officers are tasked with contacting the originator about the resolution.

- EXPECTED OUTCOME: Automated data preparation would save up to an hour per day by allowing real-time access to information for analysis and decision making. Automated closure emails, based on 15,000 incidences per year, would save approximately 7.5 minutes of time per incident, or the equivalent of 1 FTE.

4. "311" DASHBOARD & REPORTING: The "311" system collects information and provides access to operations users. Data extracts are provided to the open data initiatives and ad hoc requests are manually processed by a "311" support person.

- EXPECTED OUTCOME: Automated reporting for data extracts with a self-service interface for users requesting information. IBI estimates an effort savings of 0.5 FTE.

5. HR DASHBOARD: HR information, files and data are stored across several platforms. While a number of initiatives have been implemented to improve HR information management, the department lacks a centralized view of its' data to help match needs with resource allocation and to understand and predict workforce trends.

- EXPECTED OUTCOME: A self-service dashboard, coupled with advanced analytics capabilities, will allow for better resource assignment and time off analysis. IBI estimates time savings for department managers and HR resources.

6. COMMUNITY ENGAGEMENT: Several opportunities are being discussed with the University of Windsor and St. Clair College to examine data analytics opportunities that promote community engagement and economic development.

- EXPECTED OUTCOME: A partnership with other community organizations that yields tremendous benefits in the sharing of data and resources, helping to promote community engagement and economic development.

IBI’s exploration found that every department is doing some form of analytics to support their operations, however, this effort is largely siloed and requires a great deal of effort and manual manipulation to achieve any success. In the adoption phase of a Data Analytics program, the outcomes will most likely result in internal savings surrounding effort and higher quality metrics to support decision-making, not direct budget reductions. An emphasis on building a “data culture” that is used to drive decision-making will be a key success factor to the adoption of an overarching Data Strategy.

By funding a Data & Insights Division and the creation of a comprehensive Data Strategy, the City will be laying the groundwork for greater capacity around identifying, measuring and reporting on strategic goals, such as the ones identified in the 20-Year Strategic Vision and Windsor Works. Using evidenced-based metrics will provide a clear indication of the City’s performance and allow for the further identification of opportunities and the development of recommendations. It will also provide additional opportunities to collaborate with community partners, such as the University of Windsor and St. Clair College, to facilitate data, resource, and knowledge sharing, along with the possibility of creating jobs for students to build talent.

**RISK**

As a division with an intended support role, the creation of the Data and Insights division would work to help mitigate significant and critical risks identified in other departments. For example, the HR Dashboard identified in the list of opportunities above would help to mitigate several risks identified by several departments around employee absenteeism and employee turnover/gapping. By providing increased data accessibility, departments will be able to better identify new risks, through trend analysis, and better assess how the controls and mitigation strategies they are employing are affecting the probability and potential consequences of their risks.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	38,155			
Information Technology	InformationTechnology Admin	Computer Maintenance	480			
Information Technology	InformationTechnology Admin	Computer Rental - INTERNAL	600			
Information Technology	InformationTechnology Admin	INTERNAL Services-non-salary	390,000			
Information Technology	InformationTechnology Admin	Salary-Reg.Full Time	115,630			
		<b>Total Expenses</b>	<b>544,865</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>544,865</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Information Technology	InformationTechnology Admin	Manager, Data & Insights	Regular Full-Time	1.0
<b>Total:</b>				<b>1.0</b>

In-Camera Issue  
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<b>Budget Issue #</b>	2023-0266	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Asset Planning	<b>Category</b>	[K] Service Reduction
<b>Division</b>	Asset Planning	<b>Status</b>	Public

## Reduction in Environmental Master Plan Services

This budget issue represents a 5% reduction of the net budget for the Environmental Master Plan but would represent a 23% reduction of funds allotted to the implementation of programs/services currently offered by the Environmental Sustainability & Climate Change area. Accepting this budget reduction would put the City's involvement in numerous environmental programs and initiatives at risk.

**Recommendation:** Not Recommended

**One-Time Funding:** n/a

### Issue Detail

The Environmental Sustainability and Climate Change (ESCC) division is responsible for the monitoring and implementation of four plans including the: 2017 Environmental Master Plan; 2020 Climate Change Adaptation Plan; 2017 Community Energy Plan; and 2017 Corporate Climate Action Plan. This funding would eliminate the ability of the Environmental Sustainability and Climate Change division to participate in several programs/initiatives which support the above noted plans.

Earth Day Windsor Essex is a public event celebrated annually on the Sunday following Earth Day. The event has been held in Windsor since 1992 and draws over a thousand residents annually to learn more about environmental initiatives underway across Windsor-Essex. This event is held in partnership with the Essex Windsor Solid Waste Authority. This Office also participates in a number of other events including Wastewater treatment plant open houses, EWSWA Open House, Windsor Home and Garden Show, Public Clean Up events, etc. The major expenses attributed to special events include tent and facility rentals, entertainment, and promotional/educational materials. These initiatives/events are important opportunities to engage with the public and the cancellation of these events will impact the level of public consultation/education with the Community. The Earth Day event is a well established event where the City of Windsor has always had a strong presence and its cancellation may be seen negatively and could pose a political risk. In 2021, the in-person Earth Day event was replaced with an online virtual Earth Month scavenger hunt. Over 550 families joined on-line across Windsor-Essex. In 2022, the Earth Day event returned to an in-person event but also maintained an on-line presence. Advertising and promotional material are created annually to address various environmental issues (i.e. Fat, Oil & Grease cups, Flushable wipes brochures) and to highlight work underway at the City (i.e. advertising for the Community Energy Plan consultations, Toilet is not a garbage can, etc.)

The ESCC also supports the community gardens on City property policy. In 2021, in order to further reduce barriers to participation in community gardens including the creation of new gardens to reduce the waiting lists and to fill gaps left where United Way funding had dropped off for existing gardens, the community gardens policy was updated.

The City of Windsor's Climate Change Adaptation Plan was updated in 2020 and includes 7 Objectives: 1) Integrate Climate Change Thinking and Response; 2) Protect Public Health and Safety; 3) Reduce Risk to Buildings and Property; 4) Strengthen Infrastructure Resilience; 5) Protect Biodiversity and Enhance Ecosystem Functions; 6) Reduce Community Service Disruptions; and 7) Build Community Resilience. Minor funding is available to support the development or enhancement of action items. This funding has also provided the division with the opportunity to leverage additional funding sources, for example, the selection to participate in the Advancing Adaptation funding (2021) where the City of Windsor received matching funds to support Climate Change Adaptation initiatives.

This \$14,760 reduction, which is being put forward to align with the City's fiscal targets, represents a 5.0% reduction of the 2022 net budget for the Environmental Master Plan, but would represent a 23% reduction of funds allotted to implementation of programs/services currently offered by the Environmental Sustainability & Climate Change area including:

- A reduction of public engagement opportunities including a reduction of Earth Day activities
- Reduction of new and replacement community garden beds and services to support the gardens
- Reduction of promotional materials that assist in educating residents about sustainable/unsustainable practices.
- Reduced opportunity to leverage small grant funding opportunities.

**Risk**

As noted above, the Climate Change Adaptation Plan contains action items to help mitigate the increasing risk of extreme precipitation events, captured in the City's Natural Disaster enterprise risk, identified as a priority for 2018-2019. Reducing this area's ability may significantly impede the City's ability to follow through on these action items in an effort to mitigate this critical risk.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Asset Planning	Enviro.Sustainability&Climate Chg	Advertising	(3,865)			
Asset Planning	Enviro.Sustainability&Climate Chg	Non-Tendered Construction Cost	(1,265)			
Asset Planning	Enviro.Sustainability&Climate Chg	Program Supplies	(6,465)			
Asset Planning	Enviro.Sustainability&Climate Chg	Promotional Material & Product	(3,165)			
		<b>Total Expenses</b>	<b>(14,760)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(14,760)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0156	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Financial Planning	<b>Category</b>	[L] Service Elimination
<b>Division</b>	Performance Measurement	<b>Status</b>	Public

## Elimination of the MBNC Benchmarking Initiative

Elimination of MBNCanada Benchmarking will significantly reduce the City’s ability to benchmark our performance with our peers in key municipal services and will impede our ability to track our own performance year-over-year. Accepting this reduction will also eliminate access to the data and networks of our MBNCanada municipal partners from across Canada. MBNCanada is considered the leading Canadian Municipal Benchmarking program for municipalities across the country and the City has benefitted from participation in this program for almost 20 years.

**Recommendation:** Not Recommended

**One-Time Funding:** n/a

### Issue Detail

The Municipal Benchmarking Network of Canada (MBNCanada) program is a voluntary, collaborative partnership of 8 single-tier and 5 upper-tier municipal/regional partners. The initiative is led by the MBNCanada Board, made up of Chief Administrative Officers and City Managers from all member municipalities and the partnership is considered to be a leader in Canadian municipal benchmarking and performance reporting. Given the emphasis towards Municipal Performance Measurement initiatives in the Province of Ontario, the City of Windsor joined MBNCanada (formerly OMBI) in 2003; and the Finance restructuring in 2006 placed this program within the Financial Planning portfolio.

MBNCanada member municipalities currently collect data on thirty-six (36) municipal service areas and have approximately 600 measures in the data warehouse. All of the work involved in the data collection and the related peer review process culminates with the publication of the Annual Performance Benchmarking Report. The intent of the Public Report is to enhance municipal transparency and accountability, and acts as a communication tool to engage Council and citizens in demonstrating how well our municipal programs are doing.

Participation in MBNCanada meets the Municipal Act requirement to publically report on an annual basis, the performance of municipal operations. The benefit of tracking and measuring these indicators is that it highlights areas of potential corporate risk through the review of high-level performance measures. MBNCanada information has been relied upon internally to support business cases, provides information to support budget decisions, has been used by consultants as part of their service reviews, and has provided information to support corporate audits.

In 2017, an external audit was undertaken by PwC to identify how the Corporation uses statistics and performance metrics in managing and monitoring our service delivery. The PwC report - Manage the Daily Operations of Service Delivery noted that:

“Formerly the Ontario Municipal Benchmarking Initiative, or “OMBI” (now the Municipal Benchmarking Network Canada, “MBNC”) provided an annual report outlining the performance of the City against several others in Ontario. By providing information involving selected key areas of interest, the initiative compared municipalities against each other to allow each to determine how they compare to their peers. This is a helpful tool in allowing the City to compare its performance against others of the same size, or other criteria.”

While the benefits of having access to comparable municipal data from partners across Canada is certainly significant, the network extends beyond the data as MBNCanada provides an opportunity for municipal staff from across the country to collaborate, share their knowledge and learn from each other. Program participation has helped us to engage in

conversation with our municipal colleagues about best practices and processes, and to gain information on how others have dealt with similar situations in their own municipalities. For example, the network has been used to gain information on how other municipalities carry out budget consultations and what forms of citizen engagement are used to communicate budget priorities with the public, information was solicited from our partners on the Municipal Accommodation Tax and how each municipality planned to implement the program, and the Financial Advisory Panel is in regular communication with the Ministry of Municipal Affairs and Housing in developing Provincial Financial Reporting requirements for Ontario municipalities.

**Risk**

By accepting this budget reduction, the City will no longer be a member of MBNCanada and will no longer have access to the performance metrics, peer data, expert panel network and the backend technical support that the Program Office provides. Additionally, with the elimination of the Corporate Strategic Plan reporting in 2011, the City will no longer provide formal, corporate-wide performance reporting to Council.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Financial Planning	Perf Measurement & Fin Admin	Membership Fees & Dues	(18,900)			
		<b>Total Expenses</b>	<b>(18,900)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(18,900)</b>	<b>0</b>	<b>0</b>	<b>0</b>

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<b>Budget Issue #</b>	2023-0012	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Human Resources	<b>Category</b>	[K] Service Reduction
<b>Division</b>	Employment & Consulting Serv.	<b>Status</b>	Public

## Reduction of the Corporate Training and Development Budget

Reducing the Corporate Training Budget will assist in meeting the target reduction, however this budget cut is not recommended. The health of the organization is dependent on a competent, skilled and well trained workforce. Investing poorly will undermine that effort and reflect high staff turnover, unskilled workers, low employee engagement, and the inability to attract and retain staff. A cost cutting measure of this size can derail potential future growth opportunities by not being able to develop the critical skills, knowledge and abilities needed today and into the future. Not having a bench of ready-now leaders, due to resignation, termination or retirement will ultimately affect the organizations ability to build world class talent and place the organization at risk.

