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A. Departmental Overview

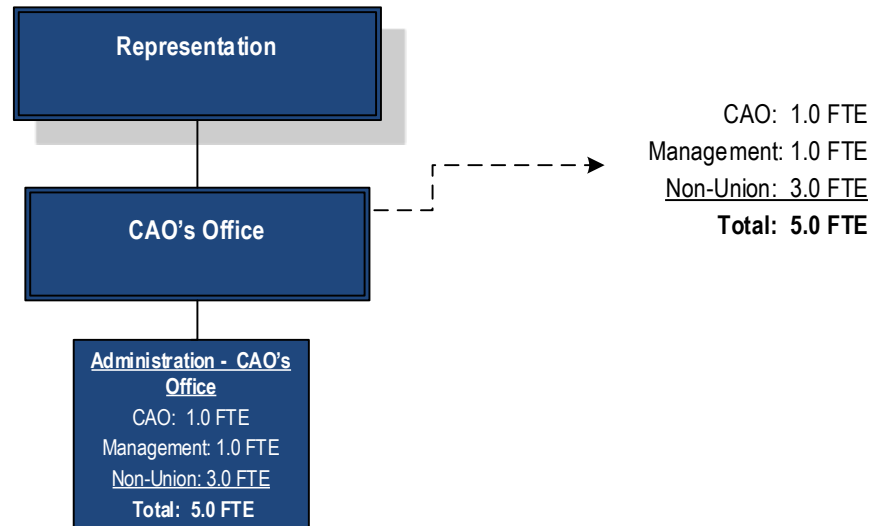
Mission

To provide consistent corporate direction and leadership for the planning and delivery of municipal services and the achievement of corporate goals, while encouraging the establishment of processes and procedures that promote accountability to established standards and policies.

Description

The CAO works closely with the Mayor and City Council, as well as City Administration through its senior leaders, to ensure Council's goals and objectives are achieved. This is realized by providing strategic leadership to the Corporation, managing the daily operations of service delivery, and leading ongoing improvements with a goal of greater efficiency. The CAO also oversees major City projects and initiatives, contract negotiations and labour relations, and the development, recommendation and implementation of corporate policy. The CAO recommends annual operating and capital budgets as part of the municipality's financial requirements in conjunction with the City Treasurer. As delegated by City Council, the Chief Administrative Officer approves a number of administrative reports, contracts and expenditures on behalf of Council through the Delegation of Authority By-law. The CAO oversees the appointment and employment of all City employees.

2021 Approved Budgeted Full Time Equivalents (FTE's)



B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Description	Position Profile	2019 FTE (Approved)	2020 FTE (Approved)	2021 FTE (Approved)
Administration - CAO's Office	Chief Administrative Officer	CAO	1.0	1.0	1.0
	Senior Manager Administration/Executive Assistant to CAO	Management	1.0	1.0	1.0
	Manager of Corporate Initiatives	Management	1.0	0.0	0.0
	Executive Initiatives Coordinator CAO	Non-Union	0.0	1.0	1.0
	Executive Administrative Assistant	Non-Union	3.0	3.0	2.0
	Sub- Total		6.0	6.0	5.0
Total			6.0	6.0	5.0

C. Budget Summary by Division

Division	2018 Actuals	2019 Actuals	2020 Actuals	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
Revenues							
Administration - CAO's Office	(401,662)	(281,845)	(247,369)	0	0	0	n/a
Total Revenue	(401,662)	(281,845)	(247,369)	0	0	0	n/a
Expenditures							
Administration - CAO's Office	1,440,847	1,391,726	1,368,746	1,106,545	1,103,954	(2,591)	(0.2%)
Total Expenses	1,440,847	1,391,726	1,368,746	1,106,545	1,103,954	(2,591)	(0.2%)
Net							
Administration - CAO's Office	1,039,185	1,109,881	1,121,377	1,106,545	1,103,954	(2,591)	(0.2%)
Total Net	1,039,185	1,109,881	1,121,377	1,106,545	1,103,954	(2,591)	(0.2%)

