

**Operating Budget Review Committee**  
**Supporting Documents**  
**2023 Operating Budget**  
**(Public)**



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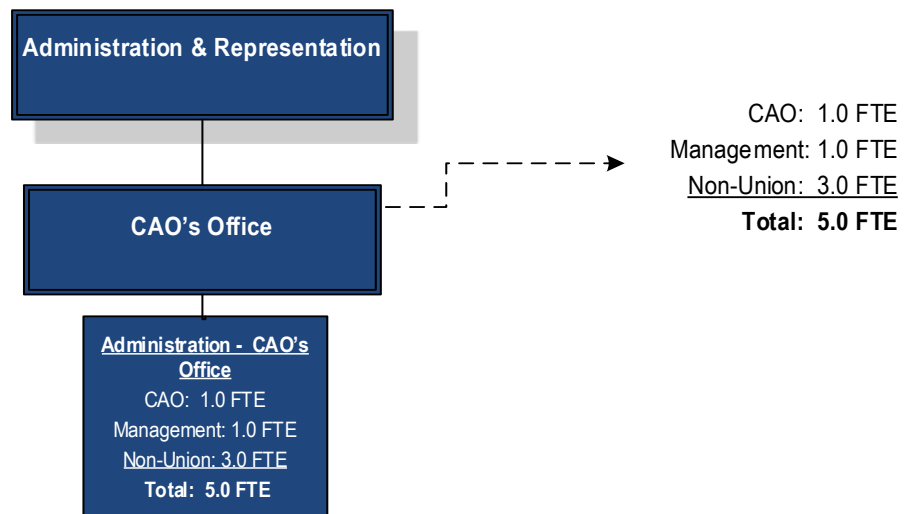
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**2022 APPROVED OPERATING BUDGET**

**DESCRIPTION**

The Chief Administrative Officer (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 through strategic leadership to the Corporation, managing the daily operations of service delivery, and leading ongoing improvements with a goal of greater efficiency.

**2022 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



2022 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
<b>Administration - CAO's Office</b>			
Chief Administrative Officer	RFT	Sr. Management	1.0
Manager Corp. Admin/Asst. to CAO	RFT	Management	1.0
Executive Initiatives Coordinator	RFT	Non-Union	1.0
Executive Administrative Assist	RFT	Non-Union	2.0
			<b>5.0</b>
			<b>5.0</b>

**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>DIVISION</b>				
Administration - CAO's Office	\$1,106,545	\$1,103,044	(\$3,501)	(0.3%)
<b>Total Net</b>	<b>\$1,106,545</b>	<b>\$1,103,044</b>	<b>(\$3,501)</b>	<b>(0.3%)</b>

Account	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
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**EXPENSES**

**Minor Capital**

5126 - Computer Software	\$1,800	\$1,800	\$0	0.0%
5130 - Furniture & Furnishings	\$1,000	\$1,000	\$0	0.0%

**Operating Maintenance & Supplies**

2010 - Office Supplies	\$4,513	\$4,513	\$0	0.0%
2170 - Operating and Other Supplies	\$7,850	\$7,850	\$0	0.0%

**Other Miscellaneous Expenditures**

4020 - Membership Fees & Dues	\$95,920	\$95,920	\$0	0.0%
4050 - Training Courses	\$990	\$990	\$0	0.0%
4155 - Conference Registration	\$3,500	\$3,500	\$0	0.0%

**Purchased Services**

2020 - Postage and Courier	\$1,000	\$1,000	\$0	0.0%
2070 - Imaging & Printing External	\$1,000	\$1,000	\$0	0.0%
2085 - Publications and Manuals	\$1,000	\$1,000	\$0	0.0%
2609 - Mileage and car allowance	\$700	\$700	\$0	0.0%
2610 - Travel Expense	\$9,011	\$9,011	\$0	0.0%
2620 - Car Allowance	\$9,700	\$9,700	\$0	0.0%
2710 - Telephone Expenses	\$500	\$500	\$0	0.0%
2711 - Cell Phones	\$3,216	\$3,216	\$0	0.0%
2915 - Consulting Services - External	\$85,390	\$85,390	\$0	0.0%
2925 - Computer Maintenance	\$3,960	\$3,960	\$0	0.0%
2940 - Advertising	\$500	\$500	\$0	0.0%
2950 - Other Prof Services-External	\$152	\$152	\$0	0.0%
2990 - Business Meeting Expense	\$11,943	\$11,943	\$0	0.0%
3120 - Rental Expense EXTERNAL	\$1,800	\$1,800	\$0	0.0%
3180 - Computer Rental - INTERNAL	\$4,000	\$4,000	\$0	0.0%

**2022 APPROVED OPERATING BUDGET**

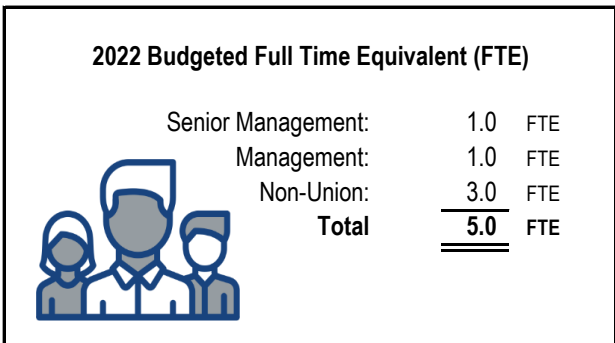
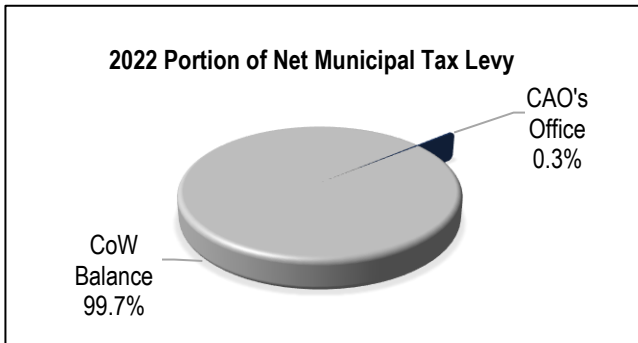
	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>Salaries &amp; Benefits</b>				
8110 - Salary-Reg.Full Time	\$635,934	\$633,991	(\$1,943)	(0.3%)
8130 - Overtime - Salary	\$1,750	\$1,750	\$0	0.0%
8150 - Salary-Temporary	\$2,227	\$2,227	\$0	0.0%
8170 - Service Pay	\$910	\$0	(\$910)	(100.0%)
8190 - Other Pay	\$980	\$980	\$0	0.0%
8210 - Meal Allowance	\$200	\$200	\$0	0.0%
8280 - Employee Suggestion	\$1,500	\$1,500	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$210,221	\$209,573	(\$648)	(0.3%)
<b>Utilities, Insurance &amp; Taxes</b>				
3210 - Building Insurance	\$1,767	\$1,767	\$0	0.0%
3230 - Liability Insurance	\$1,611	\$1,611	\$0	0.0%
<b>Total Expense</b>	<b>\$1,106,545</b>	<b>\$1,103,044</b>	<b>(\$3,501)</b>	<b>(0.3%)</b>
<b>Total Net</b>	<b>\$1,106,545</b>	<b>\$1,103,044</b>	<b>(\$3,501)</b>	<b>(0.3%)</b>

**2022 Operating Budget Variance (3rd Quarter)**

**DEPARTMENTAL OVERVIEW**

The Chief Administrative Officer (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 through strategic leadership to the Corporation, managing the daily operations of service delivery, and leading ongoing improvements with a goal of greater efficiency.

Financial Summary	2019	2020	2021	2022
Annual Revenue Budget	(\$30,000)	\$0	\$0	\$0
Annual Expense Budget	\$1,315,018	\$1,336,637	\$1,106,545	\$1,103,044
<b>Annual Net Budget</b>	<b>\$1,285,018</b>	<b>\$1,336,637</b>	<b>\$1,106,545</b>	<b>\$1,103,044</b>
<b>Annual Net Variance</b>	<b>\$123,090</b>	<b>\$114,810</b>	<b>\$3,656</b>	<b>\$0</b>
<b>Variance as a % of Gross Budget</b>	<b>9.4%</b>	<b>8.6%</b>	<b>0.3%</b>	<b>0.0%</b>



**VARIANCE DESCRIPTION**

**The total departmental projected year-end variance is: \$0**

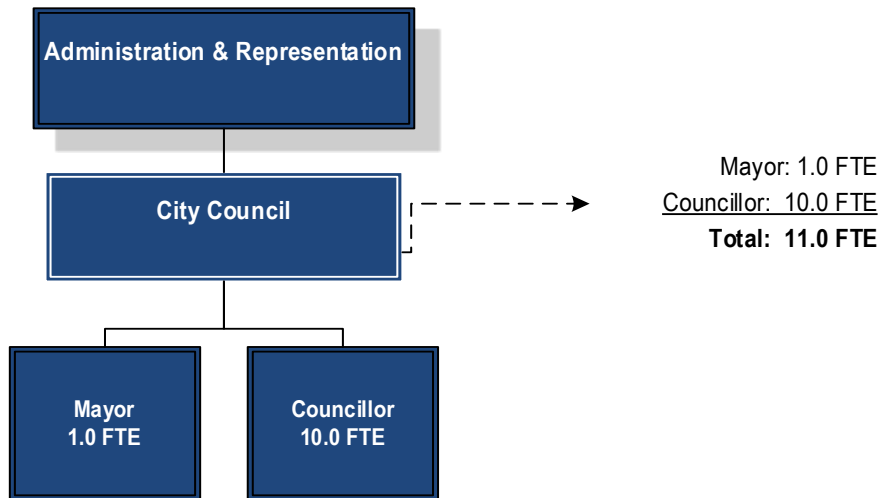
The CAO's Office budget contains provisional budgets for corporate matters and it is difficult to anticipate until very close to year end, what these budgets may be used for. Therefore, we are projecting that the CAO Office will have no significant variances at this time.

**2022 APPROVED OPERATING BUDGET**

**DESCRIPTION**

Municipal councils pass resolutions and by-laws governing municipal services, finances and the various regulatory frameworks. The Mayor is the Head of City Council and the Chief Executive Officer (CEO) of the Corporation of the City of Windsor. As Head of Council he presides over all meetings of Council and ensures that the laws governing the Municipality are properly executed and enforced.

**2022 ORGANIZATION STRUCTURE (BUDGETED FTE's)**





**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
<b>Administration - City Council</b>			
Mayor	n/a	Mayor	1.0
Councillor	n/a	Councillor	10.0
			<b>11.0</b>
			<b>11.0</b>

**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>DIVISION</b>				
Administration - City Council	\$830,073	\$830,073	\$0	0.0%
Council Committees	\$42,120	\$45,120	\$3,000	7.1%
<b>Total Net</b>	<b>\$872,193</b>	<b>\$875,193</b>	<b>\$3,000</b>	<b>0.3%</b>

Account	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
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**REVENUE**

**Other Miscellaneous Revenue**

6990 - Other General Revenue	(\$156,991)	(\$156,991)	\$0	0.0%
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**Transfers From Other Funds**

7054 - TRANSFER From Reserve Funds	\$0	(\$18,650)	(\$18,650)	n/a
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<b>Total Revenue</b>	<b>(\$156,991)</b>	<b>(\$175,641)</b>	<b>(\$18,650)</b>	<b>11.9%</b>
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**EXPENSES**

**Minor Capital**

5125 - Computers - PCs	\$0	\$18,650	\$18,650	n/a
5130 - Furniture & Furnishings	\$200	\$200	\$0	0.0%

**Operating & Maintenance Supplies**

2010 - Office Supplies	\$2,200	\$2,200	\$0	0.0%
2060 - Computer Supplies	\$100	\$100	\$0	0.0%
2170 - Operating and Other Supplies	\$0	\$3,000	\$3,000	n/a
2310 - Food and confections	\$500	\$500	\$0	0.0%

**Other Miscellaneous Expenditures**

4155 - Conference Registration	\$8,000	\$8,000	\$0	0.0%
4295 - Public Relations	\$56,920	\$56,920	\$0	0.0%

**Purchased Services**

2020 - Postage and Courier	\$150	\$150	\$0	0.0%
2085 - Publications and Manuals	\$600	\$600	\$0	0.0%
2609 - Mileage and car allowance	\$500	\$500	\$0	0.0%
2610 - Travel Expense	\$41,465	\$41,465	\$0	0.0%
2710 - Telephone Expenses	\$2,000	\$2,000	\$0	0.0%

**2022 APPROVED OPERATING BUDGET**

	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>\$ Budget Change</b>	<b>% Budget Change</b>
2711 - Cell Phones	\$8,500	\$8,500	\$0	0.0%
2925 - Computer Maintenance	\$1,000	\$1,000	\$0	0.0%
2950 - Other Prof Services-External	\$100	\$100	\$0	0.0%
2990 - Business Meeting Expense	\$3,500	\$3,500	\$0	0.0%
3180 - Computer Rental - INTERNAL	\$500	\$500	\$0	0.0%
<b>Salaries &amp; Benefits</b>				
8110 - Salary-Reg.Full Time	\$668,157	\$668,157	\$0	0.0%
8130 - Overtime - Salary	\$10,000	\$10,000	\$0	0.0%
8210 - Meal Allowance	\$3,500	\$3,500	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$220,489	\$220,489	\$0	0.0%
<b>Utilities, Insurance &amp; Taxes</b>				
3230 - Liability Insurance	\$803	\$803	\$0	0.0%
<b>Total Expense</b>	<b>\$1,029,184</b>	<b>\$1,050,834</b>	<b>\$21,650</b>	<b>2.1%</b>
<b>Total Net</b>	<b>\$872,193</b>	<b>\$875,193</b>	<b>\$3,000</b>	<b>0.3%</b>

**2022 Operating Budget Variance (3rd Quarter)**

**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>Financial Summary</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Annual Revenue Budget	(\$277,165)	(\$185,000)	(\$156,991)	(\$175,641)
Annual Expense Budget	\$1,008,389	\$1,031,469	\$1,029,184	\$1,050,834
<b>Annual Net Budget</b>	<b>\$731,224</b>	<b>\$846,469</b>	<b>\$872,193</b>	<b>\$875,193</b>
<b>Annual Net Variance</b>	<b>(\$8,275)</b>	<b>\$48,836</b>	<b>\$57,963</b>	<b>\$0</b>
<b>Variance as a % of Gross Budget</b>	<b>(0.8%)</b>	<b>4.7%</b>	<b>5.6%</b>	<b>0.0%</b>

**VARIANCE DESCRIPTION**

*The total departmental projected year-end variance is:* **\$0**

No significant variances projected at this time.



**ADMINISTRATION & REPRESENTATION  
Mayor's Office**

**2022 APPROVED OPERATING BUDGET**

**DESCRIPTION**

Municipal councils pass resolutions and by-laws governing municipal services, finances and the various regulatory frameworks. The Mayor is the Head of City Council and the Chief Executive Officer (CEO) of the Corporation of the City of Windsor. As Head of Council he presides over all meetings of Council and ensures that the laws governing the Municipality are properly executed and enforced.