**Recommendation:** Not Recommended

**One-Time Funding:** n/a

### Issue Detail

The pace of change post-pandemic will continue to accelerate at a rapid speed and it is estimated that jobs could be displaced by automation by 2030. Employee roles will evolve requiring a surge in training and development in order to remain employable. New and different kinds of skills will be sought. As a result, the organization will be challenged in becoming innovative, agile, collaborative, solution-oriented, efficient and effective if a healthy and robust budget cannot meet those needs.

Any reduction to the Corporate Training budget will hamper efforts designed to:

- Build high-performance teams
- Develop a pool of great leaders
- Build on technical and analytical skills and;
- Create a high performance-focused culture

Many of the training initiatives currently available offer insight, tools and resources for growth and development while others align to meet legislative compliance. Additional learning opportunities build awareness, knowledge and skills through diverse, inclusive, and equitable work environments.

A reduction to the corporate training budget invariably impacts continuous quality improvement, succession planning, leadership training, responsiveness to legislative obligations and cost-sharing partnerships with like-minded organizations in the public and private sector.

The competition for talent, employee turnover, replacement costs and skill gaps are creating significant challenges for organizations in their attraction and retention strategy efforts. Building a world-class organization with world-class talent cannot be accomplished with a reduction to the training budget, but rather requires a substantial investment.

### Performance Indicators

Organizations with strong learning cultures exhibit better overall organizational performance in the areas of employee engagement, customer satisfaction, overall productivity, and overall leadership performance compared to organizations with weak learning cultures.

Organizationally we've come to a cross section where an investment in learning and development is a necessity if we want to thrive, attract and retain a talented workforce.

According to research published by the Conference Board of Canada, on average, employers in Canada spent \$1,014 per employee on learning and development in 2021. Using 2021 stats, the City is well below average with spending at \$161 per employee. It's important to note that an investment in training has a positive impact on employee retention. According to research, 94 per cent of employees would stay with a company longer if their company invested in their career development. Another study found that 37 per cent of employees would consider leaving their organization if training and development were not offered, while 79 per cent indicated that training opportunities are important when job searching.

**Risk**

“Organizations that invest in employee learning and development understand the importance of maintaining a strong knowledge-based workforce and keeping pace with dynamic, volatile, and ever-changing business environments.” (Conference Board of Canada). Failing to keep pace amid accelerating automation and fundamental changes to work caused by the pandemic may put the organization at risk. For this reason, the reduction to the Corporate Training Budget is not recommended.

**5 Year Budget History (External Consulting Account Only)**

Year	Budget	Actual	Variance	% Committed
2018	\$163,474	\$168,894	(\$5,420)	103.3%
2019	\$163,474	\$175,716	(\$12,242)	107.5%
2020	\$173,474	\$106,647	\$66,828*	61.5%
2021	\$169,978	\$164,789	\$5,189	96.9%
2022	\$169,978	\$169,978**	\$0**	100%

\*COVID Related surplus

\*\*2022 year-end projection

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Human Resources	Employment & Consulting Serv.	Consulting Services - External	(117,000)			
		<b>Total Expenses</b>	<b>(117,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(117,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0014	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Human Resources	<b>Category</b>	[L] Service Elimination
<b>Division</b>	Administration - Human Resources	<b>Status</b>	Public

## Elimination of Succession Planning Initiative Reserve Budget

This Program was developed to provide a procedure for managing talent internally. It's a comprehensive process that develops internal candidates to be considered for key positions at risk of being vacated due to retirements, internal transfers, promotions, unexpected departures, corporate restructuring, etc. Acceptance of this issue would eliminate this initiative, a proactive program used to identify and address upcoming vacancies for positions that may be difficult to recruit. Failing to execute a succession management strategy will signal the lack of readiness needed to handle the 27% projected vacancy rate by the end of 2025 which in turn will impact our services to our community. Given the ongoing issues as it relates to recruitment & retention this budget issue is not recommended.

**Recommendation:** Not Recommended

**One-Time Funding:** n/a

### Issue Detail

Given an External Audit Review of the Corporation's Succession Planning Initiative, this elimination is not recommended. A Succession Planning Strategy was recommended by PWC in their Audit report and was approved by council via CR418/2016. Eliminating this reserve transfer would end the continuation of building this strategy once the current funding has been spent. At this time, efforts, work and maintenance of the Talent Management Program, including Corporate Coaching, has satisfied the PWC Audit Team who have closed this item after their requests have been met and satisfied. The current step moved Succession Planning from pilot to full blown implementation, monitoring, and continuous improvement. The elimination of this Reserve Account will prematurely eliminate the much needed funds to continue with the Talent Management Program. The original pilot program ended in 2018, with 13 employees and given its success and contributions, moved to a full program with 32 employees in 2019. Due to the successes achieved by the participants in the Talent Management Program, the Corporation continued with leadership coaching services and in 2021, 19 employees were selected to participate in a one year leadership coaching, and another 20 participants in 2022. Elimination of this budget item would result in the cancellation of this succession planning and development opportunity for numerous staff.

In recognition of the ongoing need and as the retirement eligibility of staff remains consistent, further succession planning initiatives have been proposed and accepted including the one time funding allowance of hiring permanent staff over-complement for greater than a 3 month period due to the recommended incumbent overlap time and the greater caliber of candidates that come forward for permanent positions.

During the 2015 Operating Budget deliberations, a \$40,000 reduction to this Succession Planning initiative's annual reserve account contribution was approved by City Council, thus reducing the reserve contribution to \$5,000 annually for this strategic initiative. Understanding the importance of Succession Planning, a one time transfer of \$500,000 from the 2017 year end Operating Budget Surplus was approved by City Council from the 2017 Year end Operating Budget Surplus to the Succession Planning Reserve. As a result of the PWC Audit and the full blown implementation of the Talent Management Program, the funding of this reserve account was increased by \$100,000 in 2019, for a total of \$105,000 annually.

Annually the usage of Succession Planning Account including encumbrances (dollars committed but not spent in the same year due to timing and hiring decisions) has been over the annual transfer of \$105,000 as follows:

2017 : \$313,745  
2018 : \$113,403  
2019 : \$196,888  
2020 : \$281,583  
2021 : \$486,690  
2022: \$352,619 (estimated)\*

\*Human Resources has so far received 8 requests to utilize the Succession Planning Reserve Fund in 2022 and we anticipate continued use through the latter half of the year.

Without a strategic approach to succession planning, any value built into the organization may be lost. Successful succession management comprises strategic talent management, which ensures we have the human capital to adapt, respond and succeed in an evolving municipal environment. It focuses on key talent pools regardless of leadership level whose performance makes the organization effective. Strategic talent management embraces selection, development, and performance to recognize potential and keep a steady supply of people moving up and across the organization. To work effectively, the plan must identify key roles and the capabilities required to succeed in those roles, determine current and potential talent for filling those roles, identify development needs, and take a broad view of existing talent pools by also providing Corporate Coaching. The ability to move people cross-functionally is important to succession, as lateral moves are considered a viable and sometimes overlooked way to fill needed roles with high potential employees.

Failing to execute a succession management strategy will signal the lack of behaviors needed to handle the kinds of changes that are certain to come at an ever-growing pace. A layered approach can help create a succession plan that ensures that the right talent will be available when needed. It is therefore critical for long-term planning, skills development and execution of organizational strategy. Over time, it should become a continuous process integrated with training and development initiatives.

This Program, which has been developed to provide a clear and effective procedure for managing talent internally, is a comprehensive process that develops internal candidates to be considered for key positions at risk of being vacated due to retirements, internal transfers, promotions, unexpected departures, corporate restructuring, etc. Additionally, the Program looks at positions considered difficult to fill due to their specialized technical expertise or a labour market shortage.

Without the ongoing funds available from the Succession Planning budget, the Corporation would not be able to identify additional at risk or key positions or continue with those employees in the current Program. The Talent Management Program currently underway would end, thus eliminating a proactive program to identify and address upcoming vacancies for positions that may be difficult to recruit.

There are several Succession Planning tools available to the Corporation as a management strategy. Strategies to be considered for Succession Planning include job shadowing; mentoring and coaching; temporary positions; performance appraisal discussions; corporate training opportunities; job rotation; educational assistance; apprenticeships; acting assignments; committee participation; projects; phased-in retirement, external secondments; the Art of Supervision training program; certifications such as the Management Windsor, Computer Technology, Masters in Municipal Leadership, as well as community outreach to entice attraction to the Municipal Sector as a possible employer. It is important to note that one of these tools, specifically corporate training is subject to budget reductions which may significantly affect the ability of staff to access these tools.

This funding is also utilized towards knowledge retention to help offset Customer Service level impacts that may arise during the transition periods given the number of retirements that continue to increase.

Some of the noted programs would continue through the Corporate Training Budget as long as funds are available in that account, however, we would cease the Talent Management Program as well as overlapping of duties between incoming and outgoing employees during a phase of knowledge transfer, along with any new initiatives should this cut be approved.

A balance of \$551,549 is projected to remain in Reserve Account #1784 Succession Planning Reserve at the end of the 2022. Of the total, \$27,000 will be required to fund the current Coaching Contract under both the Talent Management Program and Corporate Coaching Program, as well as offer support to departments who stand to lose key individuals in 2022/2023.

## **Risk**

The Talent Management Program is a mitigation strategy to address the Attraction and Retention enterprise risk, identified as a priority in the 2019 assessment. The potential elimination of the succession planning reserve budget may increase the Corporation’s exposure to this significant risk. Further, PWC in a recent Advisory Report recommended expanding our Talent Management Program beyond at risk position, and this budget cut eliminates the Talent Management Program altogether.

**5-Year History**

Year	Overlapped Positions using Reserve Account	At Risk Positions and employees included in Talent Management Program
2018	3	Continuation of Pilot Program and Preparation for Full Implementation
2019	4	10 Positions with 33 employees in Full Implementation of Program
2020	0*	Continuation of 2019 Talent Management Program; Addition of 11 employees participating in the Corporate Coaching Program
2021	3	Addition of 19 participants in the Corporate Coaching Program
2022	8**	Continuation of the Corporate Coaching Program, addition of 20 participants.

\* Overlapping suspended due to COVID-19 Pandemic

\*\* As of July 31, 2022, assumes all requested funding will be used

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Human Resources	Human Resources Admin Mgt	TRANSFER to Reserve Account	(105,000)			
		<b>Total Expenses</b>	<b>(105,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(105,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0017	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Human Resources	<b>Category</b>	[L] Service Elimination
<b>Division</b>	Administration - Human Resources	<b>Status</b>	Public

## Elimination of the Snow Angels Program

The City regularly receives inquiries from seniors and citizens with physical disabilities who are unable to comply with the City By-Law to remove snow or ice in front or along side their homes. In response, the Corporation coordinates a volunteer snow removal program as an innovative community partnership to promote a safe, caring and diverse community. During the 2021/22 winter season, the City of Windsor assisted 70 residents. It is our expectation and experience that this need from the Community continues to rise.

**Recommendation:** Not Recommended

**One-Time Funding:** \$12,500 (Budget Stabilization Reserve) if approved, assuming implementation of the 2022/2023 snow season.

### Issue Detail

On October 21, 2013, Council directed the continuation of the Snow Angels Volunteer Snow Removal Program for the 2013/2014 season. The Snow Angels Program has been in effect for over 15 years and has experienced some difficulties with volunteer Snow Angels throughout its history. The program is intended to assist those residents over the age of 65, or under the age of 65 with a disability, with their snow removal needs. Over the years we have helped out hundreds of residents who were in need of the additional assistance.