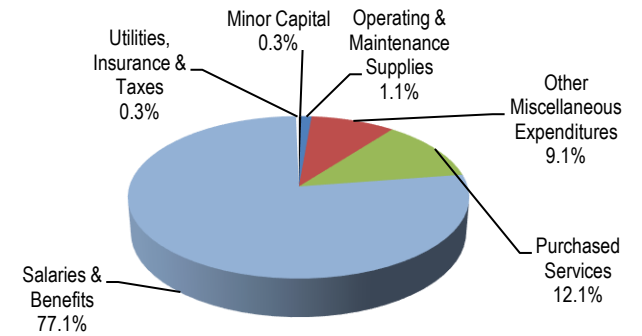
D. Budget Summary by Major Revenue / Expense Accounts

GL Category	2018 Actuals	2019 Actuals	2020 Actuals	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
Revenues							
Other Miscellaneous Revenue	(4,126)	(7,160)	(3,120)	0	0	0	n/a
Recovery of Expenditures	(330,815)	(207,964)	(177,528)	0	0	0	n/a
Transfer From Reserve Accounts	(66,721)	(66,721)	(66,721)	0	0	0	n/a
Total Revenue	(401,662)	(281,845)	(247,369)	0	0	0	n/a
Expenditures							
Minor Capital	3,011	3,894	561	2,800	2,800	0	0.0%
Operating & Maintenance Supplies	27,996	19,111	16,330	12,363	12,363	0	0.0%
Other Miscellaneous Expenditures	88,142	105,734	95,761	100,410	100,410	0	0.0%
Purchased Services	96,034	60,989	109,264	133,872	133,872	0	0.0%
Salaries & Benefits	1,156,758	1,132,976	1,077,391	853,722	851,131	(2,591)	(0.3%)
Transfers to Reserves & Capital Funds	66,721	66,721	66,721	0	0	0	n/a
Utilities, Insurance & Taxes	2,185	2,301	2,718	3,378	3,378	0	0.0%
Total Expenses	1,440,847	1,391,726	1,368,746	1,106,545	1,103,954	(2,591)	(0.2%)
Total Net	1,039,185	1,109,881	1,121,377	1,106,545	1,103,954	(2,591)	(0.2%)

D. Budget Summary by Major Revenue / Expense Accounts

Expenditures

	<u>2022 Budget</u>	
Minor Capital	2,800	0.3%
Operating & Maintenance Supplies	12,363	1.1%
Other Miscellaneous Expenditures	100,410	9.1%
Purchased Services	133,872	12.1%
Salaries & Benefits	851,131	77.1%
Utilities, Insurance & Taxes	3,378	0.3%
Total Expenses	1,103,954	100.0%

