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A. Departmental Overview

Mission

Engineering:

To exceed the expectations of our customers and clients on a continual basis in providing service in the areas of engineering, project management, geographic information systems, permitting, and development services.

Pollution Control:

The overall mission of Pollution Control is to provide a sustainable, healthy environment through the efficient and cost-effective management of sanitation and wastewater streams and by anticipating and responding to the changing environmental needs of the community.

Description

Engineering:

The department is responsible for administration and management of new corporate building development projects and other non-building development projects of Corporate significance. It oversees engineering, design and construction of new developments, and administers by-laws and policies relevant to all works on the public right-of-way and issuance of permits for works in the public right-of-way. It is responsible for the overall delivery of infrastructure projects through both City staff and consulting engineering firms. It further manages the City's Geographic Information Systems and provides CAD and GIS support for the various City Departments and Divisions.

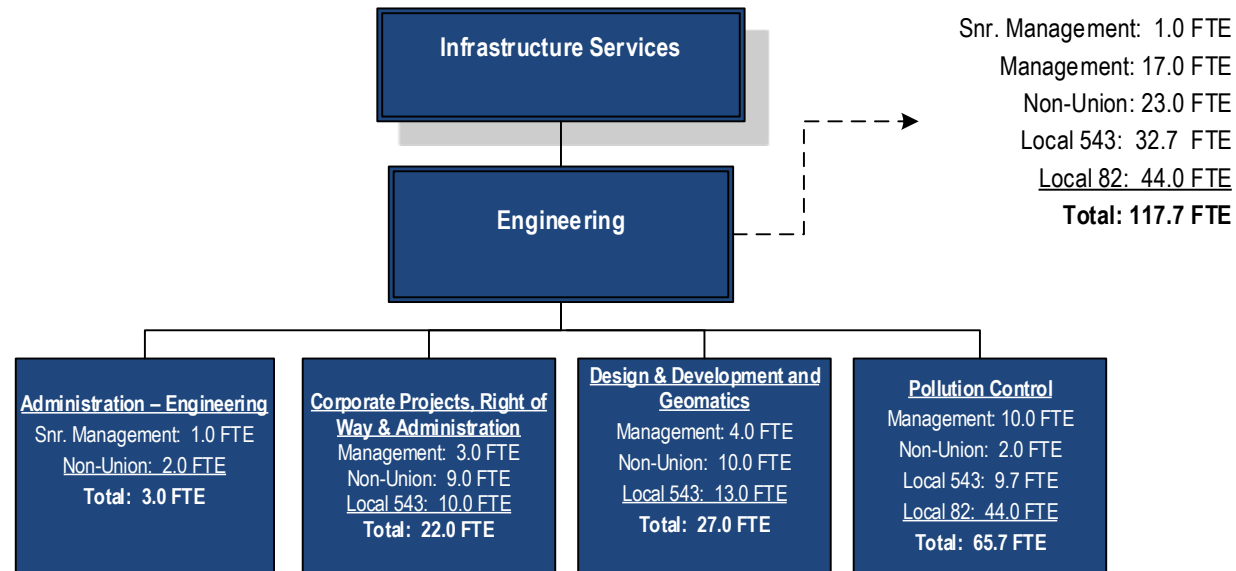
Pollution Control:

The objective of Pollution Control is to enhance public health and welfare through the efficient and cost-effective treatment of wastewater, pumping stations and storm water management ponds, while working in conjunction with industry and neighbouring communities (LaSalle & Tecumseh) to protect the environment while sustaining competitiveness. We must ensure legislative parameters are strictly adhered to, while balancing capital and operating expenditures to determine the future direction on environmental issues.

Pollution Control is responsible for the operation, maintenance and planning of Windsor's wastewater and storm water management systems and laboratory. This includes two sewage treatment plants, which service Tecumseh and LaSalle's sewage in addition to Windsor, the retention treatment basin which treats combined sewer overflows, 43 pump stations, several storm water management lakes and ponds, industrial waste control and monitoring to ensure compliance with the sewer use bylaw, responding to odour complaints and spills to sewers or waterways and other environmental enforcement programs. Furthermore, the overseeing of the contract for bio-solids management, inspection and monitoring of Windsor's closed landfills and ongoing environmental initiatives such as climate change adaptation and the ongoing maintenance and development of the Environmental Master Plan and Community Energy Plan.

A. Departmental Overview

2021 Approved Budgeted Full Time Equivalents (FTE's)



B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Profile	2019 FTE (Approved)	2020 FTE (Approved)	2021 FTE (Approved)	
Administration - Engineering	Commissioner, Infrastructure Services	Senior Management	1.0	1.0	1.0
	Executive Initiatives Coord.	Non-Union	1.0	1.0	1.0
	Executive Administrative Assist	Non-Union	1.0	1.0	1.0
	Sub-Total		3.0	3.0	3.0
Corporate Projects, Right of Way & Administration	Senior Manager of Engineering/Deputy City Engineer	Management	0.0	1.0	1.0
	SM Development, Projects & Right of Way/Deputy City Engineer	Management	1.0	0.0	0.0
	Mgr, Administration	Management	1.0	1.0	1.0
	Manager, Right of Way	Management	1.0	1.0	1.0
	Project Administrator	Non-Union	5.0	5.0	5.0
	Development Engineer	Non-Union	1.0	1.0	0.0
	Environmental Engineer	Non-Union	0.0	0.0	0.0
	Technologist III	Non-Union	1.0	1.0	1.0
	Technologist II	Non-Union	1.0	1.0	2.0
	Technologist I	Non-Union	2.0	2.0	1.0
	Administrative Assistant	Local 543	1.0	1.0	1.0
	Right-of-Way Permit Clerk	Local 543	2.0	2.0	2.0
	Intermediate Accounting Clerk	Local 543	1.0	1.0	1.0
	Clerk Senior	Local 543	1.0	1.0	1.0
	Secretary Senior	Local 543	1.0	1.0	1.0
	Senior Invoice Clerk	Local 543	1.0	1.0	1.0
	Records Clerk	Local 543	1.0	1.0	1.0
	Payroll Accounting Clerk	Local 543	0.0	0.0	0.0
	Development Clerk	Local 543	2.0	2.0	2.0
	Sub-Total		23.0	23.0	22.0
Design & Development and Geomatics	SM Infr&Trans Plan/Deputy CE	Management	1.0	0.0	0.0
	Mgr, Geomatics	Management	1.0	1.0	1.0
	Manager of Design & Development	Management	0.0	1.0	1.0

B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Profile	2019 FTE (Approved)	2020 FTE (Approved)	2021 FTE (Approved)
	Supv, Drafting	1.0	1.0	1.0
	GIS Supervisor	1.0	1.0	1.0
	Engineer III	4.0	4.0	4.0
	Engineer II	4.0	4.0	4.0
	Technologist III	1.0	1.0	1.0
	Technologist I	1.0	0.0	0.0
	Development Engineer	0.0	0.0	1.0
	Engineer I	2.0	0.0	0.0
	CAD Tech III/Special Projects	1.0	2.0	2.0
	GIS Data Analyst	1.0	1.0	1.0
	Property Analyst	1.0	1.0	1.0
	GIS-CAD Technician	3.0	3.0	3.0
	CAD Technician II	3.0	2.0	2.0
	CAD Technician I	2.0	2.0	2.0
	Print Room Operator	1.0	1.0	1.0
	Data Research Clerk	1.0	1.0	1.0
	Sub-Total	29.0	26.0	27.0
Pollution Control	SM, Pollution Control/Deputy City Engineer	1.0	1.0	1.0
	Mgr, Little River Poll Control	1.0	1.0	1.0
	Mgr, Lou Romano Water Reclama	1.0	1.0	1.0
	Mgr, Environmental Quality	1.0	1.0	1.0
	Mgr, Process Eng & Maintenance	1.0	1.0	1.0
	Supervisor, Pump Station	1.0	1.0	1.0
	Supv, Environmental Quality	1.0	1.0	1.0
	Supv, Electrical Maintenance	1.0	1.0	1.0
	Supv, Mechanical Maintenance	1.0	1.0	1.0
	Supervisor, Environmental Sustainability & Climate Cha	1.0	1.0	1.0
	Mechanical Process Engineer	1.0	1.0	0.0
	Pollution Control Project Eng	1.0	1.0	2.0