- 2017/2018: 695 residents signed up and we helped 110
- 2018/2019: 467 residents signed up and we helped 154
- 2019/2020: 351 residents signed up and we helped 154
- 2020/2021: 468 residents signed up and we helped 144
- 2021/2022: 267 residents signed up and we helped 70 (difficulty in recruiting volunteers due to the ongoing Pandemic)

Under Municipal Code 617, By-Law #8544, owners and/or tenants are required to remove snow or ice in front of, alongside, and at the rear of their property within twelve (12) hours following the snowfall or formation of ice.

While we continue to seek out volunteers utilizing various methods (booths at College/University/High Schools/sporting events, poster campaign, media events, United Way sign-ups, etc.) the requests from residents exceeds our volunteer listing.

The Corporation strives to promote responsive municipal services in order to promote the development of community programs to assist emerging community needs. Windsor has an aging population and programs such as this are becoming increasingly more important. The Corporation is also committed to developing new and creative partnerships to focus on providing assistance to seniors and citizens with disabilities. This will help sustain Windsor's image as a diverse, inclusive and accessible community for all residents. The Corporation also strives to encourage and facilitate volunteerism in our society, in order to provide services and experiences that show the heart of the Windsor community.

The Snow Angels program is a great way to meet these goals while helping members of the community who need it most. Unfortunately, over the years the number of requests for service have continued to exceed the number of volunteers available from the community.

This reduction represents the elimination of this program. Please note that up to \$12,500 in Budget Stabilization Reserve

Funding is being requested due to an assumed implementation of fall 2022 (2022/2023 snow season).

**Performance Indicators**

The demand for a Snow Angel during the 2021/2022 season was for 267 residents. We were able to match 70 residents to 30 volunteers during last season. As more residents request a Snow Angel to assist them in this service, enlisting the assistance of volunteers continues to be a challenge. . The COVID-19 pandemic has also played a part in the decrease of volunteers and residents, as there were limited events scheduled at schools, community centers and throughout the City wherein booths were able to be set up to have volunteers sign up. As well many volunteers did not forward their names given the concerns over COVID.

**5-Year Budget History**

Year	Budget	Actuals	Variance	% Committed
2017/2018	\$25,722	\$18,175	\$7,547	70.6%
2018/2019	\$25,722	\$29,770	(\$4,048)	115.7%
2019/2020	\$25,722	\$25,990	(\$268)	101.0%
2020/2021	\$25,925	\$25,925	\$0	100.0%
2021/2022	\$25,925	\$25,275	\$650	97.5%

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	(2,269)			
Human Resources	Human Resources Admin Mgt	Fees and Service Charges Exp	(7,525)			
Human Resources	Human Resources Admin Mgt	Imaging & Printing External	(650)			
Human Resources	Human Resources Admin Mgt	Office Supplies	(500)			
Human Resources	Human Resources Admin Mgt	Other Pay	(450)			
Human Resources	Human Resources Admin Mgt	Program Supplies	(350)			
Human Resources	Human Resources Admin Mgt	Salary-Temporary	(14,181)			
		<b>Total Expenses</b>	<b>(25,925)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(25,925)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0018	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Human Resources	<b>Category</b>	[L] Service Elimination
<b>Division</b>	Administration - Human Resources	<b>Status</b>	Public

## Elimination of Closed-Captioning for Council Meetings

Reflects the elimination of close-captioning for persons with hearing disabilities during TV Cogeco's televised City Council and Standing Committee meetings. The elimination of this service would severely impact the ability of many citizens the ability to access council's televised meetings.

**Recommendation:** Not Recommended

**One-Time Funding:** \$9,000 from the Budget Stabilization Reserve (BSR) to carry the contract to May 31, 2023.

### Issue Detail

Closed captioning allows persons with hearing disabilities to have access to television programming by displaying the audio portion of a television program as text on the television screen. It provides a critical link to information for individuals who are D/deaf, deafened or hard of hearing. For individuals whose native language is not English, English language captions can improve comprehension of the information being conveyed. The City of Windsor remains committed to ensuring that its televised Council meetings as well as video streamed Standing Committee Meetings are accessible to all citizens. Closed captioning is currently provided for all televised Council and Standing Committee meetings as well as streamed Standing Committee Meetings. We were informed in 2016 that YouTV (Cogeco) was no longer able to reimburse the costs incurred by the Corporation of the City of Windsor to deliver the closed captioning services to residents; this cost was then absorbed by the Human Resources Department. As a means to meet our 5% cost reduction mandate we have included the elimination of this service for our 2023 operating budget.

This cut is not recommended by the Department as the elimination of this service would end our ability to communicate with our residents who are D/deaf, deafened or hard of hearing and who wish up to date information regarding Council activities. Live streaming of meetings does not require to be closed captioned as per the AODA requirements, however, any videos which are then posted on the website for later viewing must be accessible and have closed captioning. Although it is not a mandated to Caption the live streamed meetings the Closed captioning services of our provider is fully compliant with the Integrated Accessibility Standards Regulations (IASR) made under the AODA, 2005, which requires recorded media to be closed captioned with all dialogue and important sounds included.

### Performance Indicators

In 2018, we expected that 50 meetings would utilize closed captioning.

In 2019 there were 24 Council and 32 Standing Committee Meetings that were closed captioned.

In 2020 there were 30 Council and 27 Standing Committee Meetings that were closed captioned.

In 2021 there were a total of 33 Council and 22 Standing Committee Meetings that will be closed captioned.

In 2022 it is anticipated that there will be a total of 23 scheduled Council Meetings and 42 scheduled Standing Committee Meetings that will utilize closed captioning services.

### 5 Year Budget History

Year	Budget	Actuals	Variance	% Committed
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2018	\$10,481	\$10,726	(\$245)	102.3%
2019	\$17,481	\$14,897	\$2,584	85.2%
2020	\$17,481	\$15,111	\$2,370	86.4%
2021	\$17,481	\$17,462	\$19	99.9%
2022	\$17,481	\$14,000*	\$3,481	80.1%

\*Estimated Year End Total

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Human Resources	Diversity & Accessibility	Telephone Expenses	(17,481)			
		<b>Total Expenses</b>	<b>(17,481)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(17,481)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0048	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Human Resources	<b>Category</b>	[L] Service Elimination
<b>Division</b>	Occupational H&S & Wellness	<b>Status</b>	Public

## Elimination of the Employee Family Assistance Program (EFAP)

EFAP provides support services to City employees such as job and family counselling, legal and debt management advice, addiction and work related stress counseling. In addition, the program provides trauma debriefing services including having a counselor onsite in the event an employee passes away. This reduction is not recommended by the department as this benefit provides supports used by our employees and their family members when coping with the stressors of life. Further, a reduction in service will hamper a critical tool used by the Disability Management Team currently utilized by Managers and Employees to address longer term or more specialized levels of care for our employees in our efforts to bring employees back to work.

**Recommendation:** Not Recommended

**One-Time Funding:** \$46,875 from the Budget Stabilization Reserve (to carry the contract to March 2023 if approved)

### Issue Detail

Union representatives, managers, and Human Resources staff regularly use the EFAP program to offer assistance to employees who struggle with many issues, but the highest emerging issues are personal/emotional stress and anxiety. EFAP services are recommended in situations where an employee’s performance is decreasing, when issues arise between co-workers, and when employees disclose personal conflicts be they with their children, spouse or partner, or caring for an elderly parent.

The increased availability of in-person counselling through our new provider as well as telephone counselling have been welcomed by our workforce. With offices located in Windsor, our new provider offers our staff the opportunity to walk into their offices and set up the services they need in a face-to-face exchange with Family Services personnel.

Trauma counselling has provided a unique, specialized service to assist our employees in emotionally challenging circumstances, such as the death of a co-worker. This service provided on-site for our workforce provides a direct lifeline for employees struggling with their grief in its acute stages. Once we make our way through the initial trauma, other supportive counselling services to assist employees coping with the effects of grief can also be offered.

Crisis Intervention Services provide critical assistance to managers, Unions and Human Resources staff providing the professional expertise to assist and assess staff in crisis who may be at risk of self-harm or harming others.

In addition to the variety of counselling services, the EFAP provider delivers a number of virtual lunch and learn sessions with topics relevant to the current challenges our employees and management teams face in these unique times. Topics of these sessions include: Understanding Substance Abuse, Mood and Depression, Burnout to Balance and Coping with Uncertainty.

A reduction in the provision of accessible EFAP support services, and convenient Lunch and Learns, will limit our ability to provide information and critical support to our employees. Throughout 2022 to-date, personal and emotional issues and couple and relationship issues have been the most frequent causes for our employees to utilize EFAP services. EFAP support services, and Lunch and Learns are tools to provide information to assist employees with the issues they struggle with and connect them directly with a representative of our EFAP provider for support for themselves and their family members.

**Performance Indicators**

Overall Utilization Rates:

2005: 5.8% or 227 cases: 0 workplace interventions  
 2006: 7.6% or 244 cases: 7 workplace interventions  
 2007: 8.6% or 277 cases: 15 workplace interventions  
 2008: 8.05% or 260 cases: 3 workplace/trauma cases  
 2009: 7.37% or 253 cases: 9 workplace/trauma cases  
 2010: 10.25% or 352 cases: 9 workplace/trauma cases  
 2011: 10.52% or 361 cases: 0 workplace interventions/trauma cases  
 2012: 8.96% or 331 cases: 5 workplace/trauma cases  
 2013: 9.29% or 359 cases: 5 workplace/trauma cases  
 2014: 9.09% or 380 cases: 2 workplace/trauma cases  
 2015: 9.53% or 417 cases: 8 workplace/trauma cases  
 2016: 9.69% or 415 cases: 5 workplace/trauma cases  
 2017: 8.51% or 377 cases: 6 workplace/trauma cases  
 2018: 8.43% or 383 cases: 0 workplace/trauma cases  
 2019: 6.13% or 283 cases: 8 workplace/trauma cases  
 2020: 6.77 % or 291 cases: 6 workplace/trauma cases, 2 mediation agreements  
 2021: 6.57 % or 288 cases: 0 workplace/trauma cases, 0 mediation agreements  
 2022: Previous Provider - 1.03% or 47 cases: 0 workplace/trauma cases, 0 mediation agreements (January 1, 2022 - February 28, 2022)  
 2022: Current Provider - 2.56% or 158 cases: 1 workplace/trauma cases, 0 mediation agreements (March 2022 - August 31, 2022)

Recognizing the need for this program to all groups over and above RFT employees in 2022, Council approved additional funds to provide this service to all employee groups, including part time/temporary staff.

**5-Year Budget History**

Year	Budget	Actuals	Variance	% Committed
2018	\$95,000	\$99,646	\$7,873	104.9%
2019	\$95,000	\$100,327	(\$4,646)	105.6%
2020	\$95,000	\$91,564	(\$5,327)	96.4%
2021	\$95,000	\$83,406	\$11,594	87.8%
2022	\$165,000	\$154,177*	\$10,823**	93. %

\* 2022 Year-End Projection

\*\* Variance due to timing of new contract with Family Services

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Human Resources	Health & Safety	Other Prof Services-External	(198,400)			
		<b>Total Expenses</b>	<b>(198,400)</b>	<b>0</b>	<b>0</b>	<b>0</b>
Human Resources	Health & Safety	Fees and Recoveries INTERNAL	33,400			
		<b>Total Revenues</b>	<b>33,400</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(165,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>

In-Camera Issue  
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<b>Budget Issue #</b>	2023-0084	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Legal & Legislative Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Fire & Rescue	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Fire Support Services	<b>Status</b>	Public

## Addition of One Fire & Rescue Administrative Assistant Position

Fire & Rescue Management team is requesting the addition of one Administrative Assistant Position. The position would support two Deputy Chiefs currently performing their own administrative duties as well as other departmental tasks and confidential matters. The existing Administrative Assistant attempts to support the Deputies with scheduling and with confidential correspondence and reports but the workload is excessive and an additional Administrative Assistant would free up time the Deputies are spending on administrative tasks that do not require their skill level.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

Windsor Fire & Rescue Services (WFRS) currently employs one non-union Administrative Assistant position (NU09), who supports the Fire Chief's administrative functions. This includes daily report writing, scheduling, records keeping, etc. In addition, the Administrative Assistant is responsible for the WFRS public website and private dashboard maintenance of information, events and link updates. The Administrative Assistant currently manages a staff of 6 clerks who are assigned to each of the WFRS divisions: Fire Prevention, Training, Apparatus/EOC, Admin/Accounting, Fire Operations and Quartermaster Store. Consequently, the Administrative Assistant supports the Deputy Chiefs only with urgent and confidential matters, leaving Deputy Chiefs to perform their own administrative functions.