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**2022 APPROVED STAFF ESTABLISHMENT**

*Not Applicable*

**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>DIVISION</b>				
Administration - Mayor's Office	\$1,455,705	\$505,705	(\$950,000)	(65.3%)
<b>Total Net</b>	<b>\$1,455,705</b>	<b>\$505,705</b>	<b>(\$950,000)</b>	<b>(65.3%)</b>

Account	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
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**EXPENSES**

**Minor Capital**

2220 - Maintenance Parts & Materials	\$1,000	\$1,000	\$0	0.0%
5125 - Computers - PCs	\$0	\$1,000	\$1,000	n/a
5130 - Furniture & Furnishings	\$2,000	\$2,000	\$0	0.0%

**Operating & Maintenance Supplies**

2010 - Office Supplies	\$7,000	\$11,000	\$4,000	57.1%
2160 - Kitchen Supplies	\$0	\$1,500	\$1,500	n/a
2170 - Operating and Other Supplies	\$3,000	\$2,500	(\$500)	(16.7%)

**Other Miscellaneous Expenditures**

4020 - Membership Fees & Dues	\$2,000	\$4,000	\$2,000	100.0%
4155 - Conference Registration	\$8,000	\$8,000	\$0	0.0%
4295 - Public Relations	\$981,500	\$39,500	(\$942,000)	(96.0%)

**Purchased Services**

2020 - Postage and Courier	\$1,600	\$1,600	\$0	0.0%
2070 - Imaging & Printing External	\$1,000	\$2,000	\$1,000	100.0%
2085 - Publications and Manuals	\$2,500	\$2,000	(\$500)	(20.0%)
2609 - Mileage and car allowance	\$10,000	\$10,000	\$0	0.0%
2610 - Travel Expense	\$37,300	\$37,300	\$0	0.0%
2710 - Telephone Expenses	\$8,000	\$1,500	(\$6,500)	(81.3%)
2711 - Cell Phones	\$4,000	\$4,000	\$0	0.0%
2925 - Computer Maintenance	\$6,100	\$6,100	\$0	0.0%
2950 - Other Prof Services-External	\$50,020	\$37,020	(\$13,000)	(26.0%)
2990 - Business Meeting Expense	\$3,000	\$6,000	\$3,000	100.0%
3120 - Rental Expense EXTERNAL	\$2,000	\$2,000	\$0	0.0%
3150 - Vehicle Rental - External	\$100	\$100	\$0	0.0%
3180 - Computer Rental - INTERNAL	\$3,800	\$3,800	\$0	0.0%

**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>Salaries &amp; Benefits</b>				
8150 - Salary-Temporary	\$275,043	\$275,043	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$44,007	\$44,007	\$0	0.0%
<b>Utilities, Insurance &amp; Taxes</b>				
3210 - Building Insurance	\$1,876	\$1,876	\$0	0.0%
3230 - Liability Insurance	\$859	\$859	\$0	0.0%
<b>Total Expense</b>	<b>\$1,455,705</b>	<b>\$505,705</b>	<b>(\$950,000)</b>	<b>(65.3%)</b>
<b>Total Net</b>	<b>\$1,455,705</b>	<b>\$505,705</b>	<b>(\$950,000)</b>	<b>(65.3%)</b>



**2022 Operating Budget Variance (3rd Quarter)**

**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.*

<b>Financial Summary</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Annual Revenue Budget	\$0	\$0	\$0	\$0
Annual Expense Budget	\$905,325	\$905,325	\$1,455,705	\$505,705
<b>Annual Net Budget</b>	<b>\$905,325</b>	<b>\$905,325</b>	<b>\$1,455,705</b>	<b>\$505,705</b>
<b>Annual Net Variance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0 *</b>
<b>Variance as a % of Gross Budget</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>

*\* Projected*

**VARIANCE DESCRIPTION**

**The total departmental projected year-end variance is: \$0**

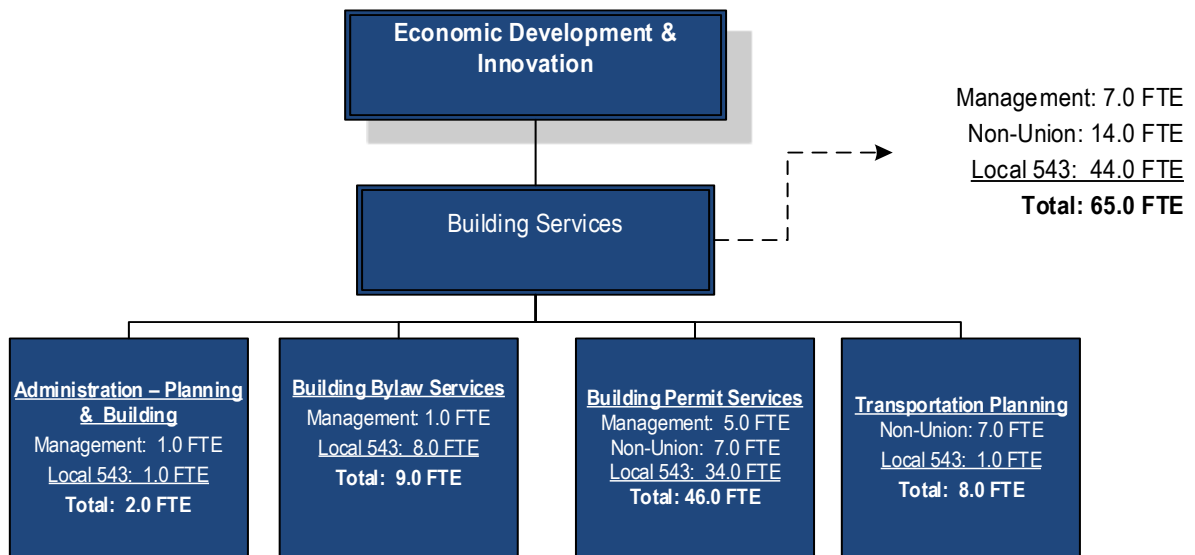
No significant variances projected at this time.

**2022 APPROVED OPERATING BUDGET**

**DESCRIPTION**

Building Services is responsible for the application and enforcement of the Ontario Building Code and property related Municipal Bylaws. This includes issuing permits and performing inspections for all construction projects, and investigating and enforcing maintenance & land use Bylaws for all private properties.

**2022 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
<b>Administration - Building</b>			
Chief Building Official	RFT	Management	1.0
Administrative Assistant	RFT	Local 543	1.0
			<b>2.0</b>
<b>Building ByLaw Services</b>			
Inspections Supervisor	RFT	Management	1.0
Building By-Law Officer	RFT	Local 543	7.0
Building By-Law Enforcement Clerk	RFT	Local 543	1.0
			<b>9.0</b>
<b>Building Permit Services</b>			
Manager of Permits/Deputy CBO	RFT	Management	1.0
Mgr, Inspections/Deputy CBO	RFT	Management	1.0
Manager, Policy & Regulatory Services	RFT	Management	1.0
Inspections Supervisor	RFT	Management	1.0
Supervisor of Digital & Residential Permits	RFT	Management	1.0
Senior Engineer/Plan Examiner	RFT	Non-Union	2.0
Engineer Plan Examiner	RFT	Non-Union	5.0
Inspector	RFT	Local 543	15.0
Plan Examiner	RFT	Local 543	4.0
Customer Service Representative	RFT	Local 543	7.0
Sec. to Mgr. Inspections	RFT	Local 543	2.0
Cashier	RFT	Local 543	1.0
Communications Clerk	RFT	Local 543	1.0
Document Clerk	RFT	Local 543	1.0
Customer Service Clerk	RFT	Local 543	1.0
Receptionist/Complaints Clerk	RFT	Local 543	1.0
Permit Services Clerk	RFT	Local 543	1.0
			<b>46.0</b>
<b>Transportation Planning</b>			
Transportation Planning Senior Engineer	RFT	Non-Union	1.0
Transportation Planning Eng	RFT	Non-Union	1.0
Active Transportation Engineer	RFT	Non-Union	1.0
Policy Analyst	RFT	Non-Union	1.0
Transportation Planning Engineer I	RFT	Non-Union	1.0
Transportation Planning Coordinator	RFT	Non-Union	1.0
Active Transportation Coordinator	RFT	Non-Union	1.0
Transportation Planner I	RFT	Local 543	1.0
			<b>8.0</b>
			<b>65.0</b>

**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>DIVISION</b>				
Administration - Building	\$353,606	\$354,926	\$1,320	0.4%
Building Bylaw Services	\$0	\$852,098	\$852,098	n/a
Building Permit Services	\$948,292	(\$152,656)	(\$1,100,948)	(116.1%)
Transportation Planning	\$671,337	\$974,757	\$303,420	45.2%
<b>Total Net</b>	<b>\$1,973,235</b>	<b>\$2,029,125</b>	<b>\$55,890</b>	<b>2.8%</b>

Account	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
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**REVENUE**

**Other Miscellaneous Revenue**

6990 - Other General Revenue	(\$66,500)	(\$66,500)	\$0	0.0%
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**Recovery of Expenditures**

6735 - Recovery Of Expenses EXTERNAL	(\$609,996)	(\$67,683)	\$542,313	(88.9%)
6999 - Work Auth Recovery INTERNAL	(\$57,699)	(\$57,699)	\$0	0.0%

**Transfers From Other Funds**

7054 - TRANSFER From Reserve Funds	\$321,028	\$286,028	(\$35,000)	(10.9%)
7055 - TRANSFER From Current Funds	(\$151,620)	(\$151,620)	\$0	0.0%

**User Fees, Permits & Charges**

6410 - Licenses & Permits	(\$4,775,156)	(\$5,065,157)	(\$290,001)	6.1%
6460 - Sale Of Goods & Services	(\$2,000)	(\$2,000)	\$0	0.0%
6485 - Bylaw Fines - Courts	(\$136,550)	(\$136,550)	\$0	0.0%
6650 - User Fees- External	(\$300,763)	(\$393,376)	(\$92,613)	30.8%
6725 - Fees&Service Charges EXTERNAL	\$0	(\$188,204)	(\$188,204)	n/a

<b>Total Revenue</b>	<b>(\$5,779,256)</b>	<b>(\$5,842,761)</b>	<b>(\$63,505)</b>	<b>1.1%</b>
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**EXPENSES**

**Financial Expenses**

4540 - Bank Charges	\$82,740	\$82,740	\$0	0.0%
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**Minor Capital**

2150 - Minor Apparatus & Tools	\$1,200	\$1,200	\$0	0.0%
5110 - Machinery & Equipment - TCA	\$1,752	\$1,752	\$0	0.0%

**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
5125 - Computers - PCs	\$1,000	\$1,000	\$0	0.0%
5126 - Computer Software	\$136,895	\$136,895	\$0	0.0%
5130 - Furniture & Furnishings	\$1,366	\$1,366	\$0	0.0%
<b>Operating &amp; Maintenance Supplies</b>				
2010 - Office Supplies	\$11,954	\$11,954	\$0	0.0%
2060 - Computer Supplies	\$800	\$800	\$0	0.0%
2170 - Operating and Other Supplies	\$2,167	\$2,167	\$0	0.0%
2175 - First Aid Safety Supplies	\$1,000	\$1,000	\$0	0.0%
<b>Other Miscellaneous Expenditures</b>				
4020 - Membership Fees & Dues	\$19,481	\$205,481	\$186,000	954.8%
4050 - Training Courses	\$15,068	\$15,068	\$0	0.0%
4155 - Conference Registration	\$5,100	\$5,100	\$0	0.0%
<b>Purchased Services</b>				
2020 - Postage and Courier	\$16,864	\$16,864	\$0	0.0%
2070 - Imaging & Printing External	\$2,842	\$2,842	\$0	0.0%
2085 - Publications and Manuals	\$2,800	\$2,800	\$0	0.0%
2609 - Mileage and car allowance	\$865	\$865	\$0	0.0%
2610 - Travel Expense	\$8,004	\$8,004	\$0	0.0%
2620 - Car Allowance	\$521	\$521	\$0	0.0%
2710 - Telephone Expenses	\$500	\$500	\$0	0.0%
2711 - Cell Phones	\$14,305	\$14,405	\$100	0.7%
2915 - Consulting Services - External	\$1,000	\$1,000	\$0	0.0%
2920 - Legal Services	\$5,000	\$5,000	\$0	0.0%
2925 - Computer Maintenance	\$49,026	\$50,946	\$1,920	3.9%
2940 - Advertising	\$1,000	\$1,000	\$0	0.0%
2950 - Other Prof Services-External	\$37,526	\$37,526	\$0	0.0%
2951 - INTERNAL Service Salary Allocn	\$542,313	\$0	(\$542,313)	(100.0%)
2990 - Business Meeting Expense	\$200	\$200	\$0	0.0%
2995 - Other Purchased Services	\$1,920	\$1,920	\$0	0.0%
3120 - Rental Expense EXTERNAL	\$3,516	\$3,516	\$0	0.0%
3121 - GPS	\$0	\$1,000	\$1,000	n/a
3140 - VehicleRent-Dedicated INTERNAL	\$277,577	\$271,935	(\$5,642)	(2.0%)
3145 - VehicleRent-TempOther INTERNAL	\$1,280	\$24,246	\$22,966	1794.2%
3180 - Computer Rental - INTERNAL	\$32,850	\$34,850	\$2,000	6.1%
3250 - Licenses	\$207	\$207	\$0	0.0%
<b>Salaries &amp; Benefits</b>				
8110 - Salary-Reg.Full Time	\$4,706,898	\$4,926,985	\$220,087	4.7%
8130 - Overtime - Salary	\$10,692	\$10,692	\$0	0.0%
8150 - Salary-Temporary	\$0	\$136,188	\$136,188	n/a

**2022 APPROVED OPERATING BUDGET**

	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>\$ Budget Change</b>	<b>% Budget Change</b>
8170 - Service Pay	\$3,121	\$2,796	(\$325)	(10.4%)
8190 - Other Pay	\$154,670	\$154,670	\$0	0.0%
8210 - Meal Allowance	\$502	\$502	\$0	0.0%
8290 - Clothing - Uniforms	\$7,200	\$10,200	\$3,000	41.7%
8291 - Clothing Allowance	\$100	\$100	\$0	0.0%
8380 - Workers Comp. - Admin.	\$6,000	\$6,000	\$0	0.0%
8381 - Workers Comp. - Medical	\$5,300	\$5,300	\$0	0.0%
8383 - Workers Comp. - Pension	\$13,000	\$13,000	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$1,553,270	\$1,647,684	\$94,414	6.1%
<b>Utilities, Insurance &amp; Taxes</b>				
3210 - Building Insurance	\$6,408	\$6,408	\$0	0.0%
3230 - Liability Insurance	\$4,691	\$4,691	\$0	0.0%
<b>Total Expense</b>	<b>\$7,752,491</b>	<b>\$7,871,886</b>	<b>\$119,395</b>	<b>1.5%</b>
<b>Total Net</b>	<b>\$1,973,235</b>	<b>\$2,029,125</b>	<b>\$55,890</b>	<b>2.8%</b>

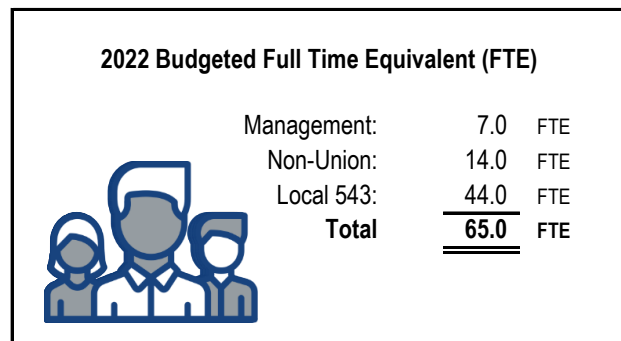
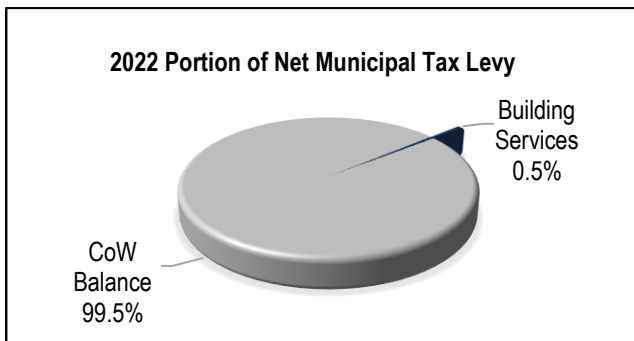
**2022 Operating Budget Variance (3rd Quarter)**

**DEPARTMENTAL OVERVIEW**

*Building Services is responsible for the application and enforcement of the Ontario Building Code and property related Municipal Bylaws. This includes issuing permits and performing inspections for all construction projects, and investigating and enforcing maintenance & land use Bylaws for all private properties.*

Financial Summary	2019	2020	2021	2022
Annual Revenue Budget	n/a	n/a	(\$5,779,256)	(\$5,842,761)
Annual Expense Budget	n/a	n/a	\$7,752,491	\$7,871,886
<b>Annual Net Budget</b>	<b>n/a</b>	<b>n/a</b>	<b>\$1,973,235</b>	<b>\$2,029,125</b>
<b>Annual Net Variance</b>	<b>n/a</b>	<b>n/a</b>	<b>\$61,833</b>	<b>(\$102,000)</b>
<b>Variance as a % of Gross Budget</b>	<b>n/a</b>	<b>n/a</b>	<b>0.8%</b>	<b>(1.3%)</b>

*Historical amounts are not available due to realignment of departments.*



**VARIANCE SUMMARY**

Description	COVID Variance	NON-COVID Variance	OVERALL Variance
Staff Gapping	\$0	\$289,000	\$289,000
Revenue Shortfall	(\$150,000)	(\$266,000)	(\$416,000)
Miscellaneous Expense Savings	\$0	\$25,000	\$25,000
<b>Net Total</b>	<b>(\$150,000)</b>	<b>\$48,000</b>	<b>(\$102,000)</b>

**2022 Operating Budget Variance (3rd Quarter)****VARIANCE DESCRIPTION**

*The total departmental projected year-end variance is:* **(\$102,000)**      **Deficit**

**Staff Gapping: \$289,000**

The delay in the hiring of several positions for the Building Department and Transportation Planning is the key factor contributing to the anticipated staff gapping surplus. In addition, timing issues related to recruitments, hiring setbacks and unexpected staff turnover are also factors that are currently contributing to this surplus.