B. Budgeted Full Time Equivalent (FTE's)

Excludes Temporary / Seasonal Employees

Division	Position Profile	2019 FTE (Approved)	2020 FTE (Approved)	2021 FTE (Approved)
	Technical Support Analyst	0.0	0.0	0.0
	Environmental Technologist	5.0	5.0	5.0
	Process Control Programmer	1.0	1.0	1.0
	Environment & Sustainability Coordinator	1.0	1.0	1.0
	Admin Asst to SM of Pollution Control	1.0	1.0	1.0
	Clerk Intermediate	0.7	0.7	0.7
	Maintenance Clerk	1.0	1.0	1.0
	Caretaker - Yard Attendant	2.0	2.0	2.0
	Chief Wastewater Treatment Operator	10.0	10.0	10.0
	Instrument Electrical/Electronic Technologist (GP)	5.0	5.0	5.0
	Pollution Control Mechanic	5.0	5.0	5.0
	Pollution Control Mechanic Trainee	3.0	3.0	3.0
	Wastewater Collection Operator (Step 3 - II)	5.0	5.0	5.0
	Wastewater Treatment Operator (Step 4 - III or IV)	14.0	14.0	14.0
	Sub-Total	65.7	65.7	65.7
Total		120.7	117.7	117.7

C. Budget Summary by Division

Division	2018 Actuals	2019 Actuals	2020 Actuals	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
Revenues							
Administration Engineering	(158,997)	(216,258)	(191,851)	(142,318)	(162,782)	(20,464)	14.4%
Corporate Projects, Right of Way & Administration	(2,566,275)	(2,845,932)	(2,557,613)	(2,506,655)	(2,457,818)	48,837	(1.9%)
Design & Development and Geomatics	(2,108,708)	(2,367,973)	(2,663,105)	(2,196,355)	(2,607,594)	(411,239)	18.7%
Pollution Control	(20,153,780)	(19,873,341)	(21,343,382)	(20,755,694)	(21,413,443)	(657,749)	3.2%
Total Revenue	(24,987,760)	(25,303,504)	(26,755,951)	(25,601,022)	(26,641,637)	(1,040,615)	4.1%
Expenditures							
Administration Engineering	527,282	557,035	583,078	538,146	500,510	(37,636)	(7.0%)
Corporate Projects, Right of Way & Administration	3,572,830	3,363,609	3,464,016	3,028,953	3,185,097	156,144	5.2%
Design & Development and Geomatics	4,354,622	4,392,817	3,005,718	3,187,200	3,567,204	380,004	11.9%
Pollution Control	20,380,379	20,115,271	21,616,011	21,022,784	21,580,746	557,962	2.7%
Total Expenses	28,835,113	28,428,732	28,668,823	27,777,083	28,833,557	1,056,474	3.8%
Net							
Administration Engineering	368,285	340,777	391,227	395,828	337,728	(58,100)	(14.7%)
Corporate Projects, Right of Way & Administration	1,006,555	517,677	906,403	522,298	727,279	204,981	39.2%
Design & Development and Geomatics	2,245,914	2,024,844	342,613	990,845	959,610	(31,235)	(3.2%)
Pollution Control	226,599	241,930	272,629	267,090	167,303	(99,787)	(37.4%)
Total Net	3,847,353	3,125,228	1,912,872	2,176,061	2,191,920	15,859	0.7%

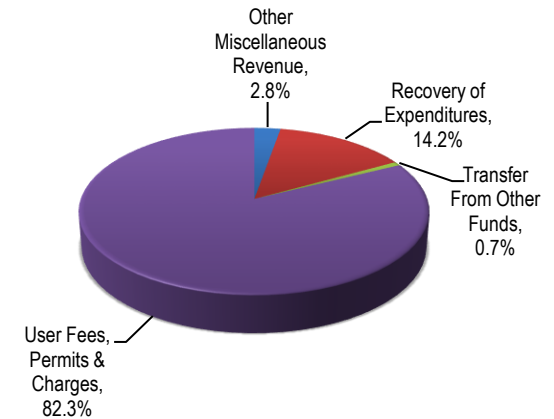
D. Budget Summary by Major Revenue / Expense Accounts

GL Category	2018 Actuals	2019 Actuals	2020 Actuals	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
Revenues							
Other Miscellaneous Revenue	(745,237)	(773,025)	(997,394)	(716,104)	(741,104)	(25,000)	(3.5%)
Recovery of Expenditures	(2,745,266)	(3,124,531)	(3,782,163)	(3,199,477)	(3,778,313)	(578,836)	(18.1%)
Transfer From Reserve Accounts	(15,000)	(84,175)	(8,600)	0	0	0	n/a
Transfer From Other Funds	(73,704)	(106,125)	(123,500)	(227,044)	(194,626)	32,418	14.3%
User Fees, Permits & Charges	(21,408,553)	(21,215,648)	(21,844,294)	(21,458,397)	(21,927,594)	(469,197)	(2.2%)
Total Revenue	(24,987,760)	(25,303,504)	(26,755,951)	(25,601,022)	(26,641,637)	(1,040,615)	(4.1%)
Expenditures							
Financial Expenses	21,343	25,130	29,572	6,650	6,650	0	0.0%
Minor Capital	2,060,856	2,375,593	2,704,981	1,922,466	1,923,356	890	0.0%
Operating & Maintenance Supplies	2,177,765	2,417,279	2,514,452	2,256,547	2,269,547	13,000	0.6%
Other Miscellaneous Expenditures	67,043	95,349	78,821	65,584	67,294	1,710	2.6%
Purchased Services	6,007,547	4,502,569	3,840,115	3,834,617	3,877,107	42,490	1.1%
Salaries & Benefits	12,439,625	12,642,640	12,654,931	13,427,957	14,232,341	804,384	6.0%
Transfers for Social Services	78	0	0	0	0	0	n/a
Transfers to Reserves & Capital Funds	339,478	263,903	878,000	862,000	862,000	0	0.0%
Utilities, Insurance & Taxes	5,721,378	6,106,269	5,967,951	5,401,262	5,595,262	194,000	3.6%
Total Expenses	28,835,113	28,428,732	28,668,823	27,777,083	28,833,557	1,056,474	3.8%
Total Net	3,847,353	3,125,228	1,912,872	2,176,061	2,191,920	15,859	0.7%

D. Budget Summary by Major Revenue / Expense Accounts

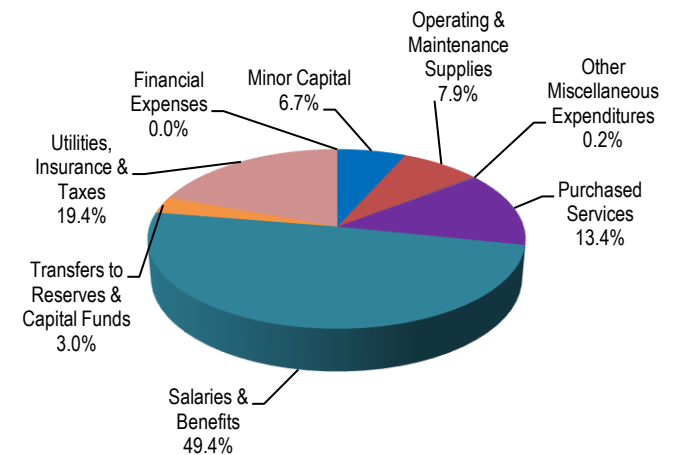
Revenues

	<u>2022 Budget</u>	
Other Miscellaneous Revenue	(741,104)	2.8%
Recovery of Expenditures	(3,778,313)	14.2%
Transfer From Other Funds	(194,626)	0.7%
User Fees, Permits & Charges	(21,927,594)	82.3%
Total Revenue	(26,641,637)	100.0%