With an Administrative Assistant to support them the Deputies would be better able to focus on daily operations and implementing strategic plans necessary to keep Fire & Rescue department competitive with NFPA standards.

The noted lack of administrative support resulted in a failed audit from auditors PwC that found the WFRS public web site to be non-compliant with AODA standards that were introduced on January 1, 2021. An external vendor was hired to address PwC's finding through an emergency sole source process and the unplanned cost of \$12,500 resulted in a strain on the existing operating budget.

Fire & Rescue Management Team highly recommends the approval of this position in an effort to reduce the workload of the Deputies, streamline processes and to improve the efficiency, communication and cohesiveness of the Fire Management Team.

The total cost associated with adding one position is detailed below:

Salary incl. Fringes	\$91,733
Clothing	\$400
Computer (Laptop)	\$1,080
<b>Total Cost</b>	<b>\$93,213</b>

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	22,761			
Fire & Rescue	FIRE -Admin	Clothing - Uniforms	400			
Fire & Rescue	FIRE -Admin	Computer Maintenance	600			
Fire & Rescue	FIRE -Admin	Computer Rental - INTERNAL	480			
Fire & Rescue	FIRE -Admin	Salary-Reg.Full Time	68,972			
		<b>Total Expenses</b>	<b>93,213</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>93,213</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Fire & Rescue	FIRE -Admin	Administrative Assistant	Regular Full-Time	1.0
			<b>Total:</b>	<b>1.0</b>

<b>Budget Issue #</b>	2023-0124	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Legal & Legislative Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Fire & Rescue	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Fire Support Services	<b>Status</b>	Public

## Addition of One Fire & Rescue Clerk

A new clerical position would enable Windsor Fire & Rescue Services to better distribute clerical tasks amongst employees and would enable the Emergency Planning Officer to allocate their time to better plan for and guide the City through the multitude of emergencies that the City continues to face. Due to gradually increasing administrative tasks, including the implementation of better accountability and data tracking in a new Records Management System, and the enhanced role of Windsor Fire in leading the community and City Administration through natural disasters and climate events, it is no longer tenable to keep this set of tasks as a portion of a Clerk’s duties.

**Recommendation:** Recommended

**One-Time Funding:** N/A

### Issue Detail

The addition of one Fire & Rescue Clerk will assist the department in handling additional administrative duties created by training and readiness for an increasing number of natural disasters. A new clerk will also enable the Emergency Planning Officer to focus on strategic planning for future emergencies and analysis of past responses. In recent years, Windsor Fire has expanded its role of protecting the community beyond fires and medical calls by taking a leadership role during natural disasters and climate events resulting in a need to proactively plan and respond to heat waves, snowstorms, flooding, outbreaks of disease, protests, and many other emergencies.

Additionally, increased administrative duties resulting from provincial legislation changes, the increased training and equipment requirements of provincially-deployable specialty teams, and the move towards more complete records management has resulted in a shortage of labour, which in turn has caused most Clerks to become months behind on their lower-priority tasks. This has affected our ability to verify our data entry for various critical systems and reduced our ability to follow through with revenue-generating activities resulting from our emergency responses and inspections.

Most importantly, Fire’s clerical staff have been left going from one urgent issue to the next, meaning that there is never the opportunity for personnel to reflect on their existing process and develop better solutions. The additional Clerk, once fully trained, will take on specific tasks from several existing Clerks, allowing for the redistribution of tasks amongst all clerks to meet the existing administrative obligations to the Corporation and our external stakeholders.

The total cost associated with adding one position is detailed below:

	Annual Cost
Salary incl. Fringes	\$90,620
Clothing	\$400
Computer (Laptop)	\$880
<b>Total Cost</b>	<b>\$91,900</b>

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	22,487			
Fire & Rescue	FIRE -Admin	Clothing - Uniforms	400			
Fire & Rescue	FIRE -Admin	Computer Maintenance	480			
Fire & Rescue	FIRE -Admin	Computer Rental - INTERNAL	400			
Fire & Rescue	FIRE -Admin	Salary-Reg.Full Time	68,133			
		<b>Total Expenses</b>	<b>91,900</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>91,900</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Fire & Rescue	FIRE -Admin	Fire & Rescue Clerk	Regular Full-Time	1.0
			<b>Total:</b>	<b>1.0</b>

<b>Budget Issue #</b>	2023-0208	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Legal & Legislative Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Purchasing, Risk & POA	<b>Category</b>	[H] Line Item Reduction
<b>Division</b>	Risk & Insurance	<b>Status</b>	Public

## Reduction in Legal Claims Budget

A reduction to the legal claims budget is being brought forward to meet Council's five percent target reduction per department.

**Recommendation:** Not Recommended

**One-Time Funding:** n/a

### Issue Detail

A reduction to the legal claims budget would result in a further depletion of the self-insurance reserve fund. As claim payments, settlements, or judgments become due, the City has no option but to pay them. If the claims budget and self-insurance reserve (SIR) fund have insufficient funds to pay for the claims, an alternative funding source is required. A reduction in the claims budget would not reduce the claims expense and would not result in actual savings to the Corporation.

An actuarial review on the SIR Fund was conducted in 2017. According to the report, the City's actuarial deficit as of December 31, 2016 was \$6.1M. The draft report recommended that the City increase the Self-Insurance Reserve (SIR) by this amount. However, this was not done due to competing budget priorities. The SIR fund currently has a balance of \$7.6M as at August 31, 2022, which, based on the actuarial review, remains in an actuarial deficit position.

The report also recommended that the City increase the annual claims budget to \$4.36M for 2018 in order to not fall further into deficit. Budget Issue 2018-0354 was brought forward to increase the annual claims budget to \$4.36M for 2018. An increase of \$658,000 was approved to bring the annual claims budget to \$3.02M. While no increases were made to the SIR, any surplus in the annual claims budget would fund the SIR, and the SIR would be used to fund any deficits to the claims budget in a given year.

The claims budget was subsequently reduced to \$3.00M for a position conversion in #2019-0462 per CAO Report #4841. During the 2020 budget process, City Council decided to fully reduce the transfer to the SIR Fund by \$399,057. The claims budget was further reduced by \$200,000 in the 2021 budget on 2021-0085. Transferring surplus funds from the claims budget is the only current funding source for the SIR. By further reducing the claims cost budget, Risk Management will not have sufficient budgeted funds to pay its claims, and will need to start depleting the SIR fund without a source to replenish it. Once the SIR fund is depleted, an alternate funding source will then need to fund claim costs as they become due. When a settlement or judgment becomes due, there is no viable option but to pay for it.

Claims costs fluctuate, but long term trends suggest that the City's claims costs will rise in the coming years. It is impossible to predict with certainty the number or severity of claims that may be made against the City, or the magnitude or timing of any eventual settlement.

A reduction to the Claims budget will result in the Claims budget being exceeded in 2023 and no surplus to replenish the reserve.

### Claim Costs 5 Year History (2018-2022 Projected)

Year	Budget	Actual	Variance
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2018	\$3,020,000	\$2,463,621	\$556,379
2019	\$3,001,647	\$1,876,943	\$1,124,704
2020	\$3,000,647	\$3,039,054	\$(38,407)
2021	\$2,800,647	\$2,855,516	\$(54,869)
2022 (projected)	\$2,920,647	\$2,920,647	-

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Purchasing, Risk & POA	Risk & Insurance	Claim Costs and Subrogation	(200,000)			
		<b>Total Expenses</b>	<b>(200,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(200,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>

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<b>Budget Issue #</b>	2023-0194	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Parks & Facilities	<b>Category</b>	[K] Service Reduction
<b>Division</b>	Parks	<b>Status</b>	Public

## Eliminate or Reduction of Students and Community Living Staff in Parks

Reduction of students and Community Living staff that provide core functions within periods of high activities in parks and on sports fields. This issue will have an extremely significant impact to the level of service provided during the peak summer months. The horticulture staff are an integral part of the beautification of parkland in the city. The operations staff services include trimming of grass and weeds around various infrastructure, litter pick-up and washroom cleaning among numerous other tasks that the full time staff cannot maintain during the busy summer months. Any reduction in the staffing levels will impact the appearance of parkland to the public and may yield additional 311 calls. This reduction is scalable from 0% to 100% with corresponding service level reductions.

**Recommendation:** Not Recommended

**One-Time Funding:** N/A

### Issue Detail

Students and Community Living employees provide several primary core parks functions. These resources are available at a time when the demands on the Parks Departments are the greatest, as weather and physical area is a significant factor in Parks ability to get recreational areas, sports fields and gardens ready for use in a timely manner. They provide coverage when regular full time staff are using vacation or banked over-time from winter snow operations and provide workforce for weekend, shift, afternoons and holiday coverage at a reasonable cost. Several Parks programs, particularly in the Horticultural division are exclusively undertaken with student labour. They include maintaining the BIA planters, hanging baskets, bridge planters, hard surface weed control, garden bed maintenance, and tree nursery maintenance.

Additionally, in the Fall of 2015 the Parks Department, with support from Local 82, engaged in a Community Living Employment Placement program where Community Living Individuals started working in parks, horticulture, forestry and Ojibway. These employees are paid at labourer rates, funded from the student and Community Living wage budget, with wages that are in part subsidized. If this recommendation is supported, Parks would no longer be able to participate in the Community Living program.

The total operating budget for summer students and Community Living employees in parks is \$1,338,037 (including fringes). The elimination of all of the student and Community Living positions would yield significant levels of savings. The number of weeks that students work could be reduced to mitigate the impact on the level of service throughout the parks however this would likely be offset by increased overtime from existing full-time staff assuming the current level of service is maintained. In addition, any reduction or elimination of student and Community Living temporary staffing would impair the ability of Parks to provide services to Recreation events and sports field preparations. The various hours for each division may fluctuate based upon weather, ongoing needs within the division, and special events that may be organized in a given year.

The elimination of the Student work for Parks would impact sports facilities that would experience a tremendous reduction in service and maintenance, which will have a major impact on the citizens and sport user groups. With any elimination of Students and Community Living staff, the Parks Full-time staff will be allocated to Regional or Premier Parks. Sport user groups will have to rely on their volunteers to line the fields and diamonds frequently. Tournament play would be discouraged, which will have a revenue impact to Recreation as well as the local economy.

As students are responsible for significant maintenance, programs such as the hanging baskets, bridge planter and BIA

planter programs would need to be outsourced and may require an increase in maintenance contract dollars, should these programs be continued.

For the Forestry division, two projects would be impacted if any students are eliminated in 2023 having a negative cumulative effect on our operations/programs as follows:

1) Tree Nursery

The care of the young trees within the Tree Nursery will remain vulnerable to the adverse environmental conditions and lack of maintenance that impact the outcome of growing healthy, vibrant trees and remain on their harvesting schedule

2) Mulching Program of Young Park Trees

The mulching of young recently planted trees, protects the trees from drought, and damages inadvertently done to the stems of trees during maintenance activities. The mulching of trees also improves the aesthetics of the park.

**Risk**

The elimination of students and the services they are able to provide while working each year would increase the Corporations' exposure to both the Portrayal and Attraction & Retention enterprise risks, identified as priorities for 2019-2020. Students play a large role in maintaining the City's civic image through the quality of the City's parks experience, and the program provides an important opportunity for students to experience working for the City of Windsor, which will hopefully increase their interest in considering the City of Windsor as a potential employer once finished school.