**Revenue Deficit: (\$416,000)**

The Building By-law revenue by the end of the year is expected to have a revenue shortfall of (\$400,000). Fees collected by By-law relates to the enforcement of property standards, residential rental property conditions and the upkeep of vacant buildings. The pandemic is still a major factor contributing to this revenue shortfall as approximately (\$150,000) of the (\$400,000) is estimated to be a direct result of; the Provincial lockdown that occurred early in the year which impacted enforcement activity, suspension of the court system, and the COVID-19 impact on landlords and tenants alike. City staff have attempted to accommodate residents given the circumstances surrounding the pandemic, however, it has had an impact on revenue. Transportation Planning is also expected to end the year in a revenue shortfall position of (\$16,000) due to the current inability to perform recovery work for one of the positions.

**Miscellaneous Expense Savings: \$25,000**

The Building department and Transportation Planning overall achieved a miscellaneous expense savings of \$25,000 due to reduced travel and training, and other operating expenses.

**MITIGATING STEPS**

Administration has made concerted efforts to hold the line where possible on discretionary expenses within its control including delaying of staff recruitments while navigating the challenging situation of the past year and striving to maintain a respectable and safe level of service.

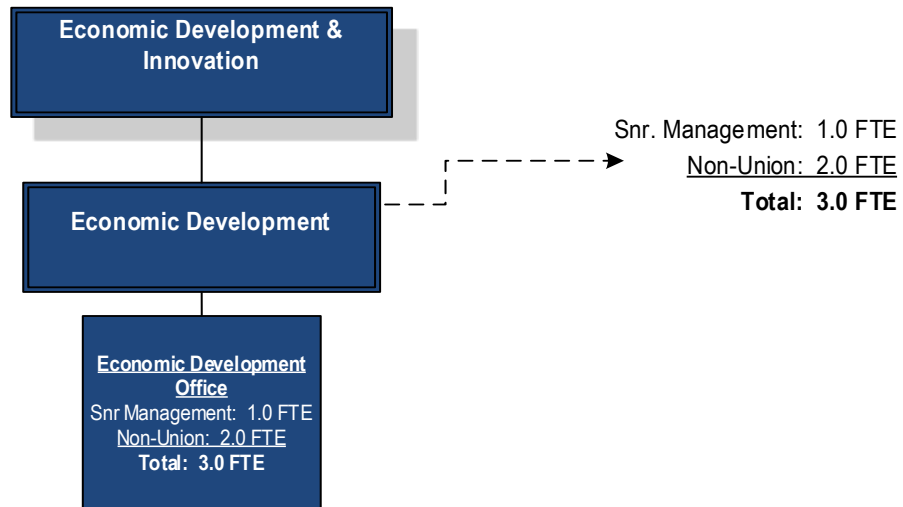


**2022 APPROVED OPERATING BUDGET**

**DESCRIPTION**

Economic Development is responsible for attracting new business development to the region and helping retain existing businesses that foster a vibrant, economically diverse city.

**2022 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
<b>Economic Development Office</b>			
Commissioner, Economic Development & Innovation	RFT	Sr. Manangement	1.0
Senior Economic Development Officer	RFT	Non-Union	1.0
Executive Administrative Assistant	RFT	Non-Union	1.0
			<b>3.0</b>
			<b>3.0</b>

**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>DIVISION</b>				
Economic Development Office	\$146,742	\$1,364,556	\$1,217,814	829.9%
<b>Total Net</b>	<b>\$146,742</b>	<b>\$1,364,556</b>	<b>\$1,217,814</b>	<b>829.9%</b>

Account	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>EXPENSES</b>				
<b>Minor Capital</b>				
5125 - Computers - PCs	\$0	\$1,500	\$1,500	n/a
<b>Operating &amp; Maintenance Supplies</b>				
2060 - Computer Supplies	\$100	\$100	\$0	0.0%
<b>Other Miscellaneous Expenditures</b>				
4155 - Conference Registration	\$1,500	\$1,500	\$0	0.0%
<b>Purchased Services</b>				
2070 - Imaging & Printing External	\$200	\$200	\$0	0.0%
2610 - Travel Expense	\$4,000	\$4,000	\$0	0.0%
2620 - Car Allowance	\$770	\$5,770	\$5,000	649.4%
2711 - Cell Phones	\$600	\$1,150	\$550	91.7%
2925 - Computer Maintenance	\$480	\$1,440	\$960	200.0%
2940 - Advertising	\$400	\$400	\$0	0.0%
2950 - Other Prof Services-External	\$0	\$70,000	\$70,000	n/a
2990 - Business Meeting Expense	\$400	\$400	\$0	0.0%
3180 - Computer Rental - INTERNAL	\$400	\$1,600	\$1,200	300.0%
<b>Salaries &amp; Benefits</b>				
8110 - Salary-Reg.Full Time	\$103,679	\$347,417	\$243,738	235.1%
8190 - Other Pay	\$0	\$814,432	\$814,432	n/a
8399 - Fringe Benefits (Dept.)	\$34,213	\$114,647	\$80,434	235.1%
<b>Total Expense</b>	<b>\$146,742</b>	<b>\$1,364,556</b>	<b>\$1,217,814</b>	<b>829.9%</b>
<b>Total Net</b>	<b>\$146,742</b>	<b>\$1,364,556</b>	<b>\$1,217,814</b>	<b>829.9%</b>

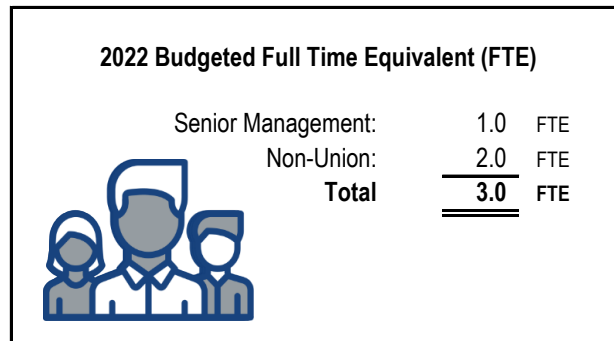
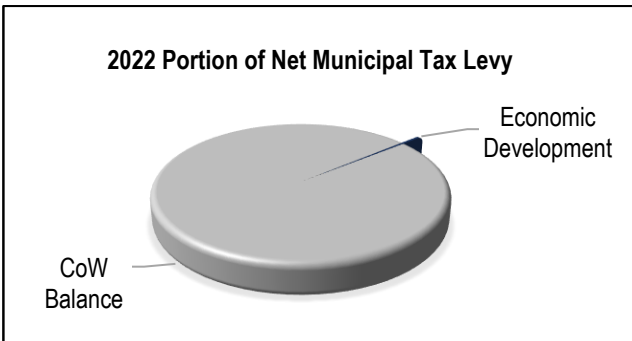
**2022 Operating Budget Variance (3rd Quarter)**

**DEPARTMENTAL OVERVIEW**

*Economic Development is responsible for attracting new business development to the region and helping retain existing businesses that foster a vibrant, economically diverse city.*

Financial Summary	2019	2020	2021	2022
Annual Revenue Budget	n/a	n/a	\$0	\$0
Annual Expense Budget	n/a	n/a	\$146,472	\$1,364,556
<b>Annual Net Budget</b>	<b>n/a</b>	<b>n/a</b>	<b>\$146,472</b>	<b>\$1,364,556</b>
<b>Annual Net Variance</b>	<b>n/a</b>	<b>n/a</b>	<b>\$0</b>	<b>\$0</b>
<b>Variance as a % of Gross Budget</b>	<b>n/a</b>	<b>n/a</b>	<b>0.0%</b>	<b>0.0%</b>

*Historical amounts are not available due to creation of department in 2022.*



**VARIANCE DESCRIPTION**

**The total departmental projected year-end variance is: \$0**

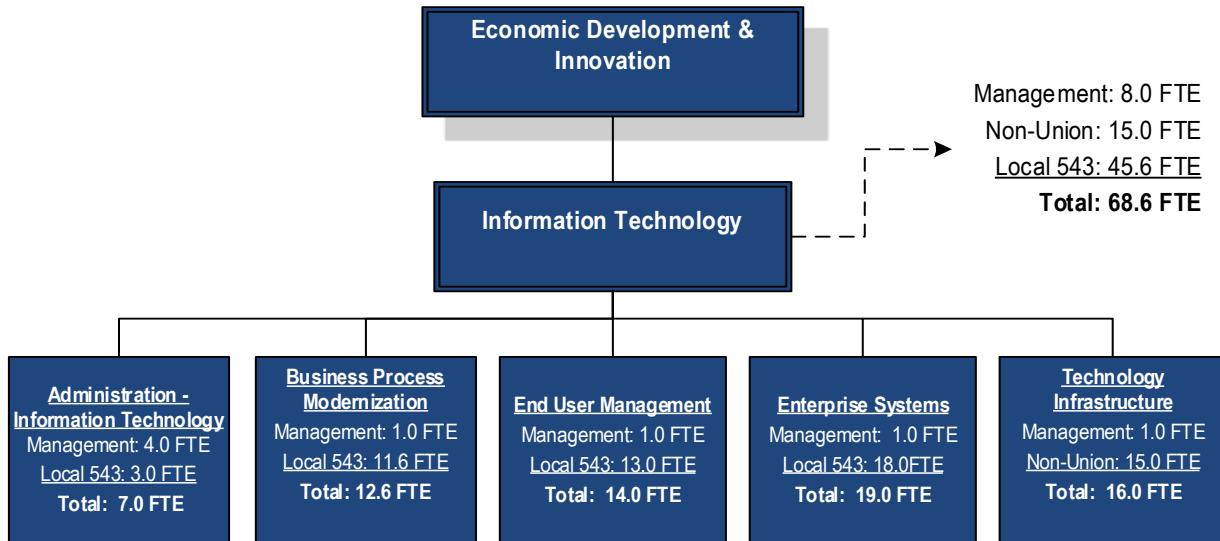
The Economic Development Office is a newly created department and therefore, while there may be anticipated savings in 2022, any surplus realized at year-end will be requested to be carried forward to the following year in an effort to assist in the department's start-up costs. Given the anticipated budget carry-forwards, no significant variances are projected at this time.

**2022 APPROVED OPERATING BUDGET**

**DESCRIPTION**

Provides technology planning, support and operations, which enables City services, and drives efficiencies. Committed to providing innovative, reliable, responsive and secure solutions that align business, process and technology. Provides and supports the systems, applications, computers, networks, data, internet access, security and policies that are critical to the delivery of City services.

**2022 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
<b>Administration - Information Technology</b>			
Chief Information Officer/ExDir, Information Technology	RFT	Management	1.0
Program Manager, Corporate Project	RFT	Management	3.0
Business Analyst	RFT	Local 543	1.0
Administrative Assistant/Sec.	RFT	Local 543	1.0
Technical Support Clerk	RFT	Local 543	1.0
			<b>7.0</b>
<b>Business Process Modernization</b>			
Manager, Business Process Modernization	RFT	Management	1.0
Business Analyst	RFT	Local 543	8.0
Analyst Programmer	RFT	Local 543	2.0
Analyst Programmer	RPT	Local 543	0.6
Multimedia Solutions Analyst	RFT	Local 543	1.0
			<b>12.6</b>
<b>End User Management</b>			
Mgr, End User Support	RFT	Management	1.0
P.C. Support Analyst	RFT	Local 543	13.0
			<b>14.0</b>
<b>Enterprise Systems</b>			
Manager, Enterprise Systems	RFT	Management	1.0
Analyst Programmer	RFT	Local 543	9.0
Enterprise Support Analyst	RFT	Local 543	8.0
Enterprise Support Analyst II	RFT	Local 543	1.0
			<b>19.0</b>
<b>Technology Infrastructure</b>			
Deputy CIO/Manager, Tech Infrastructure	RFT	Management	1.0
Technical Support Analyst	RFT	Non-Union	15.0
			<b>16.0</b>
			<b>68.6</b>

**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>DIVISION</b>				
Administration - Info. Tech.	\$625,383	\$631,514	\$6,131	1.0%
Business Process Modernization	\$1,366,921	\$1,367,663	\$742	0.1%
End User Management	\$908,323	\$899,634	(\$8,689)	(1.0%)
Enterprise Systems	\$1,961,867	\$2,008,607	\$46,740	2.4%
Technology Infrastructure	\$2,477,525	\$2,459,874	(\$17,651)	(0.7%)
<b>Total Net</b>	<b>\$7,340,019</b>	<b>\$7,367,292</b>	<b>\$27,273</b>	<b>0.4%</b>

Account	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>REVENUE</b>				
<b>Recovery of Expenditures</b>				
6740 - Recovery of Salaries-INTERNAL	(\$1,071,630)	(\$1,321,024)	(\$249,394)	23.3%
6742 - Recovery of Fringes INTERNAL	(\$55,218)	(\$166,268)	(\$111,050)	201.1%
<b>User Fees, Permits &amp; Charges</b>				
6650 - User Fees- External	(\$72,784)	(\$62,784)	\$10,000	(13.7%)
6651 - Fees and Recoveries INTERNAL	(\$162,672)	(\$159,299)	\$3,373	(2.1%)
6725 - Fees&Service Charges EXTERNAL	(\$250)	\$0	\$250	(100.0%)
<b>Total Revenue</b>	<b>(\$1,362,554)</b>	<b>(\$1,709,375)</b>	<b>(\$346,821)</b>	<b>25.5%</b>

**EXPENSES**

**Minor Capital**

2150 - Minor Apparatus & Tools	\$72,238	\$77,038	\$4,800	6.6%
5126 - Computer Software	\$389,732	\$423,588	\$33,856	8.7%

**Operating & Maintenance Supplies**

2010 - Office Supplies	\$5,191	\$5,191	\$0	0.0%
2170 - Operating and Other Supplies	\$366	\$326	(\$40)	(10.9%)

**Other Miscellaneous Expenditures**

4020 - Membership Fees & Dues	\$158,551	\$158,551	\$0	0.0%
4050 - Training Courses	\$20,141	\$20,141	\$0	0.0%
4155 - Conference Registration	\$5,100	\$5,100	\$0	0.0%

**2022 APPROVED OPERATING BUDGET**

	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>\$ Budget Change</b>	<b>% Budget Change</b>
<b>Purchased Services</b>				
2020 - Postage and Courier	\$50	\$50	\$0	0.0%
2085 - Publications and Manuals	\$100	\$100	\$0	0.0%
2609 - Mileage and car allowance	\$450	\$450	\$0	0.0%
2610 - Travel Expense	\$18,736	\$18,736	\$0	0.0%
2620 - Car Allowance	\$75	\$75	\$0	0.0%
2710 - Telephone Expenses	\$251,673	\$218,508	(\$33,165)	(13.2%)
2925 - Computer Maintenance	\$197,152	\$203,335	\$6,183	3.1%
2927 - Computer & SW Maint-External	\$38,723	\$38,723	\$0	0.0%
2950 - Other Prof Services-External	\$175,000	\$175,000	\$0	0.0%
2990 - Business Meeting Expense	\$750	\$750	\$0	0.0%
3180 - Computer Rental - INTERNAL	\$32,500	\$38,650	\$6,150	18.9%
<b>Salaries &amp; Benefits</b>				
8110 - Salary-Reg.Full Time	\$5,439,812	\$5,706,068	\$266,256	4.9%
8115 - Salary-Reg.Part Time	\$46,663	\$46,663	\$0	0.0%
8130 - Overtime - Salary	\$14,808	\$16,508	\$1,700	11.5%
8170 - Service Pay	\$5,655	\$6,143	\$488	8.6%
8190 - Other Pay	\$1,600	\$1,600	\$0	0.0%
8192 - Shift Differential	\$5,000	\$5,000	\$0	0.0%
8210 - Meal Allowance	\$1,935	\$1,935	\$0	0.0%
8380 - Workers Comp. - Admin.	\$750	\$750	\$0	0.0%
8381 - Workers Comp. - Medical	\$1,500	\$1,500	\$0	0.0%
8383 - Workers Comp. - Pension	\$3,000	\$3,000	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$1,803,546	\$1,891,412	\$87,866	4.9%
<b>Utilities, Insurance &amp; Taxes</b>				
3210 - Building Insurance	\$5,185	\$5,185	\$0	0.0%
3230 - Liability Insurance	\$6,591	\$6,591	\$0	0.0%
<b>Total Expense</b>	<b>\$8,702,573</b>	<b>\$9,076,667</b>	<b>\$374,094</b>	<b>4.3%</b>
<b>Total Net</b>	<b>\$7,340,019</b>	<b>\$7,367,292</b>	<b>\$27,273</b>	<b>0.4%</b>

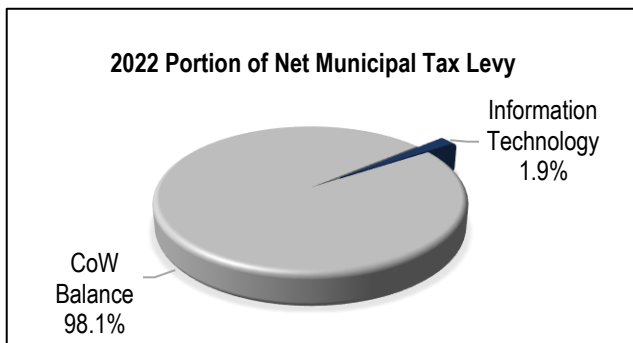


**2022 Operating Budget Variance (3rd Quarter)**


**DEPARTMENTAL OVERVIEW**

Provides technology planning, support and operations, which enables City services, and drives efficiencies. Committed to providing innovative, reliable, responsive and secure solutions that align business, process and technology. Provides and supports the systems, applications, computers, networks, data, internet access, security and policies that are critical to the delivery of City services.