Expenditures

	<u>2022 Budget</u>	
Financial Expenses	6,650	0.0%
Minor Capital	1,923,356	6.7%
Operating & Maintenance Supplies	2,269,547	7.9%
Other Miscellaneous Expenditures	67,294	0.2%
Purchased Services	3,877,107	13.4%
Salaries & Benefits	14,232,341	49.4%
Transfers to Reserves & Capital Funds	862,000	3.0%
Utilities, Insurance & Taxes	5,595,262	19.4%
Total Expenses	28,833,557	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	(57,488)					
P	124	2022-0177 [B] Legislated	Environmental Services – Addition of One (1) Permanent Environmental Engineer	0					1.0
P	127	2022-0181 [C] Contractual	Increase in Taxes at Lou Romano Water Reclamation Plant	0			194,000		
P	128	2022-0087 [I] Revenue Increase	Adjust Recoveries from Capital Projects	(8,133)			(2,774)		
P	130	2022-0269 [I] Revenue Increase	Geomatics - Increase in GIS User Fee Revenue	(41,599)					
IC	131	2022-0170 [M] Service Enhancement	In-Camera Item	0					1.0
P	134	2022-0173 [M] Service Enhancement	Design Services – Addition of One (1) Permanent Position – Water Resource Engineer	0					1.0
P	138	2022-0174 [M] Service Enhancement	Permit Services- Addition of Two (2) Permanent Technologist I Positions	187,205					2.0
P	140	2022-0180 [M] Service Enhancement	Climate Change Increases in Operating Expenses	20,000					
P	142	2022-0184 [M] Service Enhancement	Temporary Community Energy Plan Project Administrator Position	0				102,013	
P	145	2022-0185 [M] Service Enhancement	Additional One (1) Permanent Project Engineer in Pollution Control	0			14,984		1.0
P	147	2022-0186 [M] Service Enhancement	Addition of Technical Support Analyst for Pollution Control	0			121,522		1.0
P	149	2022-0187 [M] Service Enhancement	Addition of Temporary Environmental Compliance Coordinator	0				92,613	
P	152	2022-0204 [M] Service Enhancement	Purchase of Software for Lab Services at Pollution Control	0			25,000		
P	154	2022-0227 [M] Service Enhancement	Increase in Contribution from Sewer Surcharge to Pollution Control Reserves	0			1,250,000		
P	156	2022-0307 [M] Service Enhancement	Design Services – Addition of One (1) Permanent Positions – Engineer II	0					1.0
			*** Interdepartmental Reallocation	(84,126)			84,123		
Total 2022 Budget Increase/(Decrease)				15,859	0	0	1,686,855	194,626	8.0

** 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.

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

A. Departmental Overview

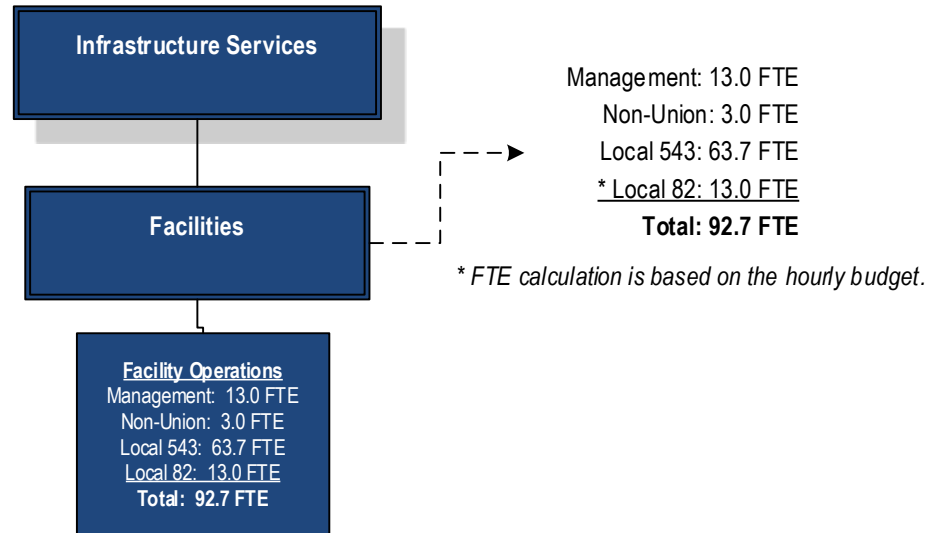
Mission

To support the staff and residents of the City of Windsor by providing safe, clean, well-maintained facilities in a responsive, effective, and cost-effective manner.

Description

Facilities is responsible to maintain a portfolio of City owned buildings consisting of over 2.6 million square feet of space, including the site infrastructure on those properties and City parks. Services are provided to internal and external customers through two divisions. Facilities Operations is primarily responsible for custodial services, preventative and reactive maintenance, repairs and minor construction. The Assets and Projects division is responsible for managing the planning, design and construction of facilities related capital projects, lease administration, and asset management.

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)
Facility Operations	Senior Manager of Facilities Operations	Management	1.0	1.0	1.0
	Manager, Facility Operations	Management	1.0	1.0	1.0
	Manager, Assets & Projects	Management	1.0	1.0	1.0
	Supervisor, Facilities	Management	8.0	8.0	8.0
	Supervisor, Facilities - Huron Lodge	Management	1.0	1.0	1.0
	Site Manager, Facilitator	Management	1.0	1.0	1.0
	Coordinator Technical Support	Non-Union	1.0	1.0	1.0
	Facility Operations/Asset Analyst	Non-Union	1.0	1.0	1.0
	Parks Operations Asset Analyst	Non-Union	1.0	1.0	1.0
	Resource Operations Analyst	Local 543	1.0	1.0	1.0
	Roof Technologist	Local 543	1.0	1.0	1.0
	Operating Engineer 4th Class	Local 543	5.0	5.0	6.0
	Operating Engineer (MURF)	Local 543	1.0	1.0	1.0
	Maintenance Engineer	Local 543	2.0	2.0	2.0
	Painter Brush	Local 543	1.0	1.0	1.0
	Maintenance Engineer (Carpentry)	Local 543	3.0	3.0	2.0
	Building Automation & Low Voltages Systems Technician	Local 543	1.0	1.0	1.0
	Administrative Assistant	Local 543	0.0	0.0	0.5
	Facility Person	Local 543	3.2	5.9	5.9
	Caretaker	Local 543	46.4	46.4	42.3
	Junior Clerk-Typist	Local 543	1.0	0.0	0.0
	Certified Electrician	Local 82	3.0	3.0	3.0
	Certified Plumber	Local 82	3.0	3.0	3.0
	Certified Carpenter	Local 82	2.0	2.0	2.0
Facilities Technician	Local 82	5.0	5.0	5.0	
	Sub-Total		94.6	96.3	92.7
Total			94.6	96.3	92.7

C. Budget Summary by Division

Division	2018 Actuals	2019 Actuals	2020 Actuals	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
Revenues							
Facility Operations	(12,267,895)	(11,858,738)	(12,259,712)	(12,275,295)	(12,277,659)	(2,364)	0.0%
Total Revenue	(12,267,895)	(11,858,738)	(12,259,712)	(12,275,295)	(12,277,659)	(2,364)	0.0%
Expenditures							
Facility Operations	21,851,274	21,083,775	22,075,797	21,968,509	22,371,863	403,354	1.8%
Total Expenses	21,851,274	21,083,775	22,075,797	21,968,509	22,371,863	403,354	1.8%
Net							
Facility Operations	9,583,379	9,225,037	9,816,085	9,693,214	10,094,204	400,990	4.1%
Total Net	9,583,379	9,225,037	9,816,085	9,693,214	10,094,204	400,990	4.1%

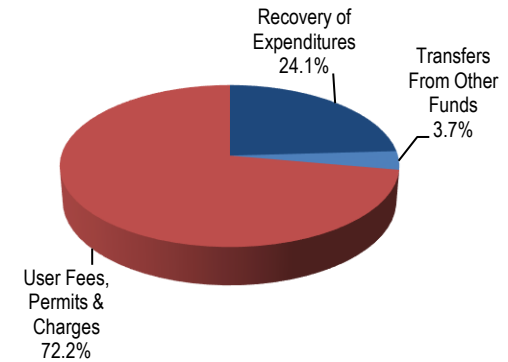
D. Budget Summary by Major Revenue / Expense Accounts

GL Category	2018 Actuals	2019 Actuals	2020 Actuals	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
Revenues							
Grants & Subsidies	(6,440)	0	(323)	0	0	0	n/a
Other Miscellaneous Revenue	0	0	0	0	0	0	n/a
Recovery of Expenditures	(3,626,593)	(6,929,213)	(3,764,606)	(2,933,780)	(2,958,736)	(24,956)	(0.9%)
Transfer From Reserve Accounts	(300,715)	(200,000)	(202,928)	0	0	0	n/a
Transfers From Other Funds	(62,297)	(326,977)	(340,240)	(565,983)	(453,391)	112,592	19.9%
User Fees, Permits & Charges	(8,271,850)	(4,402,548)	(7,951,615)	(8,775,532)	(8,865,532)	(90,000)	(1.0%)
Total Revenue	(12,267,895)	(11,858,738)	(12,259,712)	(12,275,295)	(12,277,659)	(2,364)	(0.0%)
Expenditures							
Financial Expenses		0	0	0	0	0	n/a
Minor Capital	777,316	586,438	1,068,473	767,482	767,482	0	0.0%
Operating & Maintenance Supplies	4,444,653	3,692,951	3,639,955	3,926,673	3,818,206	(108,467)	(2.8%)
Other Miscellaneous Expenditures	23,432	18,134	18,503	23,700	23,700	0	0.0%
Purchased Services	4,030,573	4,269,040	4,006,532	4,099,580	4,241,853	142,273	3.5%
Salaries & Benefits	7,602,733	8,240,416	8,121,453	8,527,051	8,869,599	342,548	4.0%
Transfers for Social Services		0	417,814	0	0	0	#DIV/0!
Transfers to External Agencies		0	0	0	0	0	n/a
Transfers to Reserves & Capital Funds	1,657,473	655,928	640,325	506,325	506,325	0	0.0%
Utilities, Insurance & Taxes	3,315,094	3,620,868	4,162,742	4,117,698	4,144,698	27,000	0.7%
Total Expenses	21,851,274	21,083,775	22,075,797	21,968,509	22,371,863	403,354	1.8%
Total Net	9,583,379	9,225,037	9,816,085	9,693,214	10,094,204	400,990	4.1%