**Reduction of Students and Community Living Staff in Parks (Wages Not Including Fringe)**

Parks Division	Annual Budget	20% Reduction	35% Reduction	50% Reduction
Parks Operating	\$771,574	\$154,315	\$270,051	\$385,786
Horticulture	\$296,917	\$59,383	\$103,921	\$148,459
Forestry	\$57,524	\$11,505	\$20,133	\$28,762
Ojibway and Natural Areas	\$68,661	\$13,732	\$24,031	\$34,331
<b>TOTAL</b>	<b>\$1,194,676</b>	<b>\$238,935</b>	<b>\$418,136</b>	<b>\$597,338</b>

The level of reduction in the above chart would impact each specific division that employs temporary staff. For Parks Operations a 20% reduction would impact the weed and grass cutting schedules at neighborhood and community parks. Any additional reductions would significantly impact the level of service at premier parkland including the riverfront. In the Horticulture division the 20% reduction would impact the service level of flower beds and horticulture material supplied at various parks. Any additional reductions would severely impact weed spraying throughout the City. Reductions in the Forestry division may impact the timing of tree maintenance and clean up of fallen debris throughout the City parkland and right of ways.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	(143,361)			
Parks & Facilities	Forestry	Hourly-Temporary	(57,524)			
Parks & Facilities	Horticulture General Exp.	Hourly-Temporary	(296,917)			
Parks & Facilities	Ojibway & Natural Areas	Hourly-Temporary	(68,661)			
Parks & Facilities	Parks Operations	Hourly-Temporary	(771,574)			
		<b>Total Expenses</b>	<b>(1,338,037)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(1,338,037)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0195	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Parks & Facilities	<b>Category</b>	[K] Service Reduction
<b>Division</b>	Parks	<b>Status</b>	Public

## Reduction of Forestry Contract Work

This issue will remove all funding required to hire external contractors to perform tree trimming, high risk tree removals, planting, stump removal, and tree watering services. This issue will have an extreme impact on the current levels of service as well as increase areas of risk related to maintenance of the urban forest canopy that plays a vital function in climate change adaptation. The work is scalable to reduce the entire contract work. However, any reduction may result in a decline in tree health and increased risk to the public. This reduction would represent a regression in the level of tree maintenance service levels experienced over the recent years and there will not be sufficient funding in place to replace trees in an effort to protect the tree canopy cover of the City.

**Recommendation:** Not Recommended

**One-Time Funding:** N/A

### Issue Detail

The City of Windsor Parks Department is responsible for the maintenance and care of approximately 70,000 street trees along the Right-of-Way and 20,000 trees within our City parks. The Forestry Division consists of one Manager, two Supervisors, one Asset Analyst and ten full-time unionized staff. They carry out the day-to-day operations of managing the urban forest including: tree trimming, tree removals, storm clean-up, service request inspections and tree planting. The protection of the urban forest has never been more important to our well being. Trees provide us with many social, health and psychological benefits, while providing cities with numerous environmental benefits such as storm water retention and the cooling effect trees have on our neighbourhoods. Like any city owned asset, trees should be protected and maintained regularly, not unlike roads, sewers and facilities.

Although the quality of work completed by internal staff is of a high standard, our staffing numbers do not provide the required hours to complete the necessary work. As a result, many of these services are contracted out to tree care contractors in an effort to deliver the services in a timely manner. Contracted services supplement our current internal workforce and allow us to deal with the high number of tree removals currently needed due to our aging tree population.

In 2021, the Forestry Division received over 6,300 calls for service through Windsor's 311 Customer Service Department. For 2022, the service requests are at 3,246 for the period ended July 2022.

In 2023, the available operating budget for contracts is \$387,625. The elimination of these maintenance contracts in the Forestry operating budget would further delay the activities within Forestry division's attempt to continue to maintain tree inventory and protect valuable tree assets within the City. As a result, this elimination is NOT recommended by the department. The backlog in 311 tree trimming requests has been significantly reduced in 2022 and is within the Forestry industry standards and timelines for tree trimming. However, due to the volume of older trees in the City's tree inventory, multiple storm events have a negative impact on the City's trees, and a backlog in tree maintenance could quickly return in the near future as the frequency of storm events rise. Catching up on this backlog has allowed the Division to concentrate on accomplishing a higher percentage of pro active work on the City's youngest trees.

### Risk

If Council elects to approve this budget reduction, the health of the Urban Forest will begin to deteriorate as well as the risk of trees damaging private property will increase. The gains the division has made in reducing the backlog over the recent years will be lost, as calls for maintenance to 311 will begin to significantly rise. Also, as mature trees continue to be removed from the program, there will not be sufficient funding in place to replace these trees in an effort to protect and bolster the canopy cover of the City. The tree canopy is an important tool to combat climate change.

**Number of Forestry 311 Service Requests**

Type of Service Request	2020	2021	2022 JULY YTD	TOTALS
Tree Limbs and Maintenance	1,970	2,752	1,441	6,163
Tree Trimming	1,990	2,120	1,026	5,136
Tree Planting and Watering	396	523	271	1,190
Tree and Stump Removals	1,284	999	508	2,791
<b>TOTAL FORESTRY SERVICE REQUESTS</b>	<b>5,640</b>	<b>6,394</b>	<b>3,246</b>	<b>15,280</b>

The above chart displays details of the type of service calls received by the Forestry department through the 311 Customer Service Department. The service calls in 2021 were over 6,300 representing a 13% increase over 2020. The average service request to date in 2022 is 463 per month. The average service request for 2021 was 533 per month, which represented an increase of 63 requests over the average of 470 per month in 2020.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Parks & Facilities	Forestry	Contracted Services	(387,625)			
		<b>Total Expenses</b>	<b>(387,625)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(387,625)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0218	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Parks & Facilities	<b>Category</b>	[K] Service Reduction
<b>Division</b>	Facilities Operations	<b>Status</b>	Public

## Elimination of Preventative Maintenance Budgets at Facilities Buildings

This budget issue eliminates the preventative maintenance and all building repair budgets for all of Facilities building portfolio except for buildings that have a formal maintenance agreement with the external partners. Eliminating this service would have serious negative implications such as increasing risk and liability to the Corporation due to building/equipment breakdowns and increasing costs as a result of emergency repairs.

**Recommendation:** Not Recommended

**One-Time Funding:** n/a

### Issue Detail

This budget issue is created to achieve the requested target budget reduction by eliminating the Preventive Maintenance and Building Repair budget for all the buildings in the Facilities portfolio except for Windsor Justice Facility (WJF), Department of National Defence (DND), and other tenant facilities where Facilities is liable for the building maintenance bound by contract agreements.

The goal of preventative maintenance is to improve the performance of equipment and safety of the facility as a whole. Eliminating all preventative maintenance budget would have a negative impact on the Corporation as a whole since preventative maintenance is an important part of facilities management. The benefits of preventative maintenance are as follows:

- Timely, routine repairs help to avoid larger scale repairs at a significant cost
- Increased life expectancy of assets thereby limiting premature replacement of equipment
- Reduced overtime costs of maintenance workers due to fewer unplanned repair work
- Improved safety and quality conditions of the facility as a whole

The Facilities areas where the Preventive Maintenance budget would be impacted include the following:

- Non-Campus locations - Fire Halls, Police facilities, Capitol Theatre, the homeless shelter, Public Works Administration, Records storage
- Western Downtown - Windsor International Aquatic Training Centre, Duff Baby House
- Parks & Rec Admin - All parks facilities and admin buildings, recreations and community centres.

### Risk

Preventative maintenance is required to ensure that equipment continues to operate properly and efficiently, and the facility is safe for residents and staff. It is an important control for the City's Infrastructure enterprise risk and elimination of these services would increase the City's exposure to this risk.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Parks & Facilities	Fac.Ops. -Non-Campus	Maintenance Parts & Materials	(70,500)			
Parks & Facilities	Fac.Ops. -Parks & Rec	Maintenance Parts & Materials	(132,500)			
Parks & Facilities	Fac.Ops. - Western Downtown	Maintenance Parts & Materials	(120,000)			
		<b>Total Expenses</b>	<b>(323,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(323,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>

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<b>Budget Issue #</b>	2023-0217	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Community Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Parks & Facilities	<b>Category</b>	[L] Service Elimination
<b>Division</b>	Facilities Operations	<b>Status</b>	Public

## Elimination of Budget for Facilities Pest Control

This budget issue eliminates the Pest Control budget at City facilities within the maintenance portfolio. Eliminating this service would have serious negative implications such as increasing risk of pest and insect infestation and posing major health and safety issues for the employees and the general public.

**Recommendation:** Not Recommended

**One-Time Funding:** n/a

### Issue Detail

The contracted pest control service provider keep various City facilities free of rodents and pest infestations. The monthly service provides population control and prevention of pests, rodents and bed bugs. Over the years there have been various incidents of bed bug infestations at City facilities. Each reported incidents were addressed by necessary treatments. Acceptance of this issue would halt the pest control services at City facilities and will likely lead to an increase in pest and insect population at City facilities.

### Risk

Eliminating this service would have serious negative implications such as increasing risk of pest and insect infestation and posing major health and safety issues for the employees and the general public.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Parks & Facilities	Fac.Ops. -Non-Campus	Contracted Services	(40,000)			
		<b>Total Expenses</b>	<b>(40,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(40,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>

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<b>Budget Issue #</b>	2023-0056	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Pollution Control	<b>Category</b>	[K] Service Reduction
<b>Division</b>	Pollution Control	<b>Status</b>	Public

## Budget Reduction Contribution to Pollution Control Reserve

Reflects a reduction in Reserve funding which ensures the ongoing replacement of the aging equipment at the City's two Pollution Control Plants and numerous pumping stations. Decreased contributions to Pollution Control Reserves would be considered a critical risk as sufficient funding would not be readily available to address replacement of the equipment when deemed necessary.

**Recommendation:** Not Recommended

**One-Time Funding:** n/a

### Issue Detail

Pollution Control has one reserve fund, established to ensure that ongoing replacement of aging equipment takes place at the Lou Romano Water Reclamation Plant (LRWRP), Little River Pollution Control Plant (LRPCP) and the numerous pump stations throughout the City of Windsor.

As of June 30, 2022 the reserve balance, net of encumbrances, is \$6,062,650.

Currently, the reserve receives annual contributions from the Sanitary Sewer Surcharge as follows:

LRWRP: \$3,071,903  
LRPCP: \$2,202,963  
Pump Stations: \$2,042,879

TOTAL: \$7,317,745

The annual contributions from the sewer surcharge were increased during the 2022 budget process by \$1,250,000 from \$6,067,745 to their current levels. Even with the increased annual contributions, and given the current level of planned spending at the plants and pumping stations, the reserve is anticipated to be in a deficit by 2023.

Reserves are reviewed and refined annually to reflect current events and planning and take inflation into consideration. In order to meet fiscal targets, reductions in the contribution to the Pollution Control Reserve have been considered.

None of the following four options are recommended, however, they are presented to provide City Council with options to achieve its' fiscal targets.

Option 1: 10% reduction of \$731,775

Option 2: 25% reduction of \$1,829,436

Option 3: 50% reduction of \$3,658,873

Option 4: 75% reduction of \$5,488,309

Should a reduction to the reserve be accepted, dedicated funding would not be readily available to address replacement

of equipment in these critical facilities.

Risk

The proposed reduction would increase the Corporation’s exposure to the Infrastructure enterprise risk, identified as a priority for 2018-2019, by counteracting the mitigation strategy of continuing to enhance reserve funds.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Pollution Control	LRPCP Operations (Sewer Surcharge)	Depreciation				(1,552,668)
Pollution Control	LRWRP Operations (Sewer Surcharge)	Depreciation				(2,303,927)
Pollution Control	Pump Station-Operations (Sewer Surcharge)	Depreciation				(1,631,714)
		<b>Total Expenses</b>		<b>0</b>	<b>0</b>	<b>0 (5,488,309)</b>
		<b>Net Total</b>		<b>0</b>	<b>0</b>	<b>0 (5,488,309)</b>

<b>Budget Issue #</b>	2023-0104	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Public Works	<b>Category</b>	[K] Service Reduction
<b>Division</b>	Technical Support	<b>Status</b>	Public

## Eliminate Annual Hansen Software Maintenance & Support Fee

This budget issue proposes elimination of the annual software maintenance & support fees paid for the Infor Hansen infrastructure management system used by Public Works & corporately for asset management of municipal infrastructure (roads, sewers, etc). Fees cover new software releases/updates, software fixes/patches, support services, online resources, & documentation. Cancelling the agreement would result in negative impacts to system growth and development, staff and system downtime, costs, productivity, and could result in system failure.