Financial Summary	2019	2020	2021	2022
Annual Revenue Budget	(\$1,415,439)	(\$1,275,439)	(\$1,362,554)	(\$1,709,375)
Annual Expense Budget	\$8,260,494	\$8,224,564	\$8,702,573	\$9,076,667
<b>Annual Net Budget</b>	<b>\$6,845,055</b>	<b>\$6,949,125</b>	<b>\$7,340,019</b>	<b>\$7,367,292</b>
<b>Annual Net Variance</b>	<b>\$17,909</b>	<b>\$32,736</b>	<b>\$179,778</b>	<b>\$70,000</b>
<b>Variance as a % of Gross Budget</b>	<b>0.2%</b>	<b>0.4%</b>	<b>2.1%</b>	<b>0.8%</b>



**2022 Budgeted Full Time Equivalent (FTE)**



Management:	8.0	FTE
Non-Union:	15.0	FTE
Local 543:	45.6	FTE
<b>Total</b>	<b>68.6</b>	<b>FTE</b>

**VARIANCE SUMMARY**

Description	COVID Variance	NON-COVID Variance	OVERALL Variance
Salary Related	\$0	(\$50,000)	(\$50,000)
Connectivity Savings	\$0	\$40,000	\$40,000
Various Miscellaneous	\$0	\$80,000	\$80,000
<b>Net Total</b>	<b>\$0</b>	<b>\$70,000</b>	<b>\$70,000</b>

**VARIANCE DESCRIPTION**

**The total departmental projected year-end variance is: \$70,000 Surplus**

**Salary Related: (\$50,000)**

As a result of a recent Joint Job Evaluation (JJE) decision, there is a deficit of (\$145,000) related to retro payments and a resulting salary shortfall for the balance of the year. It is likely this deficit will be partially mitigated by intermittent vacancies and overall salary gapping estimated at \$95,000 resulting in an overall deficit of approximately (\$50,000). It should be noted that deficit related to job evaluations is offset by the corporate contingency provision that exists for this purpose.

**2022 Operating Budget Variance (3rd Quarter)**

**Connectivity Savings: \$40,000**

A reduction in connectivity costs, resulting from newly negotiated contracts, have contributed to an anticipated surplus which will be partially offset by the additional cost of integrating MS Teams with the corporate phone system. Overall, a surplus of approximately \$40,000 is anticipated.

**Various Miscellaneous: \$80,000**

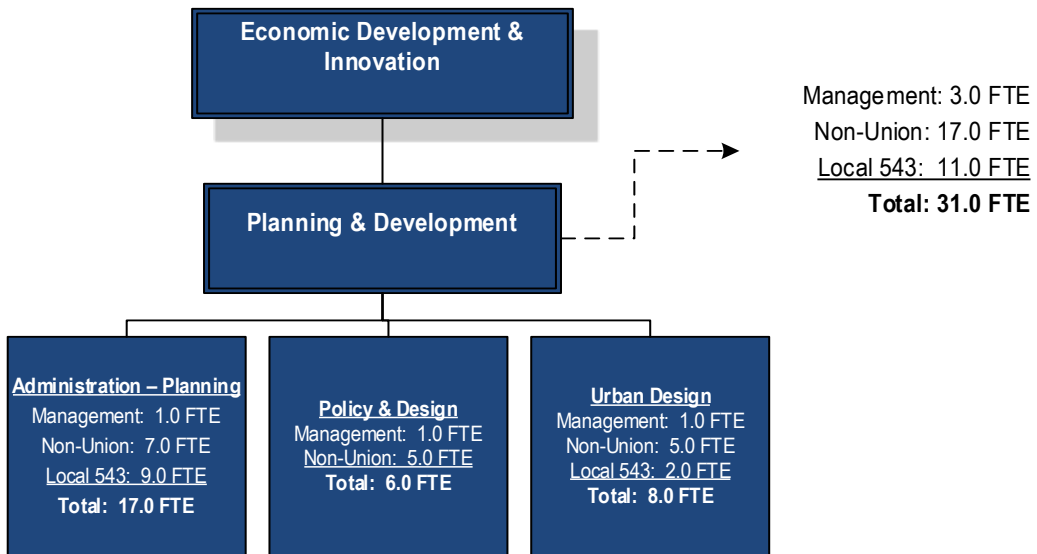
Various miscellaneous line items of approximately \$80,000 within the department are contributing to the Y/E variance.

**2022 APPROVED OPERATING BUDGET**

**DESCRIPTION**

Planning Services is responsible for the preparation and implementation of plans regarding land use and development including the Official Plan & Zoning By-law. The division reviews, processes and makes recommendations to Council on land development applications as set out in the Planning Act of Ontario.

**2022 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
<b>Administration - Planning &amp; Building</b>			
City Planner/Exec Dir Planning & Development Services	RFT	Management	1.0
Planner III - Zoning	RFT	Non-Union	1.0
PlannerIII - Subdivisions	RFT	Non-Union	2.0
Planner III - Site Plan Approval Officer	RFT	Non-Union	2.0
PlannerII- Development Review	RFT	Non-Union	1.0
PlannerII-Research & Gen. Dev.	RFT	Non-Union	1.0
Administrative Assistant	RFT	Local 543	1.0
Zoning Coordinator	RFT	Local 543	2.0
Sec/Treasurer Comm of Adj.	RFT	Local 543	1.0
Development Planning Tech	RFT	Local 543	1.0
Street & Alley Legal Clerk	RFT	Local 543	1.0
Secretary to Mgr, Development Applications	RFT	Local 543	1.0
Comm. of Adjustment Clerk	RFT	Local 543	1.0
Clerk Steno Senior	RFT	Local 543	1.0
			<b>17.0</b>
<b>Policy &amp; Design</b>			
Mgr, Planning Policy	RFT	Management	1.0
Planner III - Economic Develop	RFT	Non-Union	1.0
PlannerIII -Heritage	RFT	Non-Union	1.0
Planner III- Policy & Special Studies	RFT	Non-Union	1.0
Planner II - Revitalization & Policy Initiatives	RFT	Non-Union	1.0
PlannerII-Resrch&PolicySupport	RFT	Non-Union	1.0
			<b>6.0</b>
<b>Urban Design</b>			
Mgr, Urban Design	RFT	Management	1.0
Planner III-Speical Projects	RFT	Non-Union	2.0
Planner III Senior Urban Design	RFT	Non-Union	1.0
Landscape Architect	RFT	Non-Union	1.0
Planner II-Res & DesignSupport	RFT	Non-Union	1.0
Planning Technician	RFT	Local 543	1.0
Clerk-Steno (Planning)	RFT	Local 543	1.0
			<b>8.0</b>
			<b>31.0</b>

**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>DIVISION</b>				
Administration - Planning	\$998,239	\$1,147,546	\$149,307	15.0%
Policy & Design	\$963,509	\$961,183	(\$2,326)	(0.2%)
Urban Design	\$1,199,970	\$1,066,297	(\$133,673)	(11.1%)
<b>Total Net</b>	<b>\$3,161,718</b>	<b>\$3,175,026</b>	<b>\$13,308</b>	<b>0.4%</b>

Account	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
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**REVENUE**

**User Fees, Permits & Charges**

6410 - Licenses & Permits	(\$25,250)	(\$25,250)	\$0	0.0%
6650 - User Fees- External	(\$872,596)	(\$872,596)	\$0	0.0%
6725 - Fees&Service Charges EXTERNAL	\$0	(\$36,425)	(\$36,425)	n/a

<b>Total Revenue</b>	<b>(\$897,846)</b>	<b>(\$934,271)</b>	<b>(\$36,425)</b>	<b>4.1%</b>
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**EXPENSES**

**Minor Capital**

2150 - Minor Apparatus & Tools	\$200	\$200	\$0	0.0%
2230 - Infrastructure Maint. Material	\$1,920	\$1,920	\$0	0.0%
2530 - Equipment Repairs	\$552	\$552	\$0	0.0%
5110 - Machinery & Equipment - TCA	\$100	\$100	\$0	0.0%
5111 - Machinery & Equipment -Non TCA	\$1,400	\$1,400	\$0	0.0%
5125 - Computers - PCs	\$2,800	\$2,800	\$0	0.0%
5126 - Computer Software	\$33,671	\$33,671	\$0	0.0%
5130 - Furniture & Furnishings	\$1,292	\$1,292	\$0	0.0%

**Operating & Maintenance Supplies**

2010 - Office Supplies	\$13,556	\$13,556	\$0	0.0%
2170 - Operating and Other Supplies	\$6,376	\$6,376	\$0	0.0%

**Other Miscellaneous Expenditures**

4020 - Membership Fees & Dues	\$18,099	\$18,099	\$0	0.0%
4050 - Training Courses	\$11,979	\$11,979	\$0	0.0%
4155 - Conference Registration	\$7,000	\$7,000	\$0	0.0%
4295 - Public Relations	\$7,800	\$7,800	\$0	0.0%

**2022 APPROVED OPERATING BUDGET**

	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>\$ Budget Change</b>	<b>% Budget Change</b>
<b>Purchased Services</b>				
2020 - Postage and Courier	\$4,940	\$4,940	\$0	0.0%
2070 - Imaging & Printing External	\$5,560	\$5,560	\$0	0.0%
2085 - Publications and Manuals	\$2,760	\$2,760	\$0	0.0%
2609 - Mileage and car allowance	\$4,324	\$4,324	\$0	0.0%
2610 - Travel Expense	\$16,115	\$16,115	\$0	0.0%
2620 - Car Allowance	\$6,506	\$6,506	\$0	0.0%
2710 - Telephone Expenses	\$1,702	\$1,702	\$0	0.0%
2711 - Cell Phones	\$3,477	\$3,477	\$0	0.0%
2920 - Legal Services	\$11,000	\$11,000	\$0	0.0%
2925 - Computer Maintenance	\$20,520	\$21,000	\$480	2.3%
2940 - Advertising	\$48,094	\$48,094	\$0	0.0%
2950 - Other Prof Services-External	\$46,592	\$46,592	\$0	0.0%
2990 - Business Meeting Expense	\$2,200	\$2,200	\$0	0.0%
2995 - Other Purchased Services	\$7,614	\$7,614	\$0	0.0%
3120 - Rental Expense EXTERNAL	\$6,828	\$6,828	\$0	0.0%
3170 - Facility Rental INTERNAL	\$1,100	\$1,100	\$0	0.0%
3180 - Computer Rental - INTERNAL	\$17,500	\$17,900	\$400	2.3%
<b>Salaries &amp; Benefits</b>				
8110 - Salary-Reg.Full Time	\$2,727,876	\$2,737,832	\$9,956	0.4%
8130 - Overtime - Salary	\$5,748	\$5,748	\$0	0.0%
8150 - Salary-Temporary	\$36,526	\$36,526	\$0	0.0%
8160 - Hourly-Temporary	\$0	\$31,737	\$31,737	n/a
8170 - Service Pay	\$2,015	\$2,080	\$65	3.2%
8190 - Other Pay	\$2,340	\$2,340	\$0	0.0%
8210 - Meal Allowance	\$936	\$936	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$906,034	\$913,129	\$7,095	0.8%
<b>Utilities, Insurance &amp; Taxes</b>				
3210 - Building Insurance	\$1,370	\$1,370	\$0	0.0%
3230 - Liability Insurance	\$7,942	\$7,942	\$0	0.0%
<b>Total Expense</b>	<b>\$4,004,364</b>	<b>\$4,054,097</b>	<b>\$49,733</b>	<b>1.2%</b>
<b>Total Net</b>	<b>\$3,106,518</b>	<b>\$3,119,826</b>	<b>\$13,308</b>	<b>0.4%</b>

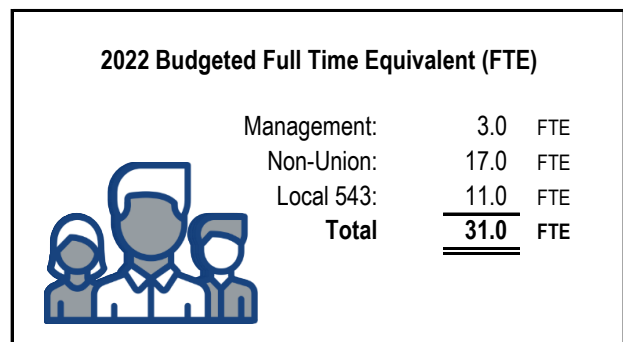
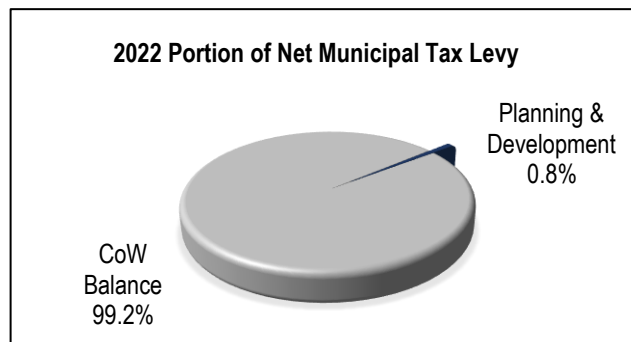
**2022 Operating Budget Variance (3rd Quarter)**

**DEPARTMENTAL OVERVIEW**

Planning Services is responsible for the preparation and implementation of plans regarding land use and development including the Official Plan & Zoning By-law. The division reviews, processes and makes recommendations to Council on land development applications as set out in the Planning Act of Ontario.

Financial Summary	2019	2020	2021	2022
Annual Revenue Budget	n/a	n/a	(\$897,846)	(\$934,271)
Annual Expense Budget	n/a	n/a	\$4,059,564	\$4,109,297
<b>Annual Net Budget</b>	<b>n/a</b>	<b>n/a</b>	<b>\$3,161,718</b>	<b>\$3,175,026</b>
Annual Net Variance	n/a	n/a	\$793,151	\$571,000
Variance as a % of Gross Budget	n/a	n/a	19.5%	13.9%

Historical amounts are not available due to realignment of departments.



**VARIANCE SUMMARY**

Description	COVID Variance	NON-COVID Variance	OVERALL Variance
Staff Gapping	\$0	\$108,000	\$108,000
Revenue Surplus	\$0	\$438,000	\$438,000
Miscellaneous Expense Savings	\$0	\$25,000	\$25,000
<b>Net Total</b>	<b>\$0</b>	<b>\$571,000</b>	<b>\$571,000</b>

## 2022 Operating Budget Variance (3rd Quarter)

### VARIANCE DESCRIPTION

*The total departmental projected year-end variance is:* **\$571,000**      **Surplus**

**Staff Gapping: \$108,000**

Staff gapping is one of the contributing factors to the overall surplus variance within the Planning Department. The delay in the hiring of three positions as well as an additional position that remains vacant have contributed to the current anticipated surplus. Hopefully, any future unexpected staff turnover for the rest of the year will be kept to a minimum.

**Revenue Surplus: \$438,000**

The Planning area is expected to end the year with a revenue surplus of \$438,000 in the area of Development Applications.

**Miscellaneous Expense Savings: \$25,000**

The Planning Department is projecting miscellaneous expenditure savings of approximately \$25,000 for the year. The majority of the savings is expected to come from reduced Travel, Conferences, Training and Public Relations, as well as other various Operating expenses.

### MITIGATING STEPS

Administration has made concerted efforts to hold the line where possible on discretionary expenses within its control including delaying of staff recruitments while navigating the challenging situation of the past year and striving to maintain a respectable and safe level of service.