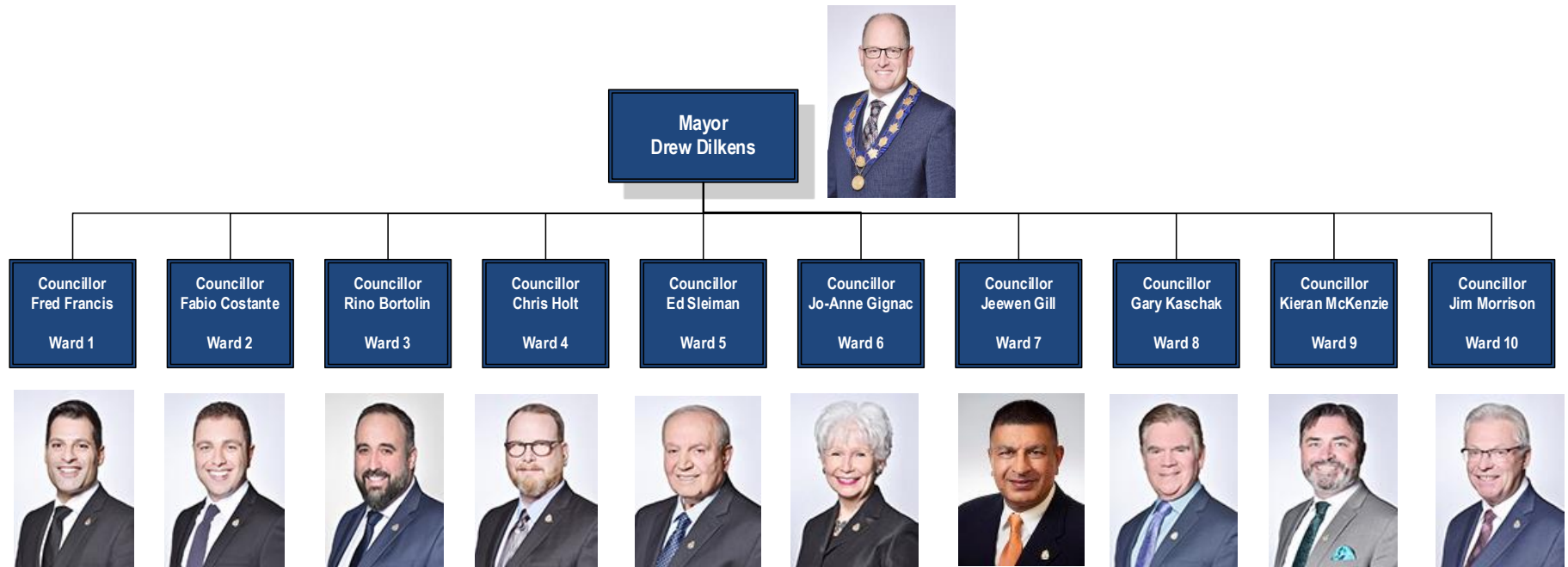


E. Budget Issue Summary

* Issue Detail Page No.	Ref. #	Category	Description	Municipal Levy	Building Permit	Off-Street Parking	Sewer Surcharge	One-Time Funding	FTE Impact
P	n/a	Salary & Wage	** Departmental Salary & Wage Adjustment	(2,591)					
Total 2022 Budget Increase/(Decrease)				(2,591)	0	0	0	0	0.0

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

A. Departmental Overview



Ontario Municipalities are governed by municipal councils. The job of municipal councils is to pass resolutions and by-laws governing municipal services, finances and the various regulatory frameworks. These functions are performed based on the delegated authority contained within the Municipal Act and other legislation and regulations. In Windsor, City Council is composed of the Mayor (Head of Council) and 10 Councillors (1 for each of the 10 Wards).



B. Budgeted Full Time Equivalent (FTE's)

Not applicable as Councillors are elected officials. Consistent with the treatment for other City Departments, only full time permanent positions are included in this section.

C. Budget Summary by Division

Division	2018 Actuals	2019 Actuals	2020 Actuals	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
Revenues							
Administration - City Council	(543,474)	(622,994)	(272,862)	(156,991)	(175,641)	(18,650)	n/a
Council Committees	(45,254)	(56,914)	(62,342)	0	0	0	n/a
Total Revenue	(588,728)	(679,908)	(335,204)	(156,991)	(175,641)	(18,650)	n/a
Expenditures							
Administration - City Council	1,171,327	1,334,643	1,033,905	987,064	1,005,714	18,650	1.9%
Council Committees	80,592	88,842	90,552	42,120	45,120	3,000	7.1%
Total Expenses	1,251,919	1,423,485	1,124,457	1,029,184	1,050,834	18,650	2.1%
Net							
Administration - City Council	627,853	711,649	761,043	830,073	830,073	0	0.0%
Council Committees	35,338	31,928	28,210	42,120	45,120	3,000	7.1%
Total Net	663,191	743,577	789,253	872,193	875,193	3,000	0.3%

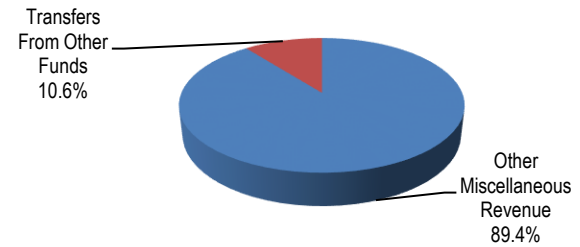
D. Budget Summary by Major Revenue / Expense Accounts