**Recommendation:** Not Recommended

**One-Time Funding:** n/a

### Issue Detail

The Hansen Infor infrastructure management software system is the Public Works infrastructure asset management system and work order management system used by Public Works to track & record infrastructure assets, work order histories, inspections, condition ratings, and repairs performed. The system is used to manage the road network assets, sewer & drainage networks, bridges, sidewalks, railway grade crossings, private drain connections, and more. The system and associated data is used in day-to-day operational planning and in long term planning. The system is also used by Parks Forestry to manage the tree inventory and related forestry activities. Other departments such as Engineering, Geomatics, Finance - TCA, Finance - Asset Planning, and Risk Management are reliant on data maintained in the Hansen system. In addition, the corporate EIS/GIS system is interfaced directly to the Hansen system. The Hansen software maintenance & support agreement fees are paid annually to the software vendor Infor and are necessary in order to continue receiving software support, enhancements, and software updates from the vendor.

If the fees are not paid, the vendor Infor will discontinue the Hansen software maintenance and support agreement. The Corporation will not receive any software enhancements, new updated software version releases, documentation updates, software patches and fixes. These are currently covered by the software maintenance and support agreement. The current software version will become out-of-date, if the software is not upgraded to keep pace with industry and corporate technology changes, it will become incompatible to hardware and the other software (eg. operating systems, web browsers, databases, mobile technology, etc) that it must interact with in order to operate. In addition, the vendor's online and telephone software support services and resources will be discontinued and Corporate staff (Public Works, Parks, & IT) will not have access to the vendor's software product expertise to answer questions and resolve functional, technical, and database issues that arise in the use of the system and as purchased software functionalities are investigated for further implementation. Access to on-line user forums and on-line knowledge base will also be discontinued. There will be negative impacts to system growth & development, staff & system downtime, costs, productivity, and could result in data loss and failures. If the agreement is cancelled (ie. fees are not paid), future reinstatement of the software maintenance and support agreement would require that the Corporation pay for any lapsed (ie. unpaid) maintenance and support periods plus an Infor reinstatement charge at the time of reinstatement as per Infor policy. This would result in higher costs and loss of any short term savings.

### Risk

Eliminating Hansen software maintenance and support would increase the Corporation’s exposure to the Technology Fails enterprise risk and the Infrastructure enterprise risk, identified as priorities in the 2019 assessment. Due to the importance of the Hansen system to the City’s operations, the occurrence of a technology failure in this area would have significant consequences.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	Technical Support	Contracted Services	(45,422)			
Public Works	Technical Support (Sewer Surcharge)	TRANSFER to Current Fund				(22,711)
		<b>Total Expenses</b>	<b>(45,422)</b>	<b>0</b>	<b>0</b>	<b>(22,711)</b>
Public Works	Technical Support	Sewer Surcharge Recoveries	22,711			
		<b>Total Revenues</b>	<b>22,711</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(22,711)</b>	<b>0</b>	<b>0</b>	<b>(22,711)</b>

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<b>Budget Issue #</b>	2023-0106	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Public Works	<b>Category</b>	[K] Service Reduction
<b>Division</b>	Contracts, Field Services & Maintenance	<b>Status</b>	Public

## Reduce Residential Snow Clearing and Salting

Acceptance of this reduction would result in a 20.3% decrease to the 2022 winter control budget and would move the standard for snow clearing on residential streets from 4 inches to 6 inches in one event and eliminate snow removal and salting of City sidewalks. The consequence of this reduction would be icy road conditions in residential areas following a significant snowfall of more than 4 inches but less than 6 inches. This will expose the City to additional liability claims due to unsafe sidewalks and roadways. We would also experience an increase in 311 calls and complaints requiring additional staff time to address.

**Recommendation:** Not Recommended

**One-Time Funding:** n/a

### Issue Detail

Currently, residential streets are cleared of snow after a snow fall event of 4 inches. The 4 inch standard was adopted during the 2007 Budget (previously, the standard was 3 inches). This proposed service reduction would mean residential streets would not be cleared until after a snow fall event of 6 inches. In addition, we would no longer salt residential intersections until the snowfall event is in excess of 4" and we will no longer carry out any snow removal or salting of the 36 kms of sidewalks, 21.69kms of multi-use trails, 2.5kms of inner-block walkways, and 270 corners in BIA areas that are the responsibility of the Public Works Department to maintain. It should be noted that these sidewalks and trails are separate and apart from the trails that are maintained by the Parks Department.

Winter Control activities (plowing, salting, etc.) are performed on arterial and collector roads for every snowfall event. At present, when snowfalls are less than 4 inches, intersections are salted when conditions warrant; if the policy is changed to 6 inches, the number of salt applications and the amount of salt per application will be greater in order to melt the increased snow depths at intersections.

The average cost of Winter Control on arterials and collectors is approximately \$12,000 per hour. Under the current policy of 4 inch accumulation for residential plowing, the cost for clearing residential streets is approximately \$375,000 per event. This reduction is the equivalent of 3 residential street clearing rollouts.

The consequence of this reduction would be icy road conditions in residential areas following a significant snowfall of more than 4 inches but less than 6 inches. This will expose the City to additional liability claims due to unsafe roadways. We would also experience an increase in 311 calls and complaints requiring additional staff time to address.

This reduction equates to a 20.3% reduction of the current 2022 budget of \$5,532,359 for winter control operations.

### Performance Indicators

The 2021 operating costs for winter maintenance of roadways per lane km maintained in winter are calculated at \$2,302 which is currently well below the 2021 MBNC median of \$4,293.

### Related Budget Issues:

Should Council accept this service reduction, related budget issues may need to be recalculated for inclusion at the new service level as follows:

\*\* 2023-0094 - Increase Contract Costs for the Winter Maintenance of Municipal Roads

\*\* 2023-0095 - Increase for Residential Snow Clearing Costs for the 2022-2023 Winter Season

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	PW Maintenance	Contracted Services	(1,125,000)			
		<b>Total Expenses</b>	<b>(1,125,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(1,125,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>

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<b>Budget Issue #</b>	2023-0264	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Public Works	<b>Category</b>	[K] Service Reduction
<b>Division</b>	Contracts, Field Services & Maintenance	<b>Status</b>	Public

## Sewer Repair Service Reduction

Acceptance of this reduction would significantly reduce the sewer repair program. This would lead to delays in repairing collapsed sewers and significantly increase the risk for flooding of properties.

**Recommendation:** Not Recommended

**One-Time Funding:** n/a

### Issue Detail

In most years, the Sewer Maintenance Division spends the current annual budget on reactive, unscheduled emergency sewer repairs due to collapse and cave-ins from sewers that have yet to be surveyed via CCTV and Zoom inspection or have failed post inspection. Most of these are unpredictable and costly to repair. The Contracts & Field Services Division is currently in the process of surveying (via CCTV and Zoom inspection) the sewers throughout the City to identify its conditions and deficiencies for repair prior to cave-ins appearing. Upon completion of the current zoom inspection contract in early 2022, it is expected that the Field Services Division will have surveyed approximately 1422km of 1760km, or 81% of the City's sewers. Numerous sewer repairs are identified annually that are necessary to undertake to avoid cave-ins. The current CCTV-Zoom inspection cycle will take 5 years to complete.

In addition to the repairs identified by the CCTV program, the Maintenance Division also attends over 200 emergency sewer and catch basin repairs as a result of cave-ins and sewer collapses.

If this reduction is accepted, sewers that collapse will be prioritized for repair. A capital program budget for small sewer repairs does exist and is included in the Flooding Abatement Measures program, Capital Project #ENG-007-16. A portion of the current ten year project forecast will provide funding of up to \$2,675,000 per year in each year 2023 through 2032. The capital program addresses small preventative repairs to sewers that could potentially become sinkholes and large repairs. The repairs done through the capital program are those that can be done trenchless. In comparison, the sewer work done with operating budget dollars is work that is required for cave ins collapses and unmoveable obstructions, as well as repairs discovered during the CCTV and Zoom inspections that cannot be fixed trenchless. The operating program also includes any catch basin and manhole repair. The Sewer Maintenance Division currently has many of these repairs for 2023.

This reduction equates to a 21% reduction of the current \$1,011,400 sewer repair contract budget. Reducing this budget will result in a greater risk of flooding and increased liability costs.

### Performance Indicators

The 2021 operating cost of waste water collection/conveyance per km of pipe is calculated at \$7,727, which is currently well below the 2021 MBNC median of \$10,540.

### 5-Year Trend Analysis (Contracted Services, Sewer Repair):

Year	Budget	Actuals	Variance	
2018	\$948,564	\$1,387,920	(\$439,356)	deficit

2019	\$948,564	\$980,375	(\$31,811)	deficit
2020	\$970,000	\$978,364	(\$8,364)	deficit
2021	\$970,000	\$1,125,821	(\$155,821)	deficit
2022 *projected	\$1,011,400	\$1,011,400	\$0	* projected

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	PW Maintenance	Contracted Services	(210,000)			
Public Works	PW Maintenance (Sewer Surcharge)	TRANSFER to Current Fund				(210,000)
		<b>Total Expenses</b>	<b>(210,000)</b>	<b>0</b>	<b>0</b>	<b>(210,000)</b>
Public Works	PW Maintenance	Sewer Surcharge Recoveries	210,000			
		<b>Total Revenues</b>	<b>210,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(210,000)</b>

<b>Budget Issue #</b>	2023-0103	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Public Works	<b>Category</b>	[L] Service Elimination
<b>Division</b>	Administration - Public Works	<b>Status</b>	Public

## Elimination of Student Labour

The elimination of students would reduce and eliminate services in the Environmental, Fleet, Maintenance, Traffic, Parking, and Technical Support Divisions. Impacted service would include clean up services, road/alley/sewer maintenance services, line/marketing painting services, sidewalk inspection and asset management services, and equipment audit requirements. Current full time staff do not have capacity within their normal duties and workloads to complete the work done by students each year. Much of the work completed is required legislatively and would increase risk related to the Infrastructure and Portrayal enterprise risk priorities identified for 2019. Should Council wish to proceed with a reduction of students, Administration would prioritize services and reduce accordingly.

**Recommendation:** Not Recommended

**One-Time Funding:** n/a

### Issue Detail

#### TECHNICAL SUPPORT:

Acceptance of this issue would result in the elimination of the annual sidewalk inspection program conducted by Technical Support which identifies sidewalk deficiencies and trip hazards and would lead to an increase in sidewalk trip and fall claims. It would also significantly impact the ongoing efforts relating to proper asset management for sewer, roads, and other municipal infrastructure.

This budget issue eliminates seasonal temporary staffing (ie. coop students and summer students) and associated equipment (vehicle rental and computers).

Students in Technical Support assist with the annual sidewalk inspection program identifying trip hazards and other sidewalk deficiencies in-the-field for repair and assist with data entry. During the 2021 sidewalk inspection program: a total of 317 km of sidewalk was inspected, 1837 inspection records completed, over 34,831 deficiencies recorded, 34 high severity asphalt sidewalk deficiencies and 2,333 urgent uplifts (ie. trip hazards) on concrete sidewalks were identified for repair. Additionally, the inspection program provides overall sidewalk condition ratings which are critical to capital rehabilitation planning and budgeting. The inspection program is also important in the legal defense against liability claims and in the prevention of claims.

Minimum Maintenance Standards regulation revisions adopted by the Ministry in 2010 formally outline the need to inspect sidewalks once per year. Under the City's current sidewalk inspection program and available funding, it should be noted that a risk-based approach is used to establish the inspection frequency for a sidewalk segment based on the sidewalk's pedestrian traffic level and last recorded condition rating. Based on this criteria, the inspection frequencies used range from a maximum of once per year to a minimum of once in a 4 year period. For example, a sidewalk in poor condition with high pedestrian traffic is inspected once per year while a sidewalk in excellent condition with low pedestrian traffic is scheduled for inspection once every 4 years. Process improvements were implemented in 2014 to increase the number of sidewalks inspected in a year. Additional improvements are being investigated in order to increase inspection frequencies.