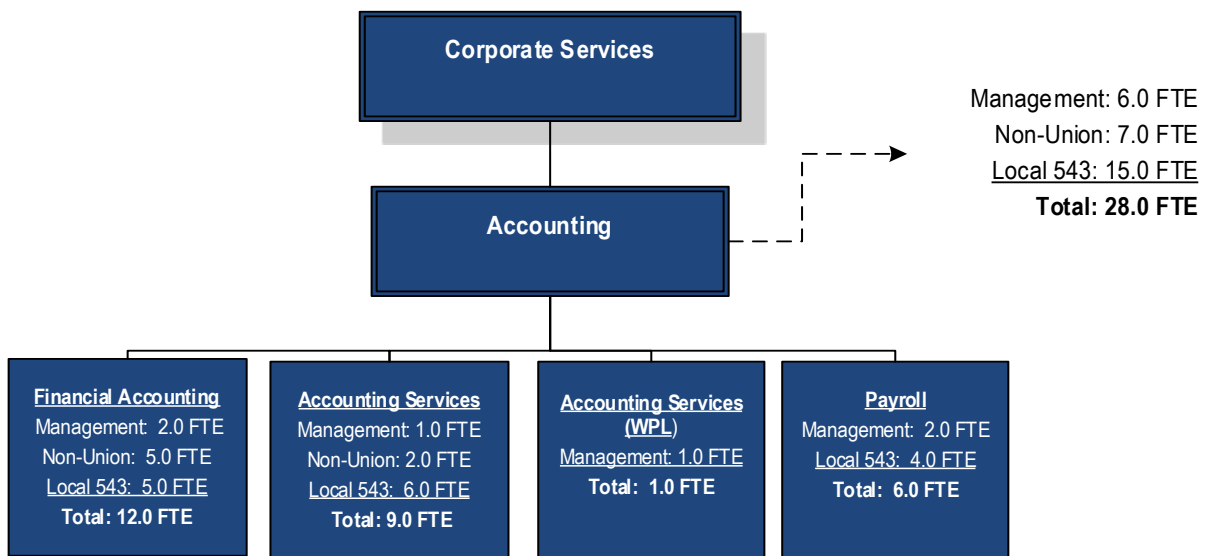


**2022 APPROVED OPERATING BUDGET**

**DESCRIPTION**

The Accounting department provides accounts payable, accounts receivable, accounting and payroll services to the organization.

**2022 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2022 APPROVED STAFF ESTABLISHMENT**

<b>Position</b>	<b>Status</b>	<b>Profile</b>	<b>FTE</b>
<b>Accounting Services</b>			
Mgr. Accounting Services	RFT	Management	1.0
Financial Analyst	RFT	Non-Union	2.0
Accounts Receivable Clerk	RFT	Local 543	1.0
Accounts Payable Vendor Control Specialist	RFT	Local 543	1.0
General Accounts Payable Clerk	RFT	Local 543	2.0
Accounts Payable Control Clerk	RFT	Local 543	1.0
Administrative Clerk	RFT	Local 543	1.0
			<b>9.0</b>
<b>Accounting Services (WPL)</b>			
Manager Financial Accounting - WPL	RFT	Management	1.0
			<b>1.0</b>
<b>Financial Accounting</b>			
Deputy Treasurer-Financial Accounting & Corporate Controls	RFT	Management	1.0
Mgr, of Financial Accounting	RFT	Management	1.0
Financial Admin-Capital Assets	RFT	Non-Union	1.0
Corporate Controls Coordinator	RFT	Non-Union	2.0
Financial Analyst	RFT	Non-Union	1.0
Finance Policy & Procedure Coordinator	RFT	Non-Union	1.0
Financial Analysis Acctg Clk	RFT	Local 543	1.0
Financial Reconciliation Clerk	RFT	Local 543	2.0
Financial Reconciliation Clerk - Social Services	RFT	Local 543	1.0
Accounting Clerk	RFT	Local 543	1.0
			<b>12.0</b>
<b>Payroll</b>			
Manager of Corporate Payroll Administration & Compliance	RFT	Management	1.0
Payroll Supervisor	RFT	Management	1.0
Payroll Control & Reporting Specialist	RFT	Local 543	4.0
			<b>6.0</b>
			<b>28.0</b>

**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>DIVISION</b>				
Financial Accounting	\$1,078,672	\$1,037,165	(\$41,507)	(3.8%)
Accounting Services	\$757,793	\$776,942	\$19,149	2.5%
Accounting Services (WPL)	\$0	\$0	\$0	n/a
Payroll	\$463,374	\$515,025	\$51,651	11.1%
<b>Total Net</b>	<b>\$2,299,839</b>	<b>\$2,329,132</b>	<b>\$29,293</b>	<b>1.3%</b>

Account	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
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**REVENUE**

**Recovery of Expenditures**

6735 - Recovery Of Expenses EXTERNAL	(\$145,820)	(\$185,820)	(\$40,000)	27.4%
6740 - Recovery of Salaries-INTERNAL	(\$155,722)	(\$146,207)	\$9,515	(6.1%)
6742 - Recovery of Fringes INTERNAL	(\$51,387)	(\$48,251)	\$3,136	(6.1%)

**Transfers From Other Funds**

7054 - TRANSFER From Reserve Funds	(\$74,045)	(\$212,325)	(\$138,280)	186.8%
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**User Fees, Permits & Charges**

6651 - Fees and Recoveries INTERNAL	(\$238,600)	(\$238,600)	\$0	0.0%
6654 - Return Cheque Service Fee	(\$1,900)	(\$1,900)	\$0	0.0%

<b>Total Revenue</b>	<b>(\$667,474)</b>	<b>(\$833,103)</b>	<b>(\$165,629)</b>	<b>24.8%</b>
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**EXPENSES**

**Minor Capital**

5126 - Computer Software	\$2,500	\$2,500	\$0	0.0%
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**Other Miscellaneous Expenditures**

4020 - Membership Fees & Dues	\$10,075	\$10,075	\$0	0.0%
4050 - Training Courses	\$4,854	\$4,854	\$0	0.0%
4155 - Conference Registration	\$2,894	\$2,894	\$0	0.0%

**Purchased Services**

2085 - Publications and Manuals	\$1,224	\$1,224	\$0	0.0%
2609 - Mileage and car allowance	\$44	\$44	\$0	0.0%
2610 - Travel Expense	\$5,120	\$5,120	\$0	0.0%

**2022 APPROVED OPERATING BUDGET**

	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>\$ Budget Change</b>	<b>% Budget Change</b>
2711 - Cell Phones	\$550	\$550	\$0	0.0%
2925 - Computer Maintenance	\$12,513	\$13,953	\$1,440	11.5%
2950 - Other Prof Services-External	\$273,020	\$273,020	\$0	0.0%
3180 - Computer Rental - INTERNAL	\$10,600	\$11,800	\$1,200	11.3%
<b>Salaries &amp; Benefits</b>				
8110 - Salary-Reg.Full Time	\$1,910,628	\$1,963,857	\$53,229	2.8%
8130 - Overtime - Salary	\$14,065	\$14,065	\$0	0.0%
8170 - Service Pay	\$585	\$585	\$0	0.0%
8190 - Other Pay	\$87,197	\$208,681	\$121,484	139.3%
8210 - Meal Allowance	\$936	\$936	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$630,508	\$648,077	\$17,569	2.8%
<b>Total Expense</b>	<b>\$2,964,813</b>	<b>\$3,159,735</b>	<b>\$194,922</b>	<b>6.6%</b>
<b>Total Net</b>	<b>\$2,297,339</b>	<b>\$2,326,632</b>	<b>\$29,293</b>	<b>1.3%</b>

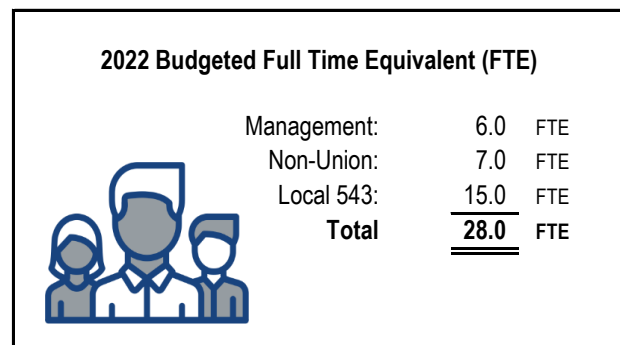
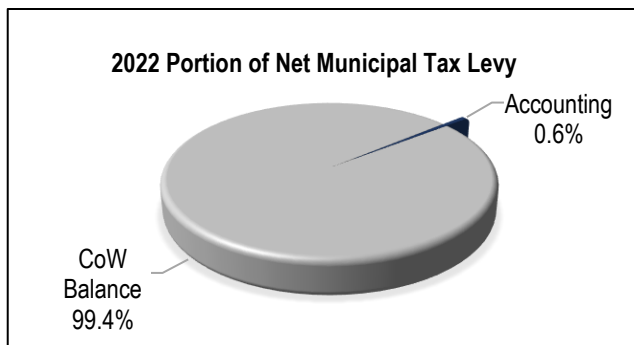
**2022 Operating Budget Variance (3rd Quarter)**

**DEPARTMENTAL OVERVIEW**

The Accounting department provides accounts payable, accounts receivable, accounting and payroll services to the organization.

Financial Summary	2019	2020	2021	2022
Annual Revenue Budget	n/a	n/a	(\$667,474)	(\$833,103)
Annual Expense Budget	n/a	n/a	\$2,964,813	\$3,162,235
<b>Annual Net Budget</b>	<b>n/a</b>	<b>n/a</b>	<b>\$2,297,339</b>	<b>\$2,329,132</b>
Annual Net Variance	n/a	n/a	n/a	\$56,000
Variance as a % of Gross Budget	n/a	n/a	n/a	1.8%

Historical amounts are not available due to realignment of departments.



**VARIANCE SUMMARY**

Description	COVID Variance	NON-COVID Variance	OVERALL Variance
Salaries	\$0	\$56,000	\$56,000
<b>Net Total</b>	<b>\$0</b>	<b>\$56,000</b>	<b>\$56,000</b>

**VARIANCE DESCRIPTION**

The total departmental projected year-end variance is: **\$56,000 Surplus**

**Salaries: \$56,000**

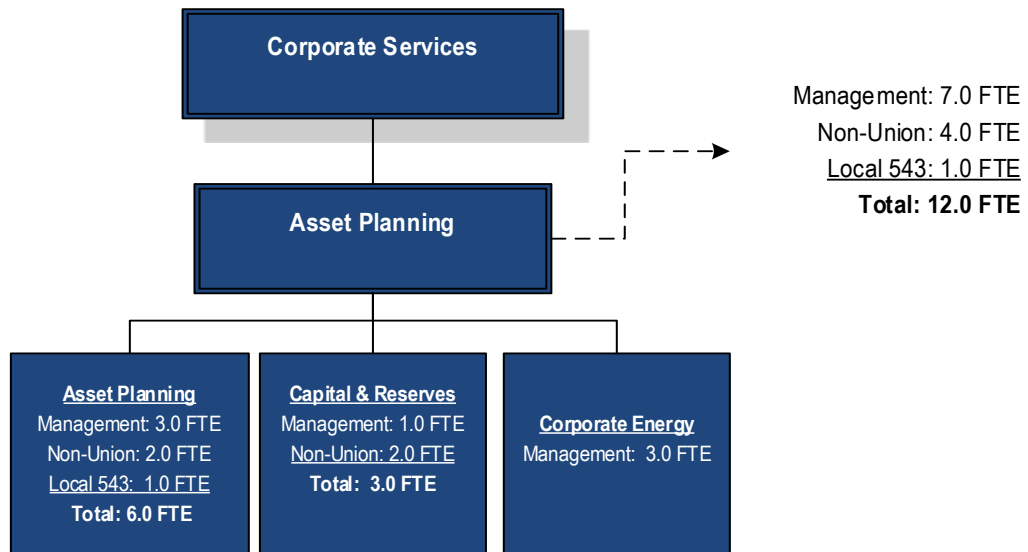
A year-end surplus of approximately \$56,000 is projected in the Financial Accounting department as a result of staff gapping.

**2022 APPROVED OPERATING BUDGET**

**DESCRIPTION**

The Asset Planning department provides asset planning, capital budget development and monitoring, corporate energy management services and capital grant funding programs to the organization.

**2022 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
<b>Asset Planning</b>			
Sen Mgr of Asset Planning	RFT	Management	1.0
Supervisor, Environmental Sustainability & Climate Change	RFT	Management	1.0
Manager, Asset Planning	RFT	Management	1.0
Asset Coordinator	RFT	Non-Union	2.0
Environment & Sustainability Coordinator	RFT	Local 543	1.0
			<b>6.0</b>
<b>Capital &amp; Reserves</b>			
Financial Manager, Asset Planning	RFT	Management	1.0
Senior Capital Analyst	RFT	Non-Union	2.0
			<b>3.0</b>
<b>Corporate Energy</b>			
Manager of Energy Initiatives	RFT	Management	1.0
Supervisor of Energy Contracts	RFT	Management	2.0
			<b>3.0</b>
			<b>12.0</b>

**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>DIVISION</b>				
Asset Planning	\$491,804	\$512,753	\$20,949	4.3%
Capital & Reserves	\$164,018	\$181,181	\$17,163	10.5%
Corporate Energy	\$198,580	\$170,673	(\$27,907)	(14.1%)
<b>Total Net</b>	<b>\$854,402</b>	<b>\$864,607</b>	<b>\$10,205</b>	<b>1.2%</b>

Account	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
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**REVENUE**

**Other Miscellaneous Revenue**

6990 - Other General Revenue	\$0	(\$20,000)	(\$20,000)	n/a
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**Recovery of Expenditures**

6735 - Recovery Of Expenses EXTERNAL	(\$1,960)	(\$880)	\$1,080	(55.1%)
6740 - Recovery of Salaries-INTERNAL	(\$501,588)	(\$430,853)	\$70,735	(14.1%)
6742 - Recovery of Fringes INTERNAL	(\$78,948)	(\$78,139)	\$809	(1.0%)

**Transfers From Other Funds**

7052 - TRANSFER From Capital Projects	(\$84,525)	\$0	\$84,525	(100.0%)
7054 - TRANSFER From Reserve Funds	(\$73,246)	(\$430,618)	(\$357,372)	487.9%

**User Fees, Permits & Charges**

6651 - Fees and Recoveries INTERNAL	(\$1,430)	(\$1,430)	\$0	0.0%
6690 - Sewer Surcharge Recoveries	\$0	(\$49,000)	(\$49,000)	n/a

<b>Total Revenue</b>	<b>(\$741,697)</b>	<b>(\$1,010,920)</b>	<b>(\$269,223)</b>	<b>36.3%</b>
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**EXPENSES**

**Minor Capital**

5125 - Computers - PCs	\$500	\$500	\$0	0.0%
5475 - Non-Tendered Construction Cost	\$0	\$7,000	\$7,000	n/a

**Operating & Maintenance Supplies**

2170 - Operating and Other Supplies	\$0	\$3,700	\$3,700	n/a
2180 - Program Supplies	\$0	\$18,200	\$18,200	n/a
2360 - Promotional Material & Product	\$0	\$13,000	\$13,000	n/a



**2022 APPROVED OPERATING BUDGET**

	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>\$ Budget Change</b>	<b>% Budget Change</b>
<b>Other Miscellaneous Expenditures</b>				
4020 - Membership Fees & Dues	\$1,970	\$5,770	\$3,800	192.9%
4050 - Training Courses	\$1,839	\$1,839	\$0	0.0%
4155 - Conference Registration	\$3,076	\$5,076	\$2,000	65.0%
<b>Purchased Services</b>				
2020 - Postage and Courier	\$200	\$200	\$0	0.0%
2070 - Imaging & Printing External	\$200	\$200	\$0	0.0%
2085 - Publications and Manuals	\$300	\$300	\$0	0.0%
2610 - Travel Expense	\$3,143	\$5,276	\$2,133	67.9%
2620 - Car Allowance	\$210	\$510	\$300	142.9%
2711 - Cell Phones	\$2,799	\$2,799	\$0	0.0%
2915 - Consulting Services - External	\$15,000	\$15,000	\$0	0.0%
2925 - Computer Maintenance	\$5,760	\$7,200	\$1,440	25.0%
2927 - Computer & SW Maint-External	\$74,550	\$79,550	\$5,000	6.7%
2940 - Advertising	\$0	\$9,000	\$9,000	n/a
2950 - Other Prof Services-External	\$0	\$1,500	\$1,500	n/a
2980 - Contracted Services	\$0	\$49,000	\$49,000	n/a
2990 - Business Meeting Expense	\$0	\$3,000	\$3,000	n/a
3170 - Facility Rental INTERNAL	\$0	\$1,000	\$1,000	n/a
3180 - Computer Rental - INTERNAL	\$5,600	\$6,800	\$1,200	21.4%
<b>Salaries &amp; Benefits</b>				
8110 - Salary-Reg.Full Time	\$938,362	\$1,080,971	\$142,609	15.2%
8130 - Overtime - Salary	\$1,903	\$1,903	\$0	0.0%
8150 - Salary-Temporary	\$136,050	\$0	(\$136,050)	(100.0%)
8160 - Hourly-Temporary	\$0	\$20,250	\$20,250	n/a
8170 - Service Pay	\$650	\$0	(\$650)	(100.0%)
8190 - Other Pay	\$72,165	\$176,201	\$104,036	144.2%
8210 - Meal Allowance	\$0	\$235	\$235	n/a
8381 - Workers Comp. - Medical	\$400	\$400	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$331,421	\$359,146	\$27,725	8.4%
<b>Transfers to Reserves &amp; Capital Funds</b>				
4250 - TRANSFER to Reserve Fund	\$1	\$1	\$0	0.0%
<b>Total Expense</b>	<b>\$1,596,099</b>	<b>\$1,875,527</b>	<b>\$279,428</b>	<b>17.5%</b>
<b>Total Net</b>	<b>\$854,402</b>	<b>\$864,607</b>	<b>\$10,205</b>	<b>1.2%</b>

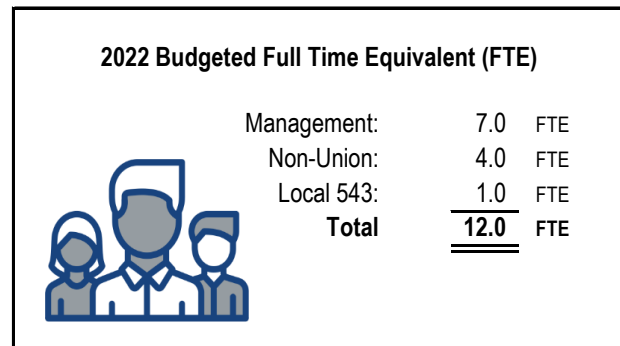
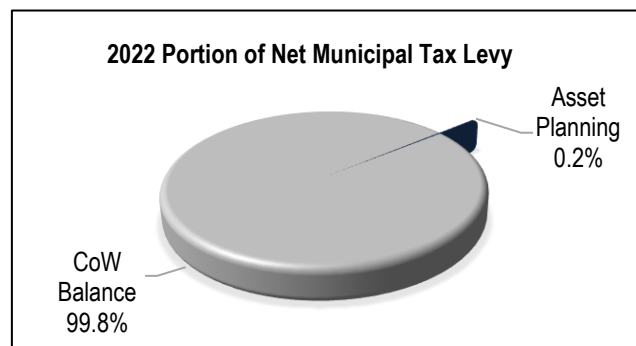
**2022 Operating Budget Variance (3rd Quarter)**

**DEPARTMENTAL OVERVIEW**

The Asset Planning department provides asset planning, capital budget development and monitoring, corporate energy management services and capital grant funding programs to the organization.