GL Category	2018 Actuals	2019 Actuals	2020 Actuals	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
Revenues							
Grants & Subsidies	(4,000)	(4,000)	(4,000)	0	0	0	n/a
Other Miscellaneous Revenue	(185,630)	(183,740)	(151,397)	(156,991)	(156,991)	0	0.0%
Recovery of Expenditures	(1,950)	(1,560)	(780)	0	0	0	n/a
Transfer From Reserve Accounts	(39,304)	(51,354)	(57,562)	0	0	0	n/a
Transfers From Other Funds	(357,844)	(439,254)	(109,100)	0	(18,650)	(18,650)	n/a
User Fees, Permits & Charges	0	0	(12,365)	0	0	0	n/a
Total Revenue	(588,728)	(679,908)	(335,204)	(156,991)	(175,641)	(18,650)	n/a
Expenditures							
Financial Expenses	0	0	(4)	0	0	0	n/a
Minor Capital	0	0	0	200	18,850	18,650	9325.0%
Operating & Maintenance Supplies	1,290	15,061	1,144	2,800	5,800	3,000	107.1%
Other Miscellaneous Expenditures	31,481	65,150	38,604	64,920	64,920	0	0.0%
Purchased Services	380,794	372,926	151,776	58,315	58,315	0	0.0%
Salaries & Benefits	770,173	896,233	840,014	902,146	902,146	0	0.0%
Transfers to Reserves & Capital Funds	66,354	72,304	78,866	0	0	0	n/a
Utilities, Insurance & Taxes	1,827	1,811	14,057	803	803	0	0.0%
Total Expenses	1,251,919	1,423,485	1,124,457	1,029,184	1,050,834	21,650	2.1%
Total Net	663,191	743,577	789,253	872,193	875,193	3,000	0.3%

D. Budget Summary by Major Revenue / Expense Accounts

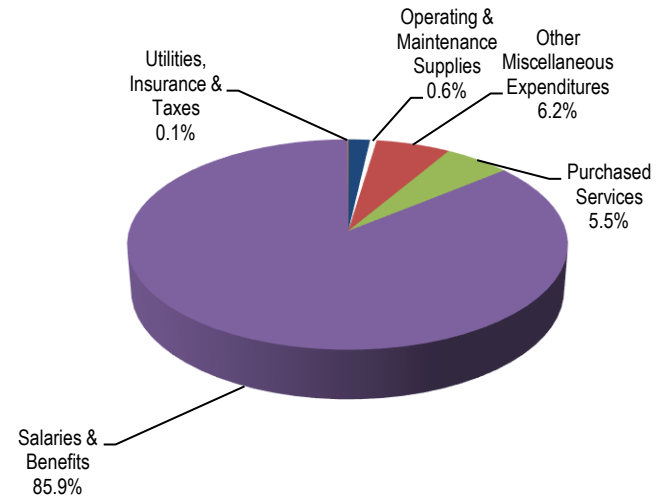
Revenues

	<u>2022 Budget</u>	
Other Miscellaneous Revenue	(156,991)	89.4%
Transfers From Other Funds	(18,650)	10.6%
Total Revenue	(175,641)	100%



Expenditures

	<u>2022 Budget</u>	
Minor Capital	18,850	1.8%
Operating & Maintenance Supplies	5,800	0.6%
Other Miscellaneous Expenditures	64,920	6.2%
Purchased Services	58,315	5.5%
Salaries & Benefits	902,146	85.9%
Utilities, Insurance & Taxes	803	0.1%
Total Expenses	1,050,834	100.0%



E. Budget Issue Summary

* Issue Detail Page No.	Ref. #	Category	Description	Municipal Levy	Building Permit	Off-Street Parking	Sewer Surcharge	One-Time Funding	FTE Impact
P	n/a	Salary & Wage	** Departmental Salary & Wage Adjustment						
P	1	2022-0310 [M] Service Enhancement	Establishment of the Windsor Indigenous Advisory Committee Budget	3,000					
P	3	2022-0331 [M] Service Enhancement	City Councillor Technology Budget for the Next Term of Council	0				18,650	
Total 2022 Budget Increase/(Decrease)				3,000	0	0	0	18,650	0