Based on Risk Management data as of Dec. 2021 for the period from 2012 to 2021, 284 sidewalk trip and fall liability claims were filed against the City and the total amount paid out on these claims is currently \$3,127,815 and an additional

\$1,473,804 in pending potential payouts pertaining to these claims is projected. (These claim costs do not include internal staff costs associated with investigating, researching, and defending liability claims nor any amounts exceeding the City's insurance deductible. The deductible on general liability claims was increased from \$250,000 to \$500,000 in 2022.)

This staff also assists with other asset management tasks related to the municipal sewer, drainage, and road networks including data collection and verification for new and existing infrastructure asset inventories and assisting with ongoing programs and programs in development. This is important to asset data integrity, day-to-day field maintenance operations, short and long term operational and rehabilitation planning, fulfilling financial statement TCA requirements, and corporate asset planning initiatives. Without this staff we will not have the capability to support the corporate asset planning initiative.

This reduction will negatively impact our ability to execute existing programs and implement asset management and operational improvements. This reduction will eliminate the sidewalk inspection program which will lead to an increase in sidewalk trip and fall claims and the associated costs.

Elimination of students for the Technical Support Division would result in overall reductions to the municipal levy budget of (\$19,964) and the sewer surcharge budget of (\$19,964).

#### ENVIRONMENTAL:

Environmental Services hires 6 students during the summer months. These students provide the following services:

- Sweep and clean all underpasses at night
- Clean up all the commercial alleys
- Litter pick up, sweep and clean up the BIA's
- Litter pickup and maintenance of our yard
- Pickup and delivery of barricades for special events
- Illegal dump site cleanup
- Dead animal cleanup
- Clean up of debris, place zorbball down motor vehicle accident locations
- Deliver garbage calendars
- Direct traffic at the Public Drop Off Facility

Should these positions be eliminated, the City would have difficulty properly staffing the Public Drop Off during summer months, providing delivery service for barricades for special events (many organizers do not have the capacity to pick up the barricades themselves), conducting illegal dumpsite clean ups, or providing litter clean up in Business Improvement Areas.

Furthermore, we would have to contract grass cutting services (for our yard), pay for delivery of notices to various businesses/homes regarding collection services, and require special event organizers to pick up and return barricades themselves as well as clean the roadway after their event (putting this responsibility on the event organizers does not exempt the Corporation from any liability should there be an incident involving public safety).

Elimination of students for the Environmental Services Division would result in overall reductions to the municipal levy budget of (\$41,841) and the sewer surcharge budget of (\$18,427).

#### TRAFFIC OPERATIONS:

Temporary salaries in Traffic Operation's Sign and Pavement Markings and Streetlight Divisions are budgeted for the hiring of students to assist in the completion of work in the divisions including paint of:

- Yellow centre lines and white lane lines
- Crosswalks and stop bars at signalized intersections
- Crosswalks with school crossing guards
- Railroad crossings
- Right and left turn arrows
- Various other symbols such as designated bike lanes

Currently, there is one student who works with the sign crew (5 FTE with 1 Student) who complete sign maintenance and installation of new signage. If the temporary salary budget (students) were to be eliminating, the sign maintenance would continue to be completed by existing FTE's. The departments ability to support new installations and other capital

projects would be compromised as the remaining existing FTE's would not be able to complete both maintenance and new sign installation.

Currently, there is one four-person crew completing painting of long lines (2 FTE's with 2 Students), and four three-person crews completing crosswalks (1FTE with 2 Students) as well as other markings completed using the walk behind paint machine. If the temporary salary budget (students) were to be eliminated, the long line painting would continue to be completed by existing FTE's. Crosswalks and all other markings would need to be assigned to the only other crew available. It is doubtful that signalized intersections and crosswalks could be completed by the remaining crew, and all other markings would no longer be completed. Exposure to significant liability will occur as the many markings around the City would no longer be maintained as per the Ontario Traffic Manuals requirements.

Currently, there are 2 students working with the Engineer I to complete the streetlight pole inspection program. This program began in 2021 and is a capital funded program spanning two years. The elimination of students would increase the cost to complete the program using FTE staff and potentially staff would not be able to complete the inspection in the two year time frame.

Elimination of students for the Markings and Signs Division of Traffic Operations would result in an overall reduction to the municipal levy budget of (\$126,270).

#### ON-OFF STREET PARKING:

Currently there are two students working with one FTE to maintain the landscaping and overall look of the parking lots. They collect garbage, trim hedges, cut grass, and sweep up debris. The elimination of students would mean a reduced level of service for parkers in each of the lots.

Elimination of students for the On-Off Street Parking Division would result in an offsetting increase to the annual budgeted transfer to the On-Off Street Parking Reserve fund of \$19,154. The balance in the On-Off Street Parking Reserve Fund as at December 31, 2021 was \$2,775,597.

#### FLEET:

Students are hired twice during the year to complete an audit of the City's CVOR documentation. As an owner/operator of commercial motor vehicles, the City of Windsor and its drivers are required to comply with the laws and regulations that apply to the operation of trucks and buses in Ontario. The Highway Traffic Act - Ont. Reg. 555/06 requires the completion of a daily log each day that accounts for all of the driver's on-duty and off-duty time for the day. This audit involves verifying a 6 month supply of driving records are on file for each employee who drives a commercial motor vehicle in order to be in compliance with the Highway Traffic Act. Failure to complete a daily/weekly record accurately is an offence and may be fined by the Ministry of Transportation. The Fleet Division does not have the resources to audit these records, therefore, relies on students to complete this task. Elimination of students would result in the elimination of these audits and exposure to fines by the Ministry of Transportation.

Furthermore, students provide shop and fuel site maintenance work such as fueling, washing vehicles, cleaning the shop, transferring vehicles, picking up parts and painting at fuel sites. Elimination of the students will result in a more costly approach to completing these tasks.

Elimination of students for the Fleet Division would result in an overall reduction to the municipal levy budget of (\$23,103).

#### MAINTENANCE:

In the Maintenance Division, elimination of students would result in no pothole patching from May - August, unless responding to a damage claim. The cleaning of catch basins and external sewer areas would also be adversely impacted, potentially resulting in increased liability for the City. Additionally, specifically in ROW Road/Alley Maintenance, the elimination of students proposed would also result in reductions for asphalt materials and three dump trucks. The service of this area is critical to the maintenance of the City's infrastructure. The reduction or elimination of this budget would result in increases in road hazards and subsequent liability to the City. In addition, the City would experience a reduction in road longevity and an increase in road flooding. Overall, public trust would decrease as personal property damage increases and public safety is impacted.

Elimination of students for the Maintenance Division would result in overall reductions to the municipal levy budget of

(\$253,025) and to the sewer surcharge budget of (\$41,972).

Should this issue be accepted by Council, the following issues will require recalculation to exclude students:

2023-0108 - Elimination or Reduction of Road and Alley Maintenance

2023-0110 - Elimination of BIA Maintenance

2023-0109 - Elimination or Reduction of Concrete Maintenance

2023-0245 - Reduce Roadway Painting

2023-0269 - Signs and Markings Program Changes

Alternatively, should Council wish to proceed with a reduction of student labour, Administration would prioritize the services provided by students and reduce accordingly to accommodate the approved budget reduction.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	(47,788)			
Public Works	PW Maintenance	Hourly-Temporary	(150,370)			
Public Works	PW Maintenance	Infrastructure Maint. Material	(64,000)			
Public Works	PW Maintenance	VehicleRent-Dedicated INTERNAL	(62,583)			
Public Works	PW Maintenance (Sewer Surcharge)	TRANSFER to Current Fund				(41,973)
Public Works	Environmental Services	Hourly-Temporary	(53,811)			
Public Works	Environmental Services (Sewer Surcharge)	TRANSFER to Current Fund				(18,427)
Public Works	Fleet	Hourly-Temporary	(11,008)			
Public Works	Fleet	Salary-Temporary	(9,288)			
Public Works	On-Off Street Parking	Salary-Temporary	(16,512)			
Public Works	On-Off Street Parking (Prkg Reserve)	TRANSFER to Current Fund			(19,154)	
Public Works	Technical Support	Computer Maintenance	(1,440)			
Public Works	Technical Support	Computer Rental - INTERNAL	(1,200)			
Public Works	Technical Support	Salary-Temporary	(28,896)			
Public Works	Technical Support	VehicleRent-Dedicated INTERNAL	(11,307)			
Public Works	Technical Support	VehicleRent-TempOther INTERNAL	7,538			

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	Technical Support (Sewer Surcharge)	TRANSFER to Current Fund				(19,964)
Public Works	Traffic Operations	Infrastructure Maint. Material	(18,500)			
Public Works	Traffic Operations	Salary-Temporary	(82,560)			
Public Works	Traffic Operations	VehicleRent-TempOther INTERNAL	(12,000)			
		<b>Total Expenses</b>	<b>(563,725)</b>	<b>0</b>	<b>(19,154)</b>	<b>(80,364)</b>
Public Works	PW Maintenance	Sewer Surcharge Recoveries	41,973			
Public Works	Environmental Services	Sewer Surcharge Recoveries	18,427			
Public Works	On-Off Street Parking	On/Off Str Pkg-Intrnl Recovery	19,154			
Public Works	Technical Support	Sewer Surcharge Recoveries	19,964			
		<b>Total Revenues</b>	<b>99,518</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(464,207)</b>	<b>0</b>	<b>(19,154)</b>	<b>(80,364)</b>

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<b>Budget Issue #</b>	2023-0110	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Public Works	<b>Category</b>	[L] Service Elimination
<b>Division</b>	Contracts, Field Services & Maintenance	<b>Status</b>	Public

## Elimination of BIA Maintenance

This issue reflects the elimination of BIA Maintenance critical to infrastructure located in BIAs. This elimination would result in increased liability costs to the City, damage to public trust, and increased personal property damage and public safety issues.

**Recommendation:** Not Recommended

**One-Time Funding:** n/a

### Issue Detail

The service elimination for BIA maintenance would have direct effect on public safety and public trust.

The BIA services include:

- Interlock brick strip hazard maintenance
- BIA furniture maintenance
- BIA Planter (structure) maintenance

The service of this area is critical to infrastructure located in the BIAs. The elimination of this budget would result in an increase in liability costs to the city and would damage public trust resulting in personal property damage and public safety issues.

The current budget of \$15,608 related to a portion of a Local 82 position's wage and fringe and a portion of a dedicated equipment rental has not been submitted for reduction under this service elimination. The budgets related to these costs would be reallocated to enhance a different program within the Maintenance Division should this budget submission be accepted, as a portion of a position or piece of equipment cannot be reduced.

The balance in the BIA Maintenance Reserve Account 1785 as at December 31, 2021 is \$9,695.35. This reserve is funded via the transfer of year-end surpluses to the account.

Should this budget reduction be accepted, the related temporary wage adjustments included in the following issues would not be required:

2023-0103 Elimination of Students

### 5-Year Trend Analysis (BIA Maintenance):

Year	Budget	Actual	Variance	
2018	\$91,302	\$66,242	\$25,060 surplus	Transferred to Reserve
2019	\$91,818	\$19,203	\$72,615 surplus	Transferred to Reserve
2020	\$65,602	\$278,128	(\$212,526) deficit	Transferred in from Reserve

2021	\$37,801	\$43,343	(\$5,542) deficit	Transferred in from Reserve
2022 *projected	\$37,803	\$37,803	\$0	* projected

Note: In addition to regular scheduled maintenance in the BIA's for 2020, interlock bricks repairs were completed in the downtown BIA which resulted in an over expenditure of the annual operating budget and a transfer into operating from the BIA reserve for the year.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	(396)			
Public Works	PW Maintenance	Contracted Services	(15,000)			
Public Works	PW Maintenance	Hourly-Temporary	(3,299)			
Public Works	PW Maintenance	Infrastructure Maint. Material	(3,500)			
		<b>Total Expenses</b>	<b>(22,195)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(22,195)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0143	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Public Works	<b>Category</b>	[L] Service Elimination
<b>Division</b>	Fleet	<b>Status</b>	Public

## Eliminate Washing of City Fleet

This issue reflects the elimination of the washing of the City fleet. This would increase the wear and tear on vehicles and decrease the resale values.