Financial Summary	2019	2020	2021	2022
Annual Revenue Budget	n/a	n/a	(\$741,697)	(\$1,010,920)
Annual Expense Budget	n/a	n/a	\$1,596,099	\$1,875,527
<b>Annual Net Budget</b>	<b>n/a</b>	<b>n/a</b>	<b>\$854,402</b>	<b>\$864,607</b>
<b>Annual Net Variance</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>(\$30,000)</b>
<b>Variance as a % of Gross Budget</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>(1.6%)</b>

Historical amounts are not available due to realignment of departments.



**VARIANCE SUMMARY**

Description	COVID Variance	NON-COVID Variance	OVERALL Variance
Salaries	\$0	(\$34,000)	(\$34,000)
Various Miscellaneous	\$0	\$4,000	\$4,000
<b>Net Total</b>	<b>\$0</b>	<b>(\$30,000)</b>	<b>(\$30,000)</b>

**VARIANCE DESCRIPTION**

The total departmental projected year-end variance is: (\$30,000) Deficit

**Salaries: (\$34,000)**

A year-end deficit of approximately (\$34,000) is projected in the Asset Planning department as a result of a staff contract to support heavy workload.

**Various Miscellaneous: \$4,000**

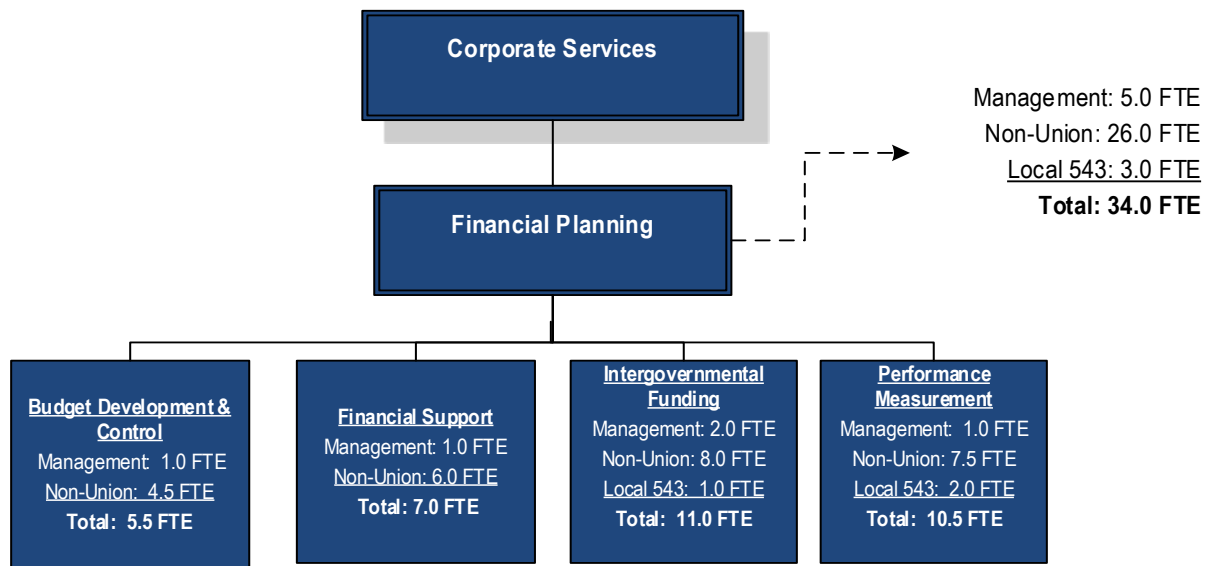
A surplus of approximately \$4,000 is projected in various miscellaneous line items within Asset Planning.

**2022 APPROVED OPERATING BUDGET**

**DESCRIPTION**

The Financial Planning department provides operating budget development and monitoring services along with performance measurement and overall financial planning leadership for the Corporation and Council.

**2022 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
<b>Budget Development &amp; Control</b>			
Manager of Operating Budget Development & Control	RFT	Management	1.0
Financial Planning Administrator	RFT	Non-Union	3.5
Senior Financial Budget Analyst & System Administrator	RFT	Non-Union	1.0
			<b>5.5</b>
<b>Financial Support</b>			
Manager of Development Revenue & Financial Administration	RFT	Management	1.0
Financial Planning Administrator	RFT	Non-Union	5.0
Financial Analyst	RFT	Non-Union	1.0
			<b>7.0</b>
<b>Intergovernmental Funding</b>			
Deputy Treasurer Fin.Planning	RFT	Management	1.0
Manager of Intergovernmental Funding– Human Serv. Integration	RFT	Management	1.0
Coordinator of Intergovernmental Funding & Financial Admin.	RFT	Non-Union	1.0
Financial Planning Administrator	RFT	Non-Union	4.0
Financial Analyst	RFT	Non-Union	3.0
Subsidy Claims Clerk	RFT	Local 543	1.0
			<b>11.0</b>
<b>Performance Measurement</b>			
Manager of Performance Measurement & Business Case Developn	RFT	Management	1.0
Financial Planning Administrator	RFT	Non-Union	3.5
Financial Analyst	RFT	Non-Union	4.0
Financial Planning Clerk	RFT	Local 543	1.0
Intermediate Clerk	RFT	Local 543	1.0
			<b>10.5</b>
			<b>34.0</b>

**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>DIVISION</b>				
Budget Development & Control	\$647,428	\$686,081	\$38,653	6.0%
Financial Support	\$894,628	\$830,385	(\$64,243)	(7.2%)
Intergovernmental Funding	\$198,511	\$319,795	\$121,284	61.1%
Performance Measurement	\$1,127,217	\$1,010,036	(\$117,181)	(10.4%)
<b>Total Net</b>	<b>\$2,867,784</b>	<b>\$2,846,297</b>	<b>(\$21,487)</b>	<b>(0.7%)</b>

Account	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
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**REVENUE**

**Recovery of Expenditures**

6735 - Recovery Of Expenses EXTERNAL	(\$6,080)	(\$6,080)	\$0	0.0%
6740 - Recovery of Salaries-INTERNAL	(\$713,480)	(\$713,480)	\$0	0.0%
6742 - Recovery of Fringes INTERNAL	(\$235,444)	(\$235,444)	\$0	0.0%
6999 - Work Auth Recovery INTERNAL	(\$41,582)	(\$41,582)	\$0	0.0%

**Transfers From Other Funds**

7054 - TRANSFER From Reserve Funds	\$0	(\$74,948)	(\$74,948)	n/a
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**User Fees, Permits & Charges**

6690 - Sewer Surcharge Recoveries	\$0	(\$53,703)	(\$53,703)	n/a
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<b>Total Revenue</b>	<b>(\$996,586)</b>	<b>(\$1,125,237)</b>	<b>(\$128,651)</b>	<b>12.9%</b>
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**EXPENSES**

**Operating & Maintenance Supplies**

2010 - Office Supplies	\$100	\$100	\$0	0.0%
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**Other Miscellaneous Expenditures**

4020 - Membership Fees & Dues	\$31,623	\$32,623	\$1,000	3.2%
4155 - Conference Registration	\$12,461	\$12,461	\$0	0.0%

**Purchased Services**

2070 - Imaging & Printing External	\$1,500	\$1,500	\$0	0.0%
2609 - Mileage and car allowance	\$539	\$539	\$0	0.0%
2610 - Travel Expense	\$8,841	\$8,841	\$0	0.0%
2620 - Car Allowance	\$1,450	\$1,450	\$0	0.0%

**2022 APPROVED OPERATING BUDGET**

	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>\$ Budget Change</b>	<b>% Budget Change</b>
2711 - Cell Phones	\$1,518	\$1,518	\$0	0.0%
2925 - Computer Maintenance	\$14,880	\$15,360	\$480	3.2%
2990 - Business Meeting Expense	\$300	\$300	\$0	0.0%
3180 - Computer Rental - INTERNAL	\$15,420	\$15,820	\$400	2.6%
<b>Salaries &amp; Benefits</b>				
8110 - Salary-Reg.Full Time	\$2,642,878	\$2,758,743	\$115,865	4.4%
8115 - Salary-Reg.Part Time	\$84,738	\$86,709	\$1,971	2.3%
8130 - Overtime - Salary	\$23,506	\$23,506	\$0	0.0%
8150 - Salary-Temporary	\$87,429	\$838	(\$86,591)	(99.0%)
8170 - Service Pay	\$2,145	\$1,820	(\$325)	(15.2%)
8190 - Other Pay	\$10,000	\$83,068	\$73,068	730.7%
8210 - Meal Allowance	\$215	\$215	\$0	0.0%
8397 - Fringe Benefit Allocation	\$23,439	\$0	(\$23,439)	(100.0%)
8399 - Fringe Benefits (Dept.)	\$901,388	\$926,123	\$24,735	2.7%
<b>Total Expense</b>	<b>\$3,864,370</b>	<b>\$3,971,534</b>	<b>\$107,164</b>	<b>2.8%</b>
<b>Total Net</b>	<b>\$2,867,784</b>	<b>\$2,846,297</b>	<b>(\$21,487)</b>	<b>(0.7%)</b>

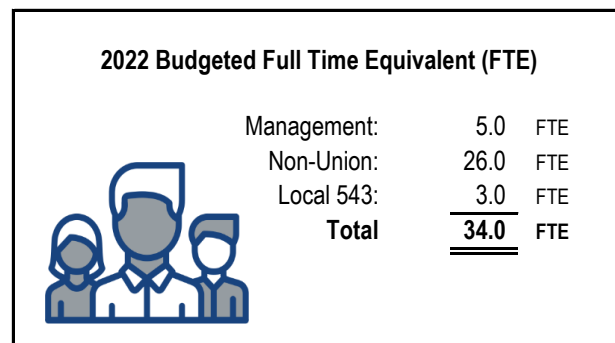
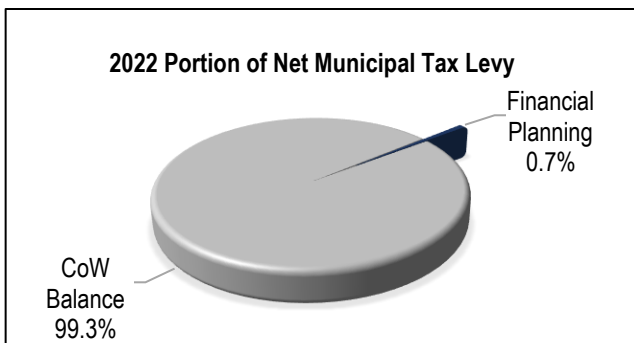
**2022 Operating Budget Variance (3rd Quarter)**

**DEPARTMENTAL OVERVIEW**

The Financial Planning department provides operating budget development and monitoring services along with performance measurement and overall financial planning leadership for the Corporation and Council.

Financial Summary	2019	2020	2021	2022
Annual Revenue Budget	n/a	n/a	(\$996,586)	(\$1,125,237)
Annual Expense Budget	n/a	n/a	\$3,864,370	\$3,971,534
<b>Annual Net Budget</b>	<b>n/a</b>	<b>n/a</b>	<b>\$2,867,784</b>	<b>\$2,846,297</b>
<b>Annual Net Variance</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$125,000</b>
<b>Variance as a % of Gross Budget</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>3.1%</b>

Historical amounts are not available due to realignment of departments.



**VARIANCE SUMMARY**

Description	COVID Variance	NON-COVID Variance	OVERALL Variance
Salaries	\$0	\$127,000	\$127,000
Various Miscellaneous	\$0	(\$2,000)	(\$2,000)
<b>Net Total</b>	<b>\$0</b>	<b>\$125,000</b>	<b>\$125,000</b>

**VARIANCE DESCRIPTION**

The total departmental projected year-end variance is: **\$125,000 Surplus**

**Salaries: \$127,000**

A year-end surplus of approximately \$127,000 is projected in the Financial Planning department as a result of staff gapping.

**2022 Operating Budget Variance (3rd Quarter)**

**Various Miscellaneous: (\$2,000)**

A deficit of approximately (\$2,000) is projected in various miscellaneous line items within Financial Planning.

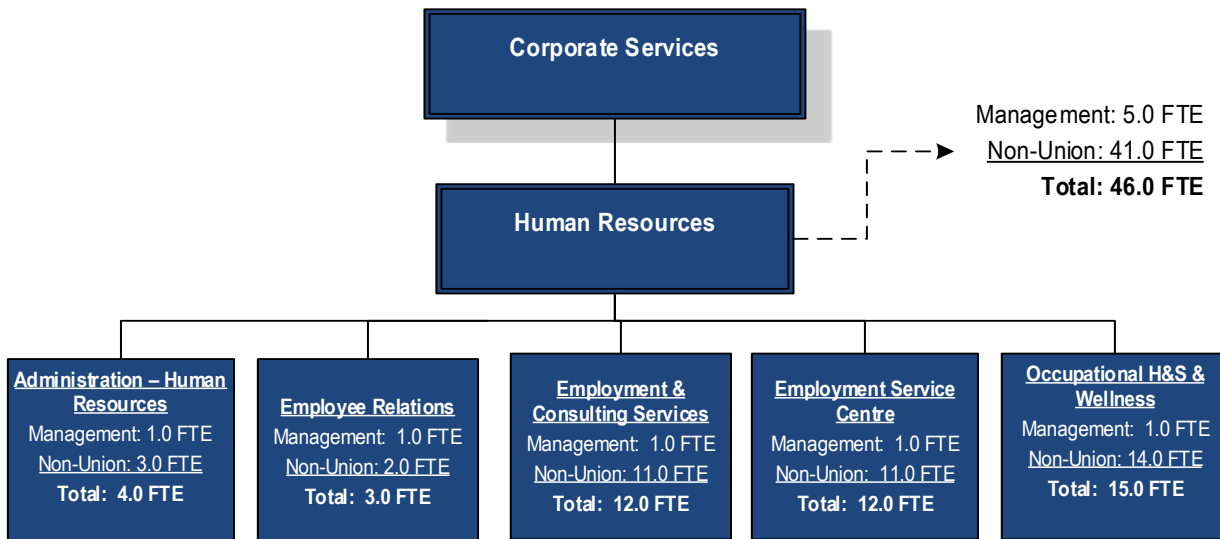


**2022 APPROVED OPERATING BUDGET**

**DESCRIPTION**

The Human Resources Department provides various services such as recruitment, compensation management, benefit administration, health and safety initiatives, and employee relations. As an equal opportunity employer, the City's HR Department also endeavours to provide succession management, professional skills development, and mental health initiatives to our corporate employees and retirees.