D. Budget Summary by Major Revenue / Expense Accounts

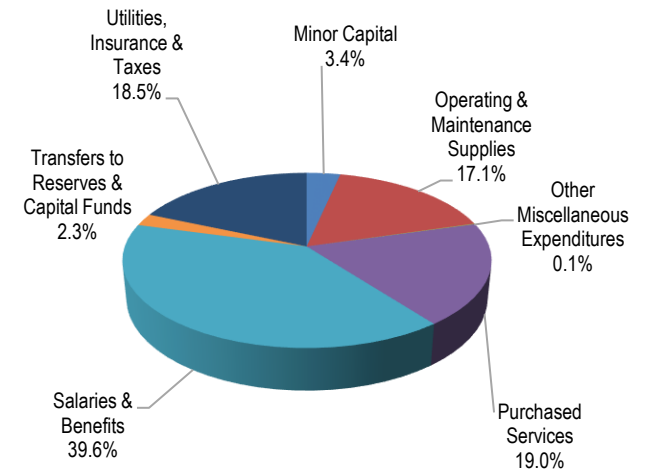
Revenues

	<u>2022 Budget</u>	
Recovery of Expenditures	(2,958,736)	24.1%
Transfers From Other Funds	(453,391)	3.7%
User Fees, Permits & Charges	(8,865,532)	72.2%
Total Revenue	(12,277,659)	100.0%



Expenditures

	<u>2022 Budget</u>	
Minor Capital	767,482	3.4%
Operating & Maintenance Supplies	3,818,206	17.1%
Other Miscellaneous Expenditures	23,700	0.1%
Purchased Services	4,241,853	19.0%
Salaries & Benefits	8,869,599	39.6%
Transfers to Reserves & Capital Funds	506,325	2.3%
Utilities, Insurance & Taxes	4,144,698	18.5%
Total Expenses	22,371,863	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	70,166					
P	158	2022-0110 [A] Annualization	One-Time Maintenance Budget Funding for the Paul Martin Building	0				246,240	
P	161	2022-0115 [G] Line Item Increase	Establishment of Annual Maintenance Budget for the New Jackson Park Greenhouse Compli	30,400					
P	163	2022-0120 [G] Line Item Increase	To Re-establish Caretaking Operating Budget Eliminated on BI 2021-0020	315,424					4.1
P	165	2022-0126 [G] Line Item Increase	Establishment of Operating Budget for 185 City Hall Square South	0				71,030	
P	167	2022-0112 [I] Revenue Increase	2022 Facilities User Fee Updates	(15,000)					
P	169	2022-0111 [M] Service Enhancement	One-Time Funding to Maintain Temporary Supervisor, Facilities	0				136,121	
Total 2022 Budget Increase/(Decrease)				400,990	0	0	0	453,391	4.1

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

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

A. Departmental Overview

Mission

To provide for the safe and efficient movement of people and goods on the public right-of-way in Windsor in a manner complimentary to existing and planned land development. To continually improve our service delivery to meet the needs of the citizens of the city for the care and maintenance of all municipal infrastructure and the environment.

Description

The Public Works Department has the responsibility to maintain the municipal infrastructure located on the public right-of-way and provide services to the public such as road and sewer maintenance, construction inspection and quality control on projects, traffic signal and sign maintenance, street lighting, winter control, fleet maintenance, infrastructure asset management, operation of the on and off street parking program, parking enforcement and environmental services.

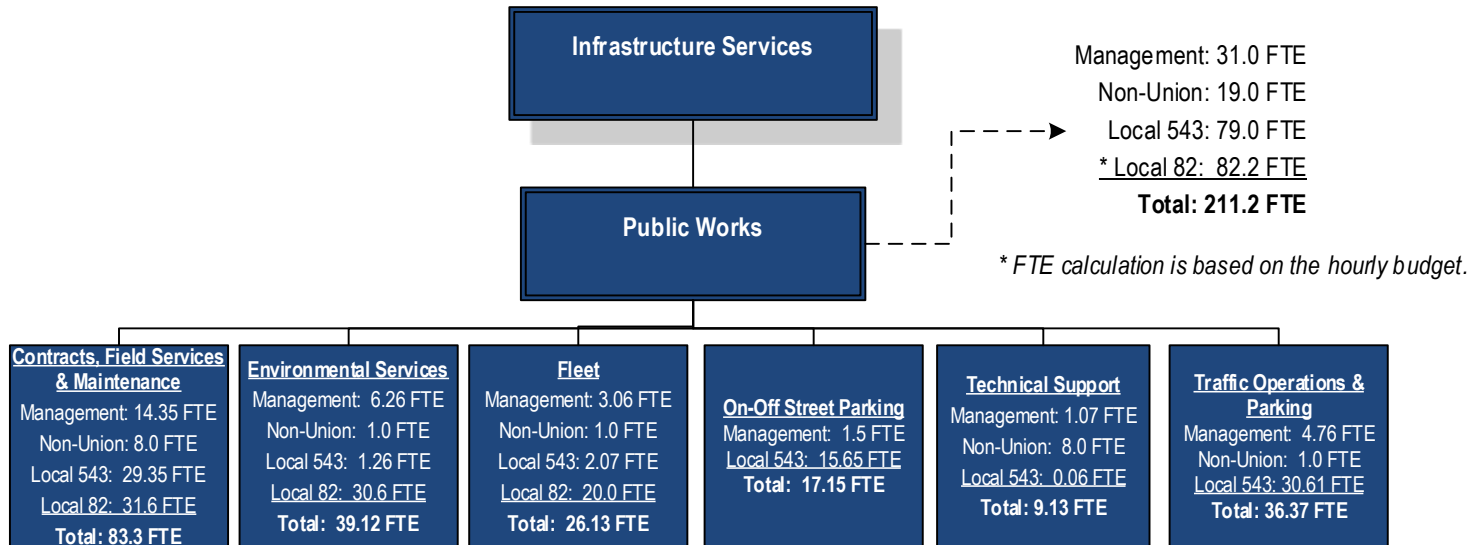
The above services include:

- Maintenance, repair, rehabilitation, and reconstruction of streets, sidewalks, bridges, sewers, drains, ditches, and all of their components including also winter control services to protect the health and safety and property of all users and residents.

- Construction inspection, CCTV inspection, quality control, surveying services, and specifications development for capital construction projects.
- Installation and maintenance of traffic signals, ATMS/ITS systems and components including video detection, incident management cameras and changeable message boards, flashers and other traffic control devices in accordance with the Ontario Traffic Manuals.
- Maintenance of street light infrastructure including all components and in accordance with legislative requirements.
- Manufacture, installation and maintenance of regulatory, warning and information signage. Installation and maintenance of pavement markings including long lines (lane line, centre lines, local intersection pavement markings, crosswalks, arrows, railroad crossings and other markings in accordance with the Ontario Traffic Manuals.
- Acquisition, maintenance, repair, disposal and management of the corporate fleet and provision of services to outside agencies; materials management; fleet asset management; operation and maintenance of five (5) fuelling sites; and fleet safety compliance.
- Infrastructure asset management (asset inventories, work order management, preventative maintenance and inspection programs), performance measurement, operational analysis/support, and special projects to improve service delivery and to support departmental and corporate objectives.
- Operation of the municipal On/Off Street Parking Program through maintenance, repair, rehabilitation of off street parking garages and lots, maintenance of meters and the collection and deposit of revenues.
- Enforcement of the Parking By-Law 9023 including the collection of fines and disposition of infractions through the courts
- Environmental services including the collection of refuse, recycling and yard waste as per Provincial legislation, street sweeping and emergency clean up services across the Corporation.