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

A. Departmental Overview

The Mayor is the Head of City Council the Chief Executive Officer (CEO) of the Corporation of the City of Windsor. As Head of Council he presides over all meetings of Council. The Mayor ensures that the laws governing the Municipality are properly executed and enforced. The Mayor has primary responsibility for seeing that the policies of the Municipality are implemented, and he works closely with Council to ensure that this occurs.

As CEO, the Mayor has responsibility for all actions taken on behalf of the municipal corporation. Based on the approval of Council, the Mayor has responsibility for directing municipal spending priorities in accordance with local needs and preferences, and oversees the Municipality's administration to ensure that all actions taken by administration are consistent with Council policies.

The Mayor has a staff of contract employees hired directly by the Mayor to facilitate the operations of the Mayor's Office, which includes outreach and engagement with: all levels of government; local economic development and business partners; educational institutions; and community groups. Staff members develop and oversee community initiatives relating to the strategic priorities established by the Mayor and Council.



B. Budgeted Full Time Equivalent (FTE's)

Not applicable as all of the employees of the Mayor's Office are temporary contract positions. Consistent with the treatment for other City Departments, only full time permanent positions are included in this section.

C. Budget Summary by Division

Division	2018 Actuals	2019 Actuals	2020 Actuals	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
Revenues							
Administration - Mayor's Office	(966,547)	(914,491)	(1,416,113)	0	0	0	0.0%
Total Revenue	(966,547)	(914,491)	(1,416,113)	0	0	0	
Expenditures							
Administration - Mayor's Office	1,471,300	1,825,275	2,362,980	505,705	505,705	0	0.0%
Total Expenses	1,471,300	1,825,275	2,362,980	505,705	505,705	0	0.0%
Net							
Administration - Mayor's Office	504,753	910,784	946,867	505,705	505,705	0	0.0%
Total Net	504,753	910,784	946,867	505,705	505,705	0	0.0%

D. Budget Summary by Major Revenue / Expense Accounts

GL Category	2018 Actuals	2019 Actuals	2020 Actuals	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
Revenues							
Other Miscellaneous Revenue	0	0	(7,292)	0	0	0	n/a
Recovery of Expenditures	(131,316)	0	0	0	0	0	n/a
Transfers From Reserve Accounts	(835,231)	(914,491)	(1,408,821)	0	0	0	n/a
Transfers From Other Funds	0	0	0	0	0	0	n/a
Total Revenue	(966,547)	(914,491)	(1,416,113)	0	0	0	n/a
Expenditures							
Minor Capital	5,232	1,215	17,507	3,000	3,000	0	0.0%
Operating & Maintenance Supplies	23,495	8,590	14,832	10,000	10,000	0	0.0%
Other Miscellaneous Expenditures	87,419	19,307	80,822	41,500	41,500	0	0.0%
Purchased Services	55,803	55,361	407,887	129,420	129,420	0	0.0%
Salaries & Benefits	383,077	329,626	539,304	319,050	319,050	0	0.0%
Transfers to Reserves & Capital Funds	914,491	1,408,821	1,300,363	0	0	0	n/a
Utilities, Insurance & Taxes	1,783	2,355	2,265	2,735	2,735	0	0.0%
Total Expenses	1,471,300	1,825,275	2,362,980	505,705	505,705	0	0.0%
Total Net	504,753	910,784	946,867	505,705	505,705	0	0.0%

D. Budget Summary by Major Revenue / Expense Accounts

Expenditures

2022 Budget

Minor Capital	3,000	0.6%
Operating & Maintenance Supplies	10,000	2.0%
Other Miscellaneous Expenditures	41,500	8.2%
Purchased Services	129,420	25.6%
Salaries & Benefits	319,050	63.1%
Utilities, Insurance & Taxes	2,735	0.5%
Total Expenses	505,705	100.0%