**2022 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
<b>Administration - Human Resources</b>			
ExDir, Human Resources	RFT	Management	1.0
Diversity/Access Officer	RFT	Non-Union	1.0
Policy & Procedures Coordinator	RFT	Non-Union	1.0
Administrative Assistant	RFT	Non-Union	1.0
			<b>4.0</b>
<b>Employee Relations</b>			
Manager of Employee Relations	RFT	Management	1.0
Employee Relations Assistant	RFT	Non-Union	1.0
Employee Relations Coordinator	RFT	Non-Union	1.0
			<b>3.0</b>
<b>Employment &amp; Consulting Services</b>			
Employment & Consulting Services Manager	RFT	Management	1.0
Total Compensation Specialist	RFT	Non-Union	1.0
HR Business Partner	RFT	Non-Union	6.0
Workforce Planning Specialist	RFT	Non-Union	1.0
Organizational Dev. Specialist	RFT	Non-Union	1.0
Human Resources Assistant	RFT	Non-Union	2.0
			<b>12.0</b>
<b>Employment Service Centre</b>			
Employee Service Centre Manager	RFT	Management	1.0
Controls & Systems Analyst	RFT	Non-Union	3.0
Pension & Benefits Specialist	RFT	Non-Union	1.0
Employee Service Representative	RFT	Non-Union	6.0
Records Management Clerk	RFT	Non-Union	1.0
			<b>12.0</b>
<b>Occupational H&amp;S &amp; Wellness</b>			
OHS and Wellness Manager	RFT	Management	1.0
Disability Management Specialist	RFT	Non-Union	5.0
Ergonomist & Wellness Specialist	RFT	Non-Union	1.0
Occupational Health & Safety Advisor	RFT	Non-Union	6.0
Health & Safety Coordinator	RFT	Non-Union	1.0
Intake Coord/Assistant	RFT	Non-Union	1.0
			<b>15.0</b>
			<b>46.0</b>

**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>DIVISION</b>				
Administration - Human Resources	\$489,627	\$494,905	\$5,278	1.1%
Employment & Consulting Services	\$2,027,481	\$1,948,381	(\$79,100)	(3.9%)
Employee Relations	\$379,518	\$363,512	(\$16,006)	(4.2%)
Employment Service Centre	\$1,200,033	\$1,200,314	\$281	0.0%
Occupational H&S & Wellness	\$2,051,497	\$2,326,072	\$274,575	13.4%
<b>Total Net</b>	<b>\$6,148,156</b>	<b>\$6,333,184</b>	<b>\$185,028</b>	<b>3.0%</b>

Account	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
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**REVENUE**

**Recovery of Expenditures**

6735 - Recovery Of Expenses EXTERNAL	(\$10,300)	(\$10,800)	(\$500)	4.9%
6740 - Recovery of Salaries-INTERNAL	(\$356,342)	(\$267,926)	\$88,416	(24.8%)
6742 - Recovery of Fringes INTERNAL	\$0	(\$88,416)	(\$88,416)	n/a

**Transfers From Other Funds**

7054 - TRANSFER From Reserve Funds	\$0	(\$510,000)	(\$510,000)	n/a
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**User Fees, Permits & Charges**

6651 - Fees and Recoveries INTERNAL	(\$42,200)	(\$42,200)	\$0	n/a
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<b>Total Revenue</b>	<b>(\$408,842)</b>	<b>(\$919,342)</b>	<b>(\$510,500)</b>	<b>124.9%</b>
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**EXPENSES**

**Minor Capital**

2220 - Maintenance Parts & Materials	\$1,500	\$1,500	\$0	0.0%
5111 - Machinery & Equipment -Non TCA	\$10,500	\$10,800	\$300	2.9%
5125 - Computers - PCs	\$1,500	\$2,000	\$500	33.3%
5126 - Computer Software	\$12,054	\$10,874	(\$1,180)	(9.8%)
5130 - Furniture & Furnishings	\$7,941	\$5,265	(\$2,676)	(33.7%)

**Operating & Maintenance Supplies**

2010 - Office Supplies	\$29,410	\$29,910	\$500	1.7%
2180 - Program Supplies	\$46,300	\$43,100	(\$3,200)	(6.9%)
2310 - Food and confections	\$1,500	\$1,500	\$0	0.0%

**2022 APPROVED OPERATING BUDGET**

	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>\$ Budget Change</b>	<b>% Budget Change</b>
<b>Other Miscellaneous Expenditures</b>				
4020 - Membership Fees & Dues	\$7,100	\$5,975	(\$1,125)	(15.8%)
4050 - Training Courses	\$64,534	\$68,534	\$4,000	6.2%
4155 - Conference Registration	\$3,300	\$2,500	(\$800)	(24.2%)
<b>Purchased Services</b>				
2020 - Postage and Courier	\$2,350	\$3,026	\$676	28.8%
2070 - Imaging & Printing External	\$6,000	\$5,650	(\$350)	(5.8%)
2085 - Publications and Manuals	\$12,461	\$12,461	\$0	0.0%
2610 - Travel Expense	\$10,542	\$9,542	(\$1,000)	(9.5%)
2620 - Car Allowance	\$4,020	\$1,750	(\$2,270)	(56.5%)
2710 - Telephone Expenses	\$21,981	\$21,481	(\$500)	(2.3%)
2711 - Cell Phones	\$6,020	\$7,890	\$1,870	31.1%
2915 - Consulting Services - External	\$280,763	\$282,763	\$2,000	0.7%
2916 - INTERNAL Services- non-salary	\$200	\$200	\$0	0.0%
2925 - Computer Maintenance	\$34,270	\$36,350	\$2,080	6.1%
2940 - Advertising	\$25,000	\$25,000	\$0	0.0%
2950 - Other Prof Services-External	\$233,032	\$346,407	\$113,375	48.7%
2962 - Fees and Service Charges Exp	\$9,525	\$8,025	(\$1,500)	(15.7%)
2990 - Business Meeting Expense	\$2,800	\$2,800	\$0	0.0%
3120 - Rental Expense EXTERNAL	\$8,250	\$7,350	(\$900)	(10.9%)
3170 - Facility Rental INTERNAL	\$1,000	\$2,000	\$1,000	100.0%
3175 - Facility Rental EXTERNAL	\$3,000	\$3,000	\$0	0.0%
3180 - Computer Rental - INTERNAL	\$27,920	\$30,620	\$2,700	9.7%
<b>Salaries &amp; Benefits</b>				
8110 - Salary-Reg.Full Time	\$3,939,573	\$4,000,400	\$60,827	1.5%
8130 - Overtime - Salary	\$1,545	\$1,545	\$0	0.0%
8150 - Salary-Temporary	\$14,181	\$14,181	\$0	0.0%
8160 - Hourly-Temporary	\$1	\$1	\$0	0.0%
8170 - Service Pay	\$3,120	\$3,770	\$650	20.8%
8190 - Other Pay	\$152,425	\$152,425	\$0	0.0%
8210 - Meal Allowance	\$250	\$250	\$0	0.0%
8220 - Education Allowance	\$56,287	\$56,287	\$0	0.0%
8260 - Pre-Employment Medical	\$27,000	\$27,500	\$500	1.9%
8380 - Workers Comp. - Admin.	\$1,000	\$1,000	\$0	0.0%
8381 - Workers Comp. - Medical	\$1,500	\$1,500	\$0	0.0%
8383 - Workers Comp. - Pension	\$25,000	\$25,000	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$1,302,344	\$1,322,395	\$20,051	1.5%
<b>Transfers to Reserves &amp; Capital Funds</b>				
4248 - TRANSFER to Reserve Account	\$150,100	\$650,100	\$500,000	333.1%

**2022 APPROVED OPERATING BUDGET**

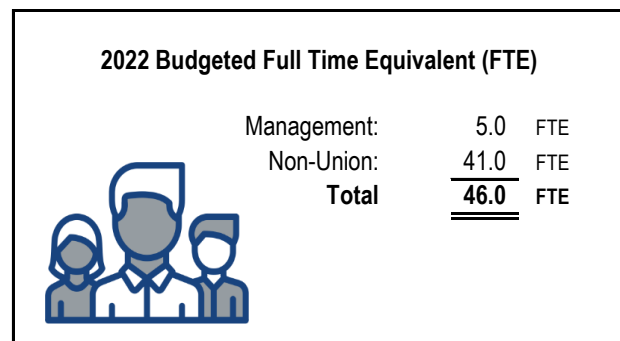
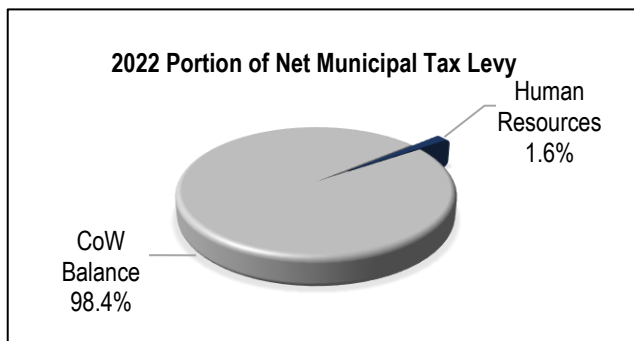
	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>\$ Budget Change</b>	<b>% Budget Change</b>
<b>Utilities, Insurance &amp; Taxes</b>				
3210 - Building Insurance	\$2,557	\$2,557	\$0	0.0%
3230 - Liability Insurance	\$5,342	\$5,342	\$0	0.0%
<b>Total Expense</b>	<b>\$6,556,998</b>	<b>\$7,252,526</b>	<b>\$695,528</b>	<b>10.6%</b>
<b>Total Net</b>	<b>\$6,148,156</b>	<b>\$6,333,184</b>	<b>\$185,028</b>	<b>3.0%</b>

**2022 Operating Budget Variance (3rd Quarter)**

**DEPARTMENTAL OVERVIEW**

The Human Resources Department provides various services such as recruitment, compensation management, benefit administration, health and safety initiatives, and employee relations. As an equal opportunity employer, the City's HR Department also endeavours to provide succession management, professional skills development, and mental health initiatives to our corporate employees and retirees.

Financial Summary	2019	2020	2021	2022
Annual Revenue Budget	(\$1,031,013)	(\$663,879)	(\$408,842)	(\$919,342)
Annual Expense Budget	\$6,440,414	\$6,296,537	\$6,556,998	\$7,252,526
<b>Annual Net Budget</b>	<b>\$5,409,401</b>	<b>\$5,632,658</b>	<b>\$6,148,156</b>	<b>\$6,333,184</b>
<b>Annual Net Variance</b>	<b>\$141,250</b>	<b>\$36,310</b>	<b>\$6,783</b>	<b>\$0</b>
<b>Variance as a % of Gross Budget</b>	<b>2.2%</b>	<b>0.6%</b>	<b>0.1%</b>	<b>0.0%</b>



**VARIANCE SUMMARY**

Description	COVID Variance	NON-COVID Variance	OVERALL Variance
Salaries	(\$45,000)	\$45,000	\$0
<b>Net Total</b>	<b>(\$45,000)</b>	<b>\$45,000</b>	<b>\$0</b>

**VARIANCE DESCRIPTION**

The total departmental projected year-end variance is: **\$0**

**Salaries**

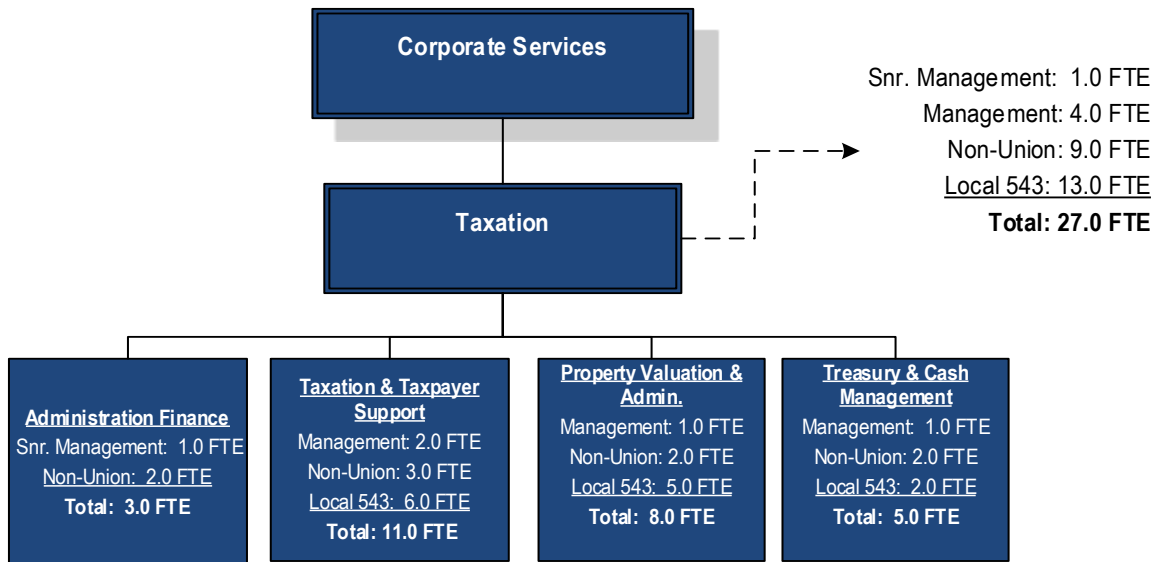
An expected variance in Health and Safety consists of a deficit of due to a heavy workload Disability Management Specialist position, of which 50% of the salary is related to COVID (\$45,000), however salary gapping due to retirements and unfilled positions puts HR into a break-even position.

**2022 APPROVED OPERATING BUDGET**

**DESCRIPTION**

The Taxation department provides property billing and tax collection services, cash management and leadership on corporate financial projects.

**2022 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
<b>Administration - Finance</b>			
Commissioner Corporate Services, CFO & City Treasurer	RFT	Sr. Management	1.0
Executive Initiative Coord.	RFT	Non-Union	1.0
Executive Administrative Assistant	RFT	Non-Union	1.0
			<b>3.0</b>
<b>Taxation &amp; Taxpayer Support</b>			
Deputy Treasurer-Taxation, Treasury & Financial Projects	RFT	Management	1.0
Manager, Revenue & Collections	RFT	Management	1.0
Senior Tax Analyst	RFT	Non-Union	2.0
Financial Analyst	RFT	Non-Union	1.0
Tax Account Administrator	RFT	Local 543	2.0
Tax Registration Clerk	RFT	Local 543	2.0
Tax Account & Collection Control Clerk	RFT	Local 543	2.0
			<b>11.0</b>
<b>Property Valuation &amp; Admin.</b>			
Manager, Property Valuation & Administration	RFT	Management	1.0
Assessment Management Officer	RFT	Non-Union	1.0
Financial Analyst - Taxation	RFT	Non-Union	1.0
Property Assessor	RFT	Local 543	1.0
Mortgage and Ownership Clerk	RFT	Local 543	1.0
Property Tax Clerk	RFT	Local 543	2.0
Customer Service Clerk	RFT	Local 543	1.0
			<b>8.0</b>
<b>Treasury &amp; Cash Management</b>			
Mgr Treasury & Cash Management	RFT	Management	1.0
Senior Treasury Analyst & Financial System Coordinator	RFT	Non-Union	1.0
Financial Analyst	RFT	Non-Union	1.0
Corporate Collections Analyst	RFT	Local 543	1.0
Tax & Accts Receiv. Collector	RFT	Local 543	1.0
			<b>5.0</b>
			<b>27.0</b>



**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>DIVISION</b>				
Administration - Finance	\$667,533	\$667,533	\$0	0.0%
Taxation & Taxpayer Support	\$700,899	\$537,915	(\$162,984)	(23.3%)
Property Valuation & Admin	(\$939,332)	(\$934,148)	\$5,184	0.6%
Treasury & Cash Management	\$331,475	\$333,531	\$2,056	0.6%
<b>Total Net</b>	<b>\$760,575</b>	<b>\$604,831</b>	<b>(\$155,744)</b>	<b>(20.5%)</b>

Account	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
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**REVENUE**

**Other Miscellaneous Revenue**

6990 - Other General Revenue	\$0	(\$100,000)	(\$100,000)	n/a
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**Recovery of Expenditures**

6735 - Recovery Of Expenses EXTERNAL	(\$41,960)	(\$41,960)	\$0	0.0%
6740 - Recovery of Salaries-INTERNAL	(\$485,734)	(\$500,645)	(\$14,911)	3.1%
6742 - Recovery of Fringes INTERNAL	(\$63,641)	(\$67,104)	(\$3,463)	5.4%

**Transfers From Other Funds**

7054 - TRANSFER From Reserve Funds	(\$55,920)	(\$109,778)	(\$53,858)	n/a
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**User Fees, Permits & Charges**

6622 - Ownership Changes	(\$487,500)	(\$487,500)	\$0	0.0%
6623 - Letters of Default	(\$132,000)	(\$132,000)	\$0	0.0%
6624 - Tax Lien Registration Fees	(\$200,000)	(\$200,000)	\$0	0.0%
6630 - Tax Certificates	(\$56,000)	(\$56,000)	\$0	0.0%
6633 - Tax Information	(\$4,000)	(\$4,000)	\$0	0.0%
6650 - User Fees- External	(\$601,871)	(\$608,474)	(\$6,603)	1.1%
6651 - Fees and Recoveries INTERNAL	\$1,816	\$0	(\$1,816)	(100.0%)
6652 - Collection Fees - WUC	(\$18,000)	(\$18,000)	\$0	0.0%
6653 - Dial-Up Service Fees	(\$390,000)	(\$450,000)	(\$60,000)	15.4%
6654 - Return Cheque Service Fee	(\$43,750)	(\$43,750)	\$0	0.0%
6657 - WSIB Admin Fee	(\$1,000)	(\$1,000)	\$0	0.0%
6658 - Collection Fees-Other Depts	(\$42,250)	(\$42,250)	\$0	0.0%
6661 - Expedited Tax Certificates	(\$8,100)	(\$8,100)	\$0	0.0%