A. Departmental Overview

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)
Contracts, Field Services & Maintenance	Executive Director, Operations/Deputy City Engineer	Management	0.35	0.35	0.35
	Mgr, Contracts, Field Serv. & Maintenance	Management	1.00	1.00	1.00
	Maintenance Supervisor	Management	6.00	6.00	6.00
	Supv, Field Services	Management	3.00	3.00	3.00
	Contracts Supervisor	Management	4.00	4.00	4.00
	Contracts Administrator	Non-Union	1.00	1.00	1.00
	Contracts Coordinator	Non-Union	1.00	1.00	1.00
	Coordinator, Maintenance	Non-Union	1.00	1.00	1.00
	Enforcement Administrator	Non-Union	0.00	1.00	1.00
	Field Services Coordinator	Non-Union	1.00	0.00	0.00
	Research Analyst/Coordinator	Non-Union	1.00	0.00	0.00
	Right of Way & Field Service Coordinator	Non-Union	0.00	1.00	1.00
	Technologist I	Non-Union	0.00	1.00	1.00
	Engineer I	Non-Union	0.00	2.00	2.00
	Administrative Inspector	Local 543	5.00	5.00	5.00
	Construction Technician	Local 543	8.00	8.00	8.00
	Construction Technologist	Local 543	10.00	10.00	10.00
	Infrastructure Location Technician	Local 543	1.00	1.00	2.00
	Secretary, Contracts, Fleet & Maintenance	Local 543	1.00	1.00	1.00
	Clerk Dispatcher	Local 543	1.00	1.00	1.00
	Sec. to ExDir. of Operations	Local 543	0.35	0.35	0.35
	Secretary - Field Services	Local 543	2.00	2.00	2.00
	Sewer Maintainer	Local 82	16.85	16.85	16.85
	Winter Control Operator	Local 82	3.90	3.90	3.90
	Road Maintainer	Local 82	10.85	10.85	10.85
	Sub-Total			79.30	82.30

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)
Environmental Services	Executive Director, Operations/Deputy City Engineer	Management	0.26	0.26	0.26
	Mgr, Environmental Services	Management	1.00	1.00	1.00
	Supv, Environmental Services	Management	5.00	5.00	5.00
	Administrator, Waste Coll Cont	Non-Union	1.00	1.00	1.00
	Sec. to ExDir. of Operations	Local 543	0.26	0.26	0.26
	Clerk Intermediate	Local 543	1.00	1.00	1.00
	Facility Operator	Local 82	13.20	13.20	13.20
	Waster Collection Operator	Local 82	16.40	17.40	17.40
	Sub-Total			38.12	39.12
Fleet	Executive Director, Operations/Deputy City Engineer	Management	0.07	0.07	0.07
	Mgr, Fleet	Management	1.00	1.00	1.00
	Supv, Fleet	Management	2.00	2.00	2.00
	Fleet Co-ordinator	Non-Union	1.00	1.00	1.00
	Certified Automotive Service Technician	Local 82	12.00	12.00	12.00
	Certified Body Bump & Paint	Local 82	1.00	1.00	1.00
	Truck/Trailer Technician/Welder/Fabricator	Local 82	1.00	1.00	1.00
	Vehicle Maintainer	Local 82	5.00	5.00	5.00
	Stockkeeper - Expediter	Local 82	1.00	1.00	1.00
	Sec. to ExDir. of Operations	Local 543	0.06	0.06	0.06
	Fleet Analyst	Local 543	2.00	2.00	2.00
	Sub-Total			26.13	26.13
On-Off Street Parking	Executive Director, Operations/Deputy City Engineer	Management	0.07	0.07	0.07
	SM Traffic Operations, Parking & Transportation Planning	Management	0.23	0.23	0.23
	Manager, Traffic Operations	Management	0.40	0.40	0.40
	Supv, On/Off Street Parking	Management	1.00	0.00	0.00
	Supervisor Signs & Markings	Management	0.00	0.40	0.40
	Coordinator, Parking Services	Management	0.00	0.40	0.40

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)
	Parking Technician/Lead Hand	Local 543	0.00	1.00	1.00
	Sec. to ExDir. of Operations	Local 543	0.07	0.07	0.07
	Operations Data Technician	Local 543	0.35	0.35	0.35
	Parking Technician	Local 543	3.00	2.00	2.00
	Parking Maintenance Staff	Local 543	11.00	11.00	11.00
	Senior Sec-Parkg Permit Coord	Local 543	1.00	1.00	1.00
	Senior Clerk	Local 543	0.23	0.23	0.23
	Sub-Total		17.35	17.15	17.15
Technical Support	Executive Director, Operations/Deputy City Engineer	Management	0.07	0.07	0.07
	Mgr, Technical Support	Management	1.00	1.00	1.00
	Coord, IMS	Non-Union	1.00	1.00	1.00
	Coord, Technical Support	Non-Union	1.00	1.00	1.00
	Operations/Asset Analyst	Non-Union	6.00	6.00	6.00
	Sec. to ExDir. of Operations	Local 543	0.07	0.07	0.07
	Sub-Total		9.13	9.13	9.13
Traffic Operations & Parking	Executive Director, Operations/Deputy City Engineer	Management	0.20	0.20	0.20
	SM Traffic Operations, Parking & Transportation Planning	Management	0.77	0.77	0.77
	Manager, Traffic Operations	Management	0.60	0.60	0.60
	Supv, Traffic Signals	Management	1.00	1.00	1.00
	Supv, Signs & Markings	Management	1.00	1.60	1.60
	Sup, Compliance & Enforcement - Mobile	Management	1.00	0.00	0.00
	Coordinator, Parking Services	Management	0.00	0.60	0.60
	Engineer I	Non-Union	0.00	0.00	1.00
	Sec. to ExDir. of Operations	Local 543	0.20	0.20	0.20
	Signwriter	Local 543	1.00	1.00	1.00
	Signal Systems Analyst	Local 543	1.00	1.00	1.00

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)
	Signal Maint - Electrician II	Local 543	8.00	8.00	8.00
	Signal Maintenance Apprentice	Local 543	1.00	1.00	1.00
	Crossing Guard Coordinator	Local 543	1.00	1.00	1.00
	Traffic Technician	Local 543	1.00	1.00	1.00
	Transportation Technologist I	Local 543	1.00	1.00	1.00
	Senior Clerk	Local 543	0.77	0.77	0.77
	Operations Data Technician	Local 543	0.65	0.65	0.65
	Parking Enforcement Clerk	Local 543	0.00	1.00	1.00
	Maintenance Staff	Local 543	11.00	11.00	11.00
	Parking Violations Review Clk	Local 543	1.00	1.00	1.00
	Parking Violations Cashier	Local 543	3.00	2.00	2.00
	Sub-Total		35.17	35.37	36.37
Total			205.20	209.20	211.20

C. Budget Summary by Division

Division	2018 Actuals	2019 Actuals	2020 Actuals	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
Revenues							
Administration - Public Works	(250,672)	(254,871)	(278,389)	(366,019)	(415,531)	(49,512)	13.5%
Contracts, Field Services & Maintenance	(9,264,912)	(9,407,567)	(10,484,974)	(10,001,484)	(10,865,107)	(863,623)	8.6%
Environmental Services	(4,797,951)	(5,178,808)	(5,982,135)	(8,051,255)	(8,815,640)	(764,385)	9.5%
Fleet	(6,855,790)	(7,123,414)	(7,246,242)	(7,659,111)	(7,975,306)	(316,195)	4.1%
On-Off Street Parking	(3,900,649)	(3,729,876)	(2,257,518)	(3,918,612)	(3,937,566)	(18,954)	0.5%
Technical Support	(635,571)	(674,916)	(723,525)	(779,378)	(782,130)	(2,752)	0.4%
Traffic Operations & Parking	(4,175,418)	(3,533,644)	(2,588,874)	(3,785,509)	(4,385,000)	(599,491)	15.8%
Total Revenue	(29,880,963)	(29,903,096)	(29,561,657)	(34,561,368)	(37,176,280)	(2,614,912)	7.6%
Expenditures							
Administration - Public Works	1,376,088	1,405,860	1,527,863	2,000,592	2,000,592	0	0.0%
Contracts, Field Services & Maintenance	19,647,558	19,274,893	20,176,209	19,614,417	20,256,832	642,415	3.3%
Environmental Services	17,412,086	18,462,405	20,610,757	21,883,569	22,466,743	583,174	2.7%
Fleet	6,140,858	6,301,100	6,189,705	7,231,140	7,977,673	746,533	10.3%
On-Off Street Parking	3,900,649	3,730,707	3,667,709	3,918,612	3,918,011	(601)	(0.0%)
Technical Support	967,744	999,253	1,056,876	1,147,468	1,152,206	4,738	0.4%
Traffic Operations & Parking	7,477,362	6,494,015	8,028,143	8,044,380	8,306,744	262,364	3.3%
Total Expenses	56,922,345	56,668,233	61,257,262	63,840,178	66,078,801	2,238,623	3.5%
Net							
Administration - Public Works	1,125,416	1,150,989	1,249,474	1,634,573	1,585,061	(49,512)	(3.0%)
Contracts, Field Services & Maintenance	10,382,646	9,867,326	9,691,235	9,612,933	9,391,725	(221,208)	(2.3%)
Environmental Services	12,614,135	13,283,597	14,628,622	13,832,314	13,651,103	(181,211)	(1.3%)
Fleet	(714,932)	(822,314)	(1,056,537)	(427,971)	2,367	430,338	(100.6%)
On-Off Street Parking	0	831	1,410,191	0	(19,555)	(19,555)	n/a
Technical Support	332,173	324,337	333,351	368,090	370,076	1,986	0.5%
Traffic Operations & Parking	3,301,944	2,960,371	5,439,269	4,258,871	3,921,744	(337,127)	(7.9%)
Total Net	27,041,382	26,765,137	31,695,605	29,278,810	28,902,521	(376,289)	(1.3%)