**Recommendation:** Not Recommended

**One-Time Funding:** n/a

### Issue Detail

Powerwashing of the city fleet was awarded to a new vendor in 2021 and there has been a decrease in the cost of this service.

Leaving vehicles exposed to the elements, as well as particles such as dust and salt which attach themselves to the paint and finish of vehicles, leaves them unprotected and vulnerable to additional wear and tear. Fleet washes maintain and preserve a vehicle's finish which contributes to resale or trade-in values. The Fleet Division utilizes a contracted mobile wash service to wash the City fleet at various locations. For vehicles requiring washing that are not at one of these locations, operators wash their vehicles at selected local car wash locations.

### 5-Year Trend Analysis (Wash Account):

Year	Budget	Actuals	Variance	
2018	\$15,000	\$12,182	\$2,818	surplus
2019	\$15,000	\$3,358	\$11,642	surplus
2020	\$16,194	\$26,989	(\$10,795)	deficit
2021	\$16,194	\$41,558	(\$25,364)	deficit
2022 *projected	\$16,479	\$16,479	\$0	* projected

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	Fleet	Fleet Car Washes	(16,479)			
		<b>Total Expenses</b>	<b>(16,479)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(16,479)</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2023-0254	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Public Works	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Environmental Services	<b>Status</b>	Public

## Enhanced Street Sweeping Services

This issue proposes required budget increases to allow the Environmental department to achieve target service levels for street sweeping on an annual basis. Target levels were not met for the two years prior to the COVID-19 pandemic as our City continues to develop, and trees in established neighborhoods continue to mature. Targets of three sweeps for residential streets and seven sweeps for arterial or collector streets annually will not be met on a consistent basis without the addition of two full time staff and an additional street sweeper truck at an annual cost of \$264,515 funded from the sewer surcharge reserve.

**Recommendation:** Recommended

**One-Time Funding:** n/a

### Issue Detail

The City of Windsor has four street sweepers in its established fleet. These sweepers operate both day and night between the months of April and November. Since these units have a water-based operation, they cannot operate when the weather is below 0 degrees Celsius.

The current service level target for residential streets is three times per year: once in the spring, once in the summer and once in the fall. Collector and arterial roads have a service level of seven times per year, while all BIAs are serviced weekly.

For the last four years, Administration has successfully met the targets for collector and arterial roads, but has failed to meet the target for residential streets all four years and only achieved two sweeps those years. This year, once more it is anticipated that most residential streets will only receive two sweeps before year's end.

The reason residential streets have not received the targeted three sweeps per year is due to the following:

1. Despite the increase in homes, roads and mature trees in the City of Windsor, the street sweeping fleet has not increase. This is particularly problematic during the fall once the leaves have fallen. There is very little time to clean up each street before the weather prohibits the use of the street sweepers.
2. Street sweepers are high maintenance units that require frequent servicing. It is not uncommon to have one sweeper out of service for maintenance at any given time. Therefore, although the City has four units in its fleet, only three are typically in service at any given time.
3. Alternate side parking causes a productivity issue. In order to complete one full sweep of a street with alternate side parking, we need to attend twice. Alternate side parking is often the preferred parking structure, and therefore the number of roads with alternate side parking has continuously increased.
4. Due to the need to adhere to noise restrictions, residential streets can only be serviced during the day shift. Since street sweeping is not an essential service that municipalities are mandated to provide, other critical operations that are in a staffing deficit will utilize street sweeping staff to fill the gap, thereby leaving the street sweeper idle.
5. The fall sweep is particularly challenging. As mentioned earlier, many neighborhoods in the City of Windsor enjoy

beautiful mature trees. This unfortunately means that when the trees lose their foliage, all the streets in Windsor require servicing at the same time. There is simply not enough equipment to complete all the streets before the temperature forces the cessation of operations.

Administration conducted a survey of comparator municipalities regarding their street sweeping services. Below is a summary of those that responded.

	Quinte West	Barrie	Kingston	Hamilton	Windsor
Kilometer of paved roadway	1444	1586	1747	6454	2348
Household	17,830	54,661	54,198	237,200	99,521
Service level target (residential)	1x annually	1x annually	3x annually	Monthly	3x annually
In-house/contracted service	Both	In-house only	In-house only	In-house only	In -house only
# of Street Sweeping units	Unknown	8	4	20	4
# of Km per unit to complete 1 sweep	Unknown	198 km/unit	436 km/unit	322km/unit	587 km/unit

Although only four municipalities responded to the survey, the information does provide some insight. Firstly, the service level targets for residential streets of three times annually appears to be within the norm. Quinte West and Barrie have lower frequencies, but are smaller cities than the City of Windsor.

Secondly, the use of in-house service dominated all municipalities, with only Quinte West using contracted services to supplement their in-house operations. However, at the time of this report, any additional detailed information on this model was not available.

Lastly, the number of units used in each municipality varied wildly, but when looked at in terms of the number of kilometers per unit needed to complete one sweep, it is evident that Windsor is the least favorable, requiring each sweeper to sweep 587 km, while Kingston required only 436 km and Hamilton 322 km. Kingston and Hamilton both reported being able to meet their targets 75% of the time. This would suggest that should Windsor wish to increase its ability to reach its residential street sweeping targets, then additional resources would be needed.

Additional resources can be obtained in three different manners:

Option 1 (recommended option) would be to add a street sweeper and 2 FTEs to the operations. This would allow for an additional sweeper to be deployed 6 days a week, throughout the year (when temperatures are above freezing).

Option 2 would be to establish a contract with private sector forces to supplement the existing in-house forces, during peak seasons. This option would require discussions with the union as per Article 27 of the Collective Agreement.

Option 3 would be to purchase a vacuum unit attachment for the existing roll off vehicle that could be used to expedite fall clean up in the heavy tree areas of the City of Windsor.

Risk:

Failure to increase our ability to meet the established target service levels will contribute to increased street flooding, increased sewer maintenance issues, and increased sewage treatment costs. Street sweeping not only contributes to a positive City image, but is vital in reducing on street flooding and sewer maintenance.

Increasing in-house services would give the City the greatest flexibility as units can be deployed or reassigned in the most optimal scenario since the department has an established 6 day a week operation both on day and night shifts. Contracted services are typically more restrictive, or have a premium charge for afternoon, night or weekend shifts.

Financial:

Option 1 (recommended option) outlines the costs to add a street sweeper and 2 FTE to the department complement. This will allow the department to meet targets of 3 sweeps a year for residential roads on a more consistent basis, at an annual sewer surcharge cost of \$264,519 and one-time capital cost of \$433,500 to purchase the sweeper unit. This option also provides the greatest flexibility and control in terms of scheduling, prioritizing and providing support for other operations.

Option 2 outlines the cost of contractor services for street sweeping. The cost of contractor services for street sweeping under the existing Heavy Equipment Tender ranges from \$130/hr to \$185/hr. In comparison, the hourly operating cost for in-house service is \$100/ hr. A tender for contracted seasonal street sweeping services would require 2 months of service in the spring and 2 months of service in the fall, for a total of approximately 960 hours. Therefore, we can expect that a contract supplemental service may cost in the range of \$124,800 to \$177,600. However, it should be noted that this cost estimate may be understated as the rates above based on occasional use only of a sweeper. More frequent use to meet our service level targets would require a more dedicated unit which may affect the hourly rate.

Option 3 outlines the cost to add a vacuum unit to the dedicated equipment. This unit would be an attachment for the existing Roll off truck and be used during that truck’s idle time with existing staffing levels. This unit would only assist in the fall clean up for heavy leaf areas of the City and would not guarantee a full 3rd sweep. It would however significantly expedite the fall clean up. It is estimated that a one-time capital cost of \$120,000 would be required to purchase the vacuum unit.

**Capital Budget Implication**

Should Council approve Option 1, an additional street sweeper would be required and would be purchased through the Capital Fleet Additions project OPS-022-07 at a cost of approximately \$433,500. This unit would be included in the dedicated fleet with appropriate depreciation contributed to the Fleet Replacement Reserve #136 to fund future replacements.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Corporate Accounts	Salary & Wage Adjust Provision	Fringe Benefit Allocation	41,366			
Public Works	Environmental Services	Hourly-Reg.Full Time	125,340			
Public Works	Environmental Services	VehicleRent-Dedicated INTERNAL	97,813			
Public Works	Environmental Services (Sewer Surcharge)	TRANSFER to Current Fund				264,519
Public Works	Fleet	Depreciation	52,843			
Public Works	Fleet	Licenses	123			
Public Works	Fleet	Motor Fuels	6,482			
Public Works	Fleet	Vehicle Maint Parts/Materials	24,084			
Public Works	Fleet	Vehicle Repairs	14,281			
		<b>Total Expenses</b>	<b>362,332</b>	<b>0</b>	<b>0</b>	<b>264,519</b>
Public Works	Environmental Services	Sewer Surcharge Recoveries	(264,519)			

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Public Works	Fleet	Lease & Rental Revenue	(97,813)			
		<b>Total Revenues</b>	<b>(362,332)</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>264,519</b>

Department	Dept ID	Position Title	Employee Class	FTE
Public Works	Environmental Services	Facility Operator	Regular Full-Time	2.0
<b>Total:</b>				<b>2.0</b>

<b>Budget Issue #</b>	2023-0256	<b>Stage</b>	Administrative Review
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Transit Windsor	<b>Category</b>	[K] Service Reduction
<b>Division</b>	Transit Operations	<b>Status</b>	Public

## Reduce Transit Service to Achieve 5% Budget Reduction

To provide council with the required 5% budget reduction, Transit has put forward a service reduction of approximately 29,000 hours. Although not recommended by administration, if approved by council, Transit would review routes and determine which reductions would have minimal impact in providing necessary service to the public. This reduction is scalable to the required amount of expense reduction. This issue outlines a financial reduction value however, the accounts impacted could vary. A report would be brought forward with refined budget impacts once reductions were determined. It should be noted that a 5% budget reduction would translate to a 10% service reduction.

**Recommendation:** Not Recommended

**One-Time Funding:** \$1,900,000 Budget Stabilization Reserve funding for a September 2023 implementation

### Issue Detail

Transit Windsor currently provides service seven (7) days of the week. The routes, which operate in Windsor and Essex County range from corridor to neighbourhood-oriented with various service frequencies, and are based on service demand and available resources. Not all routes run on all days, nor do they run at all times of the day.

In order to reduce operating costs, Transit would be able to reduce or eliminate certain routes, as well as reduce the frequency of some routes. The overall total cost per service hour for Transit per the Canadian Urban Transit Association (CUTA) statistics, reported annually, based on the most recent available statistics for 2019 is \$118.

On average, Transit earns revenue to fund approximately 50% of service. Since Transit would be reducing routes with lower ridership, revenue is estimated to be 20% of the cost to provide service hourly.

In order to provide council with the required target reduction, Transit has put forward a service reduction of approximately 29,000 hours. The reduction is scalable and therefore can be adjusted based on operating budget reduction needs.

If approved by Council, Transit would review all routes and service frequencies and determine which routes would have the least impact on service for riders if reduced or eliminated, while at the same time meeting the cost reduction requirements. This issue outlines a financial reduction value however, the accounts impacted could vary. A report would be brought to council with true budget impacts once route reductions were determined. A budget adjustment would be completed to properly impact the appropriate operating budget accounts.

It is important to note that this reduction in transit service is counter productive to the Transit Master Plan growth initiatives currently underway. Although this issue would achieve the required 5% budget reduction, it would translate to a 10% reduction to Transit Windsor service.

Department	Dept ID	GL Account	Municipal Levy	Building Permit Reserves	Off Street Parking Reserves	Sewer Surcharge Reserves
Transit Windsor	Fleet Maintenance	Motor Fuels	(2,199,813)			
Transit Windsor	Fleet Maintenance	Vehicle Maint Parts/Materials	(1,184,515)			
		<b>Total Expenses</b>	<b>(3,384,328)</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transit Windsor	TW - Operations	Transit Revenue	564,054			
		<b>Total Revenues</b>	<b>564,054</b>	<b>0</b>	<b>0</b>	<b>0</b>
		<b>Net Total</b>	<b>(2,820,274)</b>	<b>0</b>	<b>0</b>	<b>0</b>