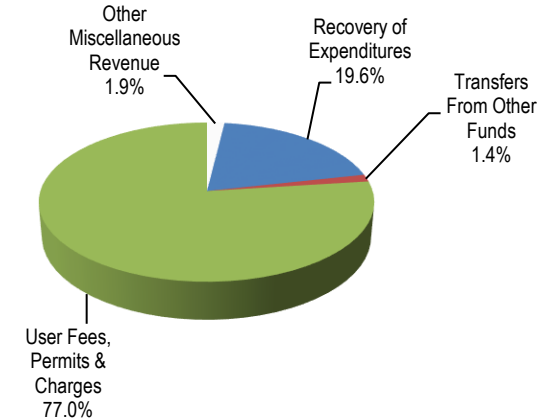
D. Budget Summary by Major Revenue / Expense Accounts

GL Category	2018 Actuals	2019 Actuals	2020 Actuals	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
Revenues							
Investment Income & Dividends	0	0	(64)	0	0	0	n/a
Other Miscellaneous Revenue	(683,779)	(1,307,574)	(1,078,794)	(517,079)	(717,079)	(200,000)	(38.7%)
Recovery of Expenditures	(6,554,672)	(6,663,018)	(6,740,917)	(6,661,197)	(7,293,698)	(632,501)	(9.5%)
Transfers From Reserve Accounts	(30,019)	(161,263)	(380,586)	0	0	0	n/a
Transfer From Other Funds	(368,848)	(468,041)	(397,144)	(487,290)	(538,639)	(51,349)	(10.5%)
User Fees, Permits & Charges	(22,243,645)	(21,303,200)	(20,964,152)	(26,895,802)	(28,626,864)	(1,731,062)	(6.4%)
Total Revenue	(29,880,963)	(29,903,096)	(29,561,657)	(34,561,368)	(37,176,280)	(2,614,912)	(7.6%)
Expenditures							
Financial Expenses	47,639	43,342	4,515	56,429	76,871	20,442	36.2%
Minor Capital	3,491,167	3,678,119	3,138,152	3,000,179	3,189,913	189,734	6.3%
Operating & Maintenance Supplies	2,174,096	2,181,706	1,935,861	2,280,317	2,767,876	487,559	21.4%
Other Miscellaneous Expenditures	56,522	67,237	57,599	65,611	65,648	37	0.1%
Purchased Services	25,933,826	25,491,028	29,608,147	27,450,288	28,058,365	608,077	2.2%
Salaries & Benefits	19,989,159	19,753,268	20,346,959	24,284,569	24,782,848	498,279	2.1%
Transfers for Social Services	321	125	263	0	0	0	n/a
Transfers to Reserves & Capital Funds	2,696,017	3,041,648	3,619,476	3,603,321	4,037,685	434,364	12.1%
Utilities, Insurance & Taxes	2,533,598	2,411,760	2,546,290	3,099,464	3,099,595	131	0.0%
Total Expenses	56,922,345	56,668,233	61,257,262	63,840,178	66,078,801	2,238,623	3.5%
Total Net	27,041,382	26,765,137	31,695,605	29,278,810	28,902,521	(376,289)	(1.3%)

D. Budget Summary by Major Revenue / Expense Accounts

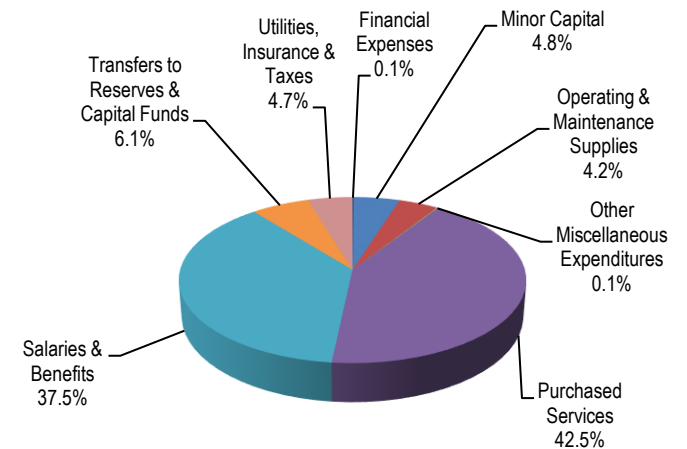
Revenues

	<u>2022 Budget</u>	
Other Miscellaneous Revenue	(717,079)	1.9%
Recovery of Expenditures	(7,293,698)	19.6%
Transfers From Other Funds	(538,639)	1.4%
User Fees, Permits & Charges	(28,626,864)	77.0%
Total Revenue	(37,176,280)	100.0%



Expenditures

	<u>2022 Budget</u>	
Financial Expenses	76,871	0.1%
Minor Capital	3,189,913	4.8%
Operating & Maintenance Supplies	2,767,876	4.2%
Other Miscellaneous Expenditures	65,648	0.1%
Purchased Services	28,058,365	42.5%
Salaries & Benefits	24,782,848	37.5%
Transfers to Reserves & Capital Funds	4,037,685	6.1%
Utilities, Insurance & Taxes	3,099,595	4.7%
Total Expenses	66,078,801	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
	n/a	Salary & Wage	** Departmental Salary & Wage Adjustment	141,501					
P	171	2022-0011 [C] Contractual	Increased Contract Costs for the Winter Maintenance of Municipal Roads	184,552					
P	173	2022-0012 [C] Contractual	Increased Parking Enforcement Contract Costs (Tender 68-18)	28,541					
P	175	2022-0013 [C] Contractual	Increase in Waste and Recycling Collection Contract Costs	215,115					
P	177	2022-0117 [C] Contractual	Increase in Caretaking Costs	6,267					
P	178	2022-0015 [E] Inflationary	Inflationary Cost Increases for Roadway Paint and Sign Materials	23,567					
P	180	2022-0014 [G] Line Item Increase	Increase in Fuel Costs, All Fuel Types	439,438					
P	182	2022-0018 [G] Line Item Increase	Annual Equipment Reserve Contributions for Corporate, Fire, and Parks Fleet Replacement	75,000					
P	185	2022-0022 [G] Line Item Increase	Increased Asset Maintenance Costs for Public Works Operations	117,495			50,525		
P	188	2022-0024 [G] Line Item Increase	Budget Increase for Landfill Tipping Fees and EWSWA Fixed Costs	288,144			3,003		
P	190	2022-0296 [G] Line Item Increase	Increase for Residential Snow Clearing Costs for the 2022-2023 Winter Season	150,000					
P	192	2022-0334 [G] Line Item Increase	Convert Seasonal Cargo Van to a Dedicated Fleet Unit	12,866					
P	194	2022-0335 [G] Line Item Increase	Convert Fully Depreciated Flusher Unit to a Dedicated Fleet Unit	0			132,685		
P	196	2022-0372 [G] Line Item Increase	Increase in Waste Tonnage	173,970					
IC	198	2022-0017 [H] Line Item Reduction	In-Camera Item	(149,580)					
P	200	2022-0053 [H] Line Item Reduction	Reduction in Contracted Services Cost for Sharps Pickup Program	(28,000)					
P	202	2022-0016 [I] Revenue Increase	Recovery Adjustments Related to Public Works Recoverable Staff	(749,147)		(595)	416,403		
P	205	2022-0041 [I] Revenue Increase	Parking Revenue Increase for Hourly Rate Increases at Meters, and in Lots and Garages	0		(341,400)			
P	208	2022-0049 [I] Revenue Increase	Revenue and Expense Adjustments Related to Parking Ticket Fines	0		(15,500)		136,305	
P	212	2022-0109 [I] Revenue Increase	User Fee Adjustments	(261,968)			(100)	66,000	
P	216	2022-0205 [I] Revenue Increase	Revenue Increase for EWSWA Recycling, Public Drop Off and Transfer Station Operations	(392,069)					
P	217	2022-0367 [I] Revenue Increase	Increase Revenue for Traffic Signal and Sign Recoveries	(200,000)					
IC	218	2022-0046 [J] Alternative Service Delivery	In-Camera Item	0					1.0
IC	220	2022-0048 [J] Alternative Service Delivery	In-Camera Item	(225,056)				283,847	2.0
P	223	2022-0058 [J] Alternative Service Delivery	Convert Seasonal Pickup Truck with Tip Box to a Dedicated Unit	0					
P	225	2022-0062 [J] Alternative Service Delivery	In-Source Residential Bulk Collection Program	(82,266)				13,500	
IC	227	2022-0098 [J] Alternative Service Delivery	In-Camera Item	0					1.0
IC	230	2022-0337 [J] Alternative Service Delivery	In-Camera Item	0					1.0
P	232	2022-0045 [M] Service Enhancement	Signal Maintenance Program Improvements	0					1.0
			*** Interdepartmental Reallocation	(144,659)		19,549	49,512		
Total 2022 Budget Increase/(Decrease)				(376,289)	0	(337,946)	652,028	499,652	6.0

E. Budget Issue Summary

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

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

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

A. Departmental Overview

Mission

Transit Windsor supports the growth of a liveable and sustainable community by providing a reliable, safe and convenient mobility service option that is accessible to all.

Description

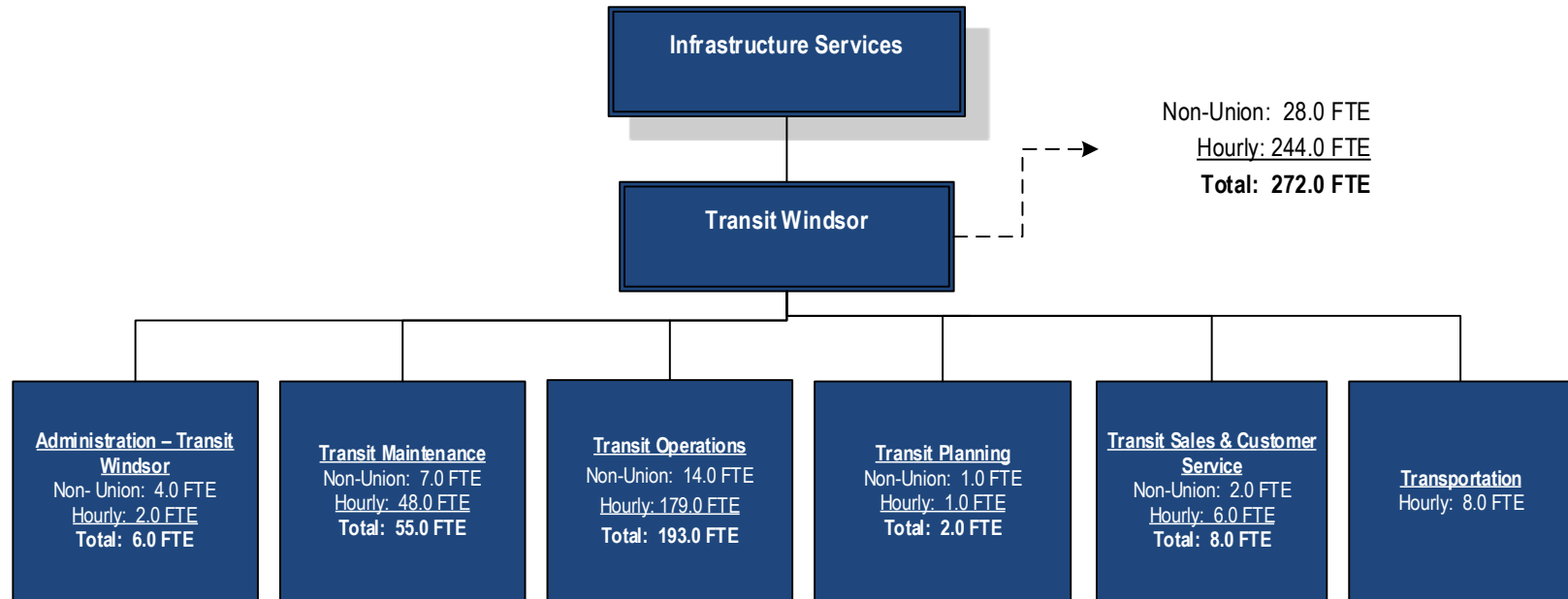
Transit Windsor provides public transit for the City of Windsor under the authority of the Sandwich Windsor & Amherstburg Railway Act (SW&A) incorporated by Act of Legislation, March 2, 1872. Windsor Chartabus, a wholly owned subsidiary of Transit Windsor provides service from Windsor, through the international tunnel to Detroit, Michigan with a limited route in the downtown area of both cities. Transit Windsor consists of two main divisions: Transportation and Corporate Services, each department provides distinct and unique service to the Corporation.

Transit Windsor's vision statement is "More than transit - Moving you forward," which implies that Transit Windsor is more than just another transit service and instead is an integral component of Windsor's community.

Transit Windsor is funded by revenue generated by the users of the systems, the Province of Ontario (through gas tax) and the municipality. Transit Windsor reports to the Environment, Transportation and Public Safety Standing Committee who act as the Transit Windsor Board of Directors and is responsible for planning, development, sales and operating of the public transit system based on the policies and budget allocations established by City Council.

A. Departmental Overview

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 - Transit Windsor	Executive Director Transit Services	Non-Union	1.0	1.0	1.0
	Senior Manager of Fleet & Support Services	Non-Union	1.0	1.0	1.0
	Executive Administrative Assistant	Non-Union	1.0	1.0	1.0
	Coordinator Payroll	Non-Union	1.0	1.0	1.0
	Accounting Clerk	Hourly	1.0	1.0	1.0
	Revenue & Data Process Clerk	Hourly	1.0	1.0	1.0
	Sub-Total			6.0	6.0
Transit Maintenance	Senior Manager of Fleet & Support Services	Non-Union	0.0	0.0	0.0
	Maintenance Manager - Facilities	Non-Union	1.0	1.0	1.0
	Maintenance Manager - Fleet	Non-Union	1.0	1.0	1.0
	Coordinator fleet	Non-Union	1.0	1.0	1.0
	ITS Coordinator	Non-Union	1.0	1.0	1.0
	Supervisor Maintenance	Non-Union	3.0	3.0	3.0
	Fleet Systems Support Specialist	Hourly	1.0	1.0	1.0
	Licensed Body Technician	Hourly	5.0	5.0	5.0
	Licensed Motor Mechanic	Hourly	20.0	21.0	21.0
	Maintenance/Janitorial	Hourly	3.0	3.0	3.0
	Licensed Facilities Maintenance Mechanic	Hourly	3.0	3.0	3.0
	Tireman	Hourly	1.0	1.0	1.0
	Service Line Position	Hourly	10.0	10.0	10.0
	Maintenance Stores	Hourly	3.0	3.0	3.0
	Maintenance/Stores Clerk	Hourly	1.0	1.0	1.0
Sub-Total			54.0	55.0	55.0

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)
Transit Operations	Manager of Operations	Non-Union	1.0	1.0	1.0
	Supervisor Operations	Non-Union	9.0	9.0	9.0
	Operations Coordinator	Non-Union	1.0	1.0	1.0
	Scheduler Transportation	Non-Union	1.0	1.0	1.0
	Dispatch Supervisor	Non-Union	2.0	2.0	2.0
	Operator	Hourly	174.0	178.0	178.0
	Transportation Clerk	Hourly	1.0	1.0	1.0
	Sub-Total			189.0	193.0
Transit Planning	Supervisor Planning	Non-Union	1.0	1.0	1.0
	Planning Analyst	Hourly	1.0	1.0	1.0
	Building Maintenance	Hourly	1.0	0.0	0.0
	Sub-Total		3.0	2.0	2.0
Transit Sales & Customer Service	Manager Sales & Marketing	Non-Union	1.0	1.0	1.0
	Supervisor Sales & Marketing	Non-Union	1.0	1.0	1.0
	Marketing Coordinator	Hourly	1.0	1.0	1.0
	Marketing Representative	Hourly	1.0	1.0	1.0
	Customer Service Clerk	Hourly	4.0	4.0	4.0
	Sub-Total		8.0	8.0	8.0
Transportation	Operator	Hourly	8.0	8.0	8.0
	Sub-Total		8.0	8.0	8.0
Total			268.0	272.0	272.0

C. Budget Summary by Division

Division	2018 Actuals	2019 Actuals	2020 Actuals	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
Revenues							
Administration - Transit Windsor	(320,171)	(245,271)	(6,557,020)	(190,000)	(339,684)	(149,684)	78.8%
Transit Maintenance	(606,396)	(788,089)	(713,409)	(564,000)	(564,000)	0	0.0%
Transit Operations	(17,598,933)	(17,664,769)	(8,553,864)	(19,230,537)	(20,014,285)	(783,748)	4.1%
Transit Planning	(43,646)	(44,739)	(37,729)	(45,000)	(45,000)	0	0.0%
Transit Sales & Customer Service	(220,636)	(261,660)	(249,687)	(254,840)	(151,000)	103,840	(40.7%)
Transportation	(1,479,658)	(1,660,659)	(625,294)	(980,273)	(1,707,797)	(727,524)	74.2%
Total Revenue	(20,269,440)	(20,665,187)	(16,737,003)	(21,264,650)	(22,821,766)	(1,557,116)	7.3%
Expenditures							
Administration - Transit Windsor	1,662,655	1,456,915	1,593,254	1,721,765	1,660,555	(61,210)	(3.6%)
Transit Maintenance	11,409,211	11,424,910	9,652,236	12,018,800	13,306,430	1,287,630	10.7%
Transit Operations	16,591,824	17,707,930	16,717,438	20,070,427	21,041,402	970,975	4.8%
Transit Planning	238,532	327,617	270,269	252,276	262,939	10,663	4.2%
Transit Sales & Customer Service	1,601,641	1,654,580	1,281,819	1,449,295	1,459,599	10,304	0.7%
Transportation	1,618,522	1,737,103	679,059	1,338,531	1,429,180	90,649	6.8%
Total Expenses	33,122,385	34,309,055	30,194,075	36,851,094	39,160,105	2,309,011	6.3%
Net							
Administration - Transit Windsor	1,342,484	1,211,644	(4,963,766)	1,531,765	1,320,871	(210,894)	(13.8%)
Transit Maintenance	10,802,815	10,636,821	8,938,827	11,454,800	12,742,430	1,287,630	11.2%
Transit Operations	(1,007,109)	43,161	8,163,574	839,890	1,027,117	187,227	22.3%
Transit Planning	194,886	282,878	232,540	207,276	217,939	10,663	5.1%
Transit Sales & Customer Service	1,381,005	1,392,920	1,032,132	1,194,455	1,308,599	114,144	9.6%
Transportation	138,864	76,444	53,765	358,258	(278,617)	(636,875)	(177.8%)
Total Net	12,852,945	13,643,868	13,457,072	15,586,444	16,338,339	751,895	4.8%

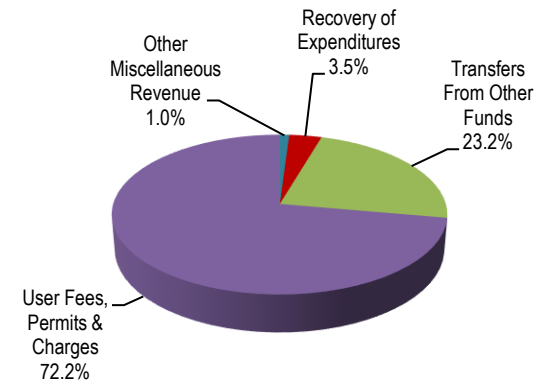
D. Budget Summary by Major Revenue / Expense Accounts

GL Category	2018 Actuals	2019 Actuals	2020 Actuals	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
Revenues							
Grants & Subsidies	0	0	(178,336)	0	0	0	n/a
Other Miscellaneous Revenue	(248,289)	(234,739)	(175,317)	(235,000)	(235,000)	0	0.0%
Recovery of Expenditures	(892,619)	(956,445)	(1,047,875)	(631,925)	(809,133)	(177,208)	(28.0%)
Transfer From Reserve Accounts	(1,819)	(7,903)	0	0	0	0	n/a
Transfers From Other Funds	(3,758,818)	(3,981,210)	(10,070,564)	(4,833,032)	(5,292,466)	(459,434)	(9.5%)
User Fees, Permits & Charges	(15,367,895)	(15,484,890)	(5,264,911)	(15,564,693)	(16,485,167)	(920,474)	(5.9%)
Total Revenue	(20,269,440)	(20,665,187)	(16,737,003)	(21,264,650)	(22,821,766)	(1,557,116)	(7.3%)
Expenditures							
Financial Expenses	34,203	39,837	18,495	31,500	26,500	(5,000)	(15.9%)
Minor Capital	371,998	475,858	379,699	330,673	330,673	0	0.0%
Operating & Maintenance Supplies	6,066,485	5,863,619	3,703,518	5,508,824	6,436,317	927,493	16.8%
Other Miscellaneous Expenditures	48,536	40,014	42,073	77,618	77,618	0	0.0%
Purchased Services	1,362,950	1,528,740	1,551,791	1,680,926	1,712,006	31,080	1.8%
Salaries & Benefits	23,710,622	24,769,273	22,682,422	27,166,794	28,522,232	1,355,438	5.0%
Transfers to Reserves & Capital Funds	108,600	34,000	294,000	294,000	294,000	0	0.0%
Utilities, Insurance & Taxes	1,418,991	1,557,714	1,522,077	1,760,759	1,760,759	0	0.0%
Total Expenses	33,122,385	34,309,055	30,194,075	36,851,094	39,160,105	2,309,011	6.3%
Total Net	12,852,945	13,643,868	13,457,072	15,586,444	16,338,339	751,895	4.8%

D. Budget Summary by Major Revenue / Expense Accounts

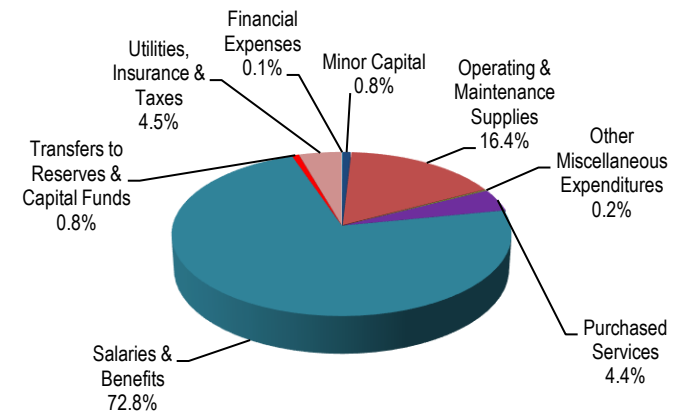
Revenues

	<u>2022 Budget</u>	
Other Miscellaneous Revenue	(235,000)	1.0%
Recovery of Expenditures	(809,133)	3.5%
Transfers From Other Funds	(5,292,466)	23.2%
User Fees, Permits & Charges	(16,485,167)	72.2%
Total Revenue	(22,821,766)	100.0%



Expenditures

	<u>2022 Budget</u>	
Financial Expenses	26,500	0.1%
Minor Capital	330,673	0.8%
Operating & Maintenance Supplies	6,436,317	16.4%
Other Miscellaneous Expenditures	77,618	0.2%
Purchased Services	1,712,006	4.4%
Salaries & Benefits	28,522,232	72.8%
Transfers to Reserves & Capital Funds	294,000	0.8%
Utilities, Insurance & Taxes	1,760,759	4.5%
Total Expenses	39,160,105	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	627,563					
P	234	2022-0248 [B] Legislated	Mandated New Federal Holiday for Transit Windsor Employees	31,726					
P	235	2022-0206 [E] Inflationary	Transit Windsor Fuel Market Rate Increase	798,051					
P	237	2022-0201 [F] Revenue Reduction	Greyhound Closure –Revenue Reduction	93,698					
P	239	2022-0195 [I] Revenue Increase	U-Pass Rate Increase	(117,000)					
P	240	2022-0199 [I] Revenue Increase	Tunnel Bus Fare Increase	(670,000)				117,000	
P	242	2022-0200 [I] Revenue Increase	Annual Fare Increase	(36,000)				6,000	
P	244	2022-0357 [I] Revenue Increase	Increased Funding Through Provincial Gas Tax Program	(213,621)					
IC	246	2022-0363 [I] Revenue Increase	In-Camera Item	(86,669)					
P	248	2022-0202 [M] Service Enhancement	Increase to Staff Training Resources	128,109					1.0
P	250	2022-0222 [M] Service Enhancement	Transit Windsor Master Plan Implementation Primary Route 518X -St Clair College	196,035				392,000	6.0
IC	252	2022-0294 [M] Service Enhancement	In-Camera Item	0				149,684	1.0
			*** Interdepartmental Reallocation	3					
Total 2022 Budget Increase/(Decrease)				751,895	0	0	0	664,684	8.0

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

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

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