<b>Total Revenue</b>	<b>(\$2,629,910)</b>	<b>(\$2,870,561)</b>	<b>(\$240,651)</b>	<b>9.2%</b>
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**2022 APPROVED OPERATING BUDGET**

	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>\$ Budget Change</b>	<b>% Budget Change</b>
<b>EXPENSES</b>				
<b>Minor Capital</b>				
2220 - Maintenance Parts & Materials	\$3,003	\$3,003	\$0	0.0%
2530 - Equipment Repairs	\$6,100	\$6,100	\$0	0.0%
5126 - Computer Software	\$500	\$500	\$0	0.0%
5130 - Furniture & Furnishings	\$2,084	\$2,084	\$0	0.0%
<b>Operating &amp; Maintenance Supplies</b>				
2010 - Office Supplies	\$35,235	\$35,235	\$0	0.0%
<b>Other Miscellaneous Expenditures</b>				
4020 - Membership Fees & Dues	\$13,913	\$13,913	\$0	0.0%
4025 - Document Registration	\$40,000	\$40,000	\$0	0.0%
4050 - Training Courses	\$5,678	\$5,678	\$0	0.0%
4155 - Conference Registration	\$2,503	\$2,503	\$0	0.0%
<b>Purchased Services</b>				
2020 - Postage and Courier	\$169,708	\$169,708	\$0	0.0%
2070 - Imaging & Printing External	\$16,665	\$16,665	\$0	0.0%
2085 - Publications and Manuals	\$1,050	\$1,050	\$0	0.0%
2609 - Mileage and car allowance	\$361	\$361	\$0	0.0%
2610 - Travel Expense	\$7,266	\$7,266	\$0	0.0%
2620 - Car Allowance	\$6,950	\$6,950	\$0	0.0%
2711 - Cell Phones	\$2,307	\$2,307	\$0	0.0%
2915 - Consulting Services - External	\$120,521	\$120,521	\$0	0.0%
2916 - INTERNAL Services- non-salary	\$5,000	\$5,000	\$0	0.0%
2925 - Computer Maintenance	\$16,080	\$16,560	\$480	3.0%
2940 - Advertising	\$4,000	\$4,000	\$0	0.0%
2950 - Other Prof Services-External	\$25,692	\$25,692	\$0	0.0%
2962 - Fees and Service Charges Exp	\$5,000	\$5,000	\$0	0.0%
3120 - Rental Expense EXTERNAL	\$7,112	\$7,112	\$0	0.0%
3180 - Computer Rental - INTERNAL	\$12,600	\$13,000	\$400	3.2%
<b>Salaries &amp; Benefits</b>				
8110 - Salary-Reg.Full Time	\$2,105,474	\$2,129,062	\$23,588	1.1%
8130 - Overtime - Salary	\$8,746	\$8,746	\$0	0.0%
8170 - Service Pay	\$2,080	\$1,755	(\$325)	(15.6%)
8190 - Other Pay	\$50,040	\$103,018	\$52,978	105.9%
8210 - Meal Allowance	\$690	\$690	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$694,803	\$702,589	\$7,786	1.1%

**2022 APPROVED OPERATING BUDGET**

	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>\$ Budget Change</b>	<b>% Budget Change</b>
<b>Utilities, Insurance &amp; Taxes</b>				
3210 - Building Insurance	\$12,628	\$12,628	\$0	0.0%
3230 - Liability Insurance	\$6,696	\$6,696	\$0	0.0%
<b>Total Expense</b>	<b>\$3,390,485</b>	<b>\$3,475,392</b>	<b>\$84,907</b>	<b>2.5%</b>
<b>Total Net</b>	<b>\$760,575</b>	<b>\$604,831</b>	<b>(\$155,744)</b>	<b>(20.5%)</b>

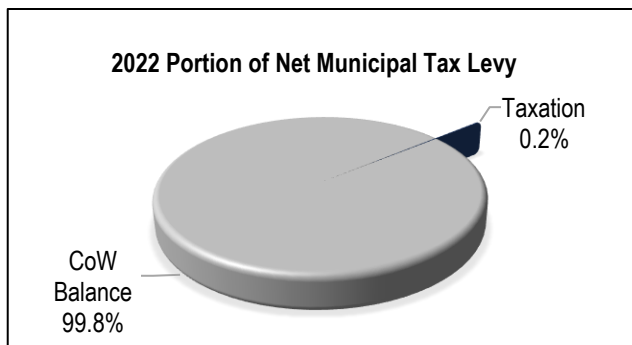
**2022 Operating Budget Variance (3rd Quarter)**

**DEPARTMENTAL OVERVIEW**


The Taxation department provides property billing and tax collection services, cash management and leadership on corporate financial projects.

Financial Summary	2019	2020	2021	2022
Annual Revenue Budget	n/a	n/a	(\$2,629,910)	(\$2,870,561)
Annual Expense Budget	n/a	n/a	\$3,390,485	\$3,475,392
<b>Annual Net Budget</b>	<b>n/a</b>	<b>n/a</b>	<b>\$760,575</b>	<b>\$604,831</b>
<b>Annual Net Variance</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>(\$162,000)</b>
<b>Variance as a % of Gross Budget</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>(4.7%)</b>

Historical amounts are not available due to realignment of departments.



**2022 Budgeted Full Time Equivalent (FTE)**



Senior Management:	1.0	FTE
Management:	4.0	FTE
Non-Union:	9.0	FTE
Local 543:	13.0	FTE
<b>Total</b>	<b>27.0</b>	<b>FTE</b>

**VARIANCE SUMMARY**

Description	COVID Variance	NON-COVID Variance	OVERALL Variance
External Revenues	\$0	(\$211,000)	(\$211,000)
Salaries	\$0	\$45,000	\$45,000
Various Miscellaneous	\$0	\$4,000	\$4,000
<b>Net Total</b>	<b>\$0</b>	<b>(\$162,000)</b>	<b>(\$162,000)</b>

**VARIANCE DESCRIPTION**

The total departmental projected year-end variance is: **(\$162,000)** **Deficit**

## **2022 Operating Budget Variance (3rd Quarter)**

**External Revenue: (\$211,000)**

A year-end deficit of approximately (\$211,000) is projected for net external revenues within the Taxation Department. This projected deficit consists of; (\$135,000) deficit in Tax Lien Registrations, (\$70,000) deficit in External User fees, (\$56,000) deficit in Letters of Deault, (\$28,000) deficit in Dial-up Fees, (\$15,000) deficit in Return Cheque Fees and a (\$8,000) deficit in Other External Revenue. These deficits are offset by a \$69,000 surplus in Collection Fees Depts, \$20,000 surplus in Expedited Tax Certificates, \$7,000 surplus in regular Tax Certificates and a \$5,000 surplus in Tax Information.

**Salaries: \$45,000**

A year-end surplus of approximately \$45,000 is projected in the Taxation department as a result of staff gapping.

**Various Miscellaneous: \$4,000**

A \$4,000 surplus is projected in various miscellaneous line items within Taxation and Financial Projects.

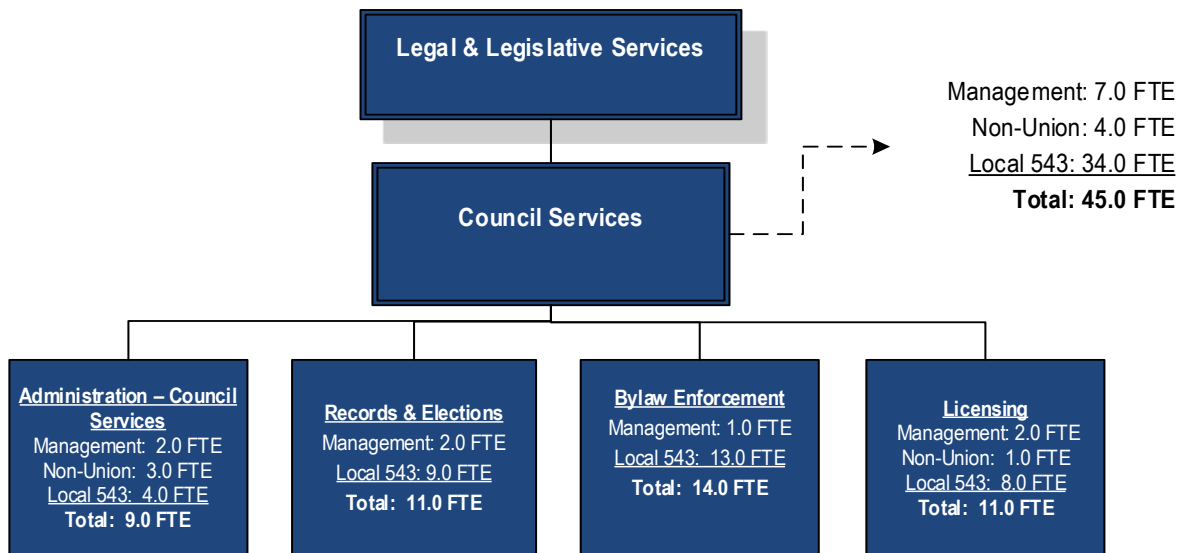
**2022 APPROVED OPERATING BUDGET**

**DESCRIPTION**

The City Clerk’s Office administers the city’s legislative process including Elections, Council and Committee meetings, and the maintenance of public records, as a service to City Council, Administration and the citizens of the City of Windsor.

Licensing & By-Law Enforcement oversees several categories of business licenses and enforcement of the licensing and various regulatory by-laws to ensure compliance and public health and safety. For example, public vehicles, hospitality, lodging, dirty yards etc. Coordinate licensing hearings for the Windsor Licensing Commission. Also acts as gaming regulator for the AGCO/OLG i.e.bingo, raffles.

**2022 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
<b>Administration Council Services</b>			
Deputy CC/Sr.Mgr.Council Serv.	RFT	Management	1.0
Supervisor Council Services	RFT	Management	1.0
Executive Administrative Assistant	RFT	Non-Union	1.0
Council Assistant	RFT	Non-Union	2.0
Committee Coordinator	RFT	Local 543	1.0
Order of Business Coordinator	RFT	Local 543	1.0
Council Agenda Coordinator	RFT	Local 543	1.0
Council Resolutions Coord.	RFT	Local 543	1.0
			<b>9.0</b>
<b>Records &amp; Elections</b>			
Mgr,Records,Elections,FOICoord	RFT	Management	1.0
Supv, Information & Records	RFT	Management	1.0
Legal Documents Clerk	RFT	Local 543	1.0
Records Analyst	RFT	Local 543	4.0
Financial Records & Administration Clerk	RFT	Local 543	2.0
Senior Issuer, Vital Statistics	RFT	Local 543	2.0
			<b>11.0</b>
<b>Bylaw Enforcement</b>			
Mgr of By-Law Enforcement	RFT	Management	1.0
By-Law Enforcement Officer	RFT	Local 543	12.0
By-Law Enforcement Clerk	RFT	Local 543	1.0
			<b>14.0</b>
<b>Licensing</b>			
SM Policy, Gaming, Licensing & By-Law Enforcement / Deputy Lice	RFT	Management	1.0
Supervisor of Licensing	RFT	Management	1.0
Corporate Policy Coordinator	RFT	Non-Union	1.0
Municipal Gaming Analyst	RFT	Local 543	2.0
Senior Licence Issuer	RFT	Local 543	1.0
Development Applications Clerk	RFT	Local 543	1.0
Licence Issuer	RFT	Local 543	3.0
Licensing Clerk	RFT	Local 543	1.0
			<b>11.0</b>
			<b>45.0</b>

## 2022 APPROVED OPERATING BUDGET

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>DIVISION</b>				
Administration - Council Services	\$1,361,183	\$1,073,121	(\$288,062)	(21.2%)
Records & Elections	\$997,272	\$960,653	(\$36,619)	(3.7%)
Bylaw Enforcement	\$844,359	\$856,667	\$12,308	1.5%
Licensing	\$545,598	\$491,856	(\$53,742)	(9.9%)
<b>Total Net</b>	<b>\$3,748,412</b>	<b>\$3,382,297</b>	<b>(\$366,115)</b>	<b>(9.8%)</b>

Account	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
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### REVENUE

#### Other Miscellaneous Revenue

6990 - Other General Revenue	(\$81,000)	(\$120,000)	(\$39,000)	48.1%
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#### Recovery of Expenditures

6735 - Recovery Of Expenses EXTERNAL	(\$10,200)	(\$22,200)	(\$12,000)	117.6%
6740 - Recovery of Salaries-INTERNAL	(\$164,839)	\$0	\$164,839	(100.0%)
6742 - Recovery of Fringes INTERNAL	(\$54,397)	\$0	\$54,397	(100.0%)

#### Transfers From Other Funds

7052 - TRANSFER From Capital Projects	(\$40)	\$0	\$40	(100.0%)
7054 - TRANSFER From Reserve Funds	\$0	(\$240,000)	(\$240,000)	n/a

#### User Fees, Permits & Charges

6410 - Licenses & Permits	(\$2,129,140)	(\$2,241,991)	(\$112,851)	5.3%
6650 - User Fees- External	(\$13,329)	(\$12,369)	\$960	(7.2%)
6651 - Fees and Recoveries INTERNAL	\$0	(\$2,000)	(\$2,000)	n/a
6725 - Fees&Service Charges EXTERNAL	(\$531,000)	(\$564,440)	(\$33,440)	6.3%

<b>Total Revenue</b>	<b>(\$2,983,945)</b>	<b>(\$3,203,000)</b>	<b>(\$219,055)</b>	<b>7.3%</b>
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### EXPENSES

#### Minor Capital

2220 - Maintenance Parts & Materials	\$7,550	\$7,550	\$0	0.0%
5126 - Computer Software	\$7,000	\$0	(\$7,000)	(100.0%)
5130 - Furniture & Furnishings	\$6,700	\$6,700	\$0	0.0%



## 2022 APPROVED OPERATING BUDGET

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>Operating &amp; Maintenance Supplies</b>				
2010 - Office Supplies	\$39,583	\$39,683	\$100	0.3%
2060 - Computer Supplies	\$1,932	\$1,932	\$0	0.0%
2180 - Program Supplies	\$1,000	\$1,000	\$0	0.0%
2360 - Promotional Material & Product	\$5,000	(\$5,000)	(\$10,000)	(200.0%)
<b>Other Miscellaneous Expenditures</b>				
4020 - Membership Fees & Dues	\$10,800	\$10,800	\$0	0.0%
4050 - Training Courses	\$6,495	\$6,495	\$0	0.0%
4060 - Contingency	\$0	\$60,000	\$60,000	n/a
4155 - Conference Registration	\$3,500	\$3,500	\$0	0.0%
<b>Purchased Services</b>				
2020 - Postage and Courier	\$44,350	\$44,350	\$0	0.0%
2070 - Imaging & Printing External	\$25,300	\$25,300	\$0	0.0%
2085 - Publications and Manuals	\$1,450	\$1,450	\$0	0.0%
2610 - Travel Expense	\$15,459	\$15,459	\$0	0.0%
2620 - Car Allowance	\$5,450	\$400	(\$5,050)	(92.7%)
2710 - Telephone Expenses	\$1,000	\$1,000	\$0	0.0%
2711 - Cell Phones	\$11,376	\$10,826	(\$550)	(4.8%)
2920 - Legal Services	\$1,000	\$1,000	\$0	0.0%
2925 - Computer Maintenance	\$31,170	\$30,210	(\$960)	(3.1%)
2940 - Advertising	\$62,214	\$62,214	\$0	0.0%
2943 - Commissions Expense	\$73,300	\$73,300	\$0	0.0%
2950 - Other Prof Services-External	\$1,062,840	\$1,082,616	\$19,776	1.9%
2951 - INTERNAL Service Salary Allocn	\$67,726	\$0	(\$67,726)	(100.0%)
2962 - Fees and Service Charges Exp	\$7,265	\$7,265	\$0	0.0%
2980 - Contracted Services	\$49,500	\$49,500	\$0	0.0%
2990 - Business Meeting Expense	\$550	\$550	\$0	0.0%
3120 - Rental Expense EXTERNAL	\$71,400	\$71,400	\$0	0.0%
3121 - GPS	\$6,500	\$7,000	\$500	7.7%
3140 - VehicleRent-Dedicated INTERNAL	\$155,472	\$153,088	(\$2,384)	(1.5%)
3145 - VehicleRent-TempOther INTERNAL	\$0	\$11,964	\$11,964	n/a
3180 - Computer Rental - INTERNAL	\$28,550	\$27,750	(\$800)	(2.8%)
3250 - Licenses	\$68,800	\$68,800	\$0	0.0%
<b>Salaries &amp; Benefits</b>				
8110 - Salary-Reg.Full Time	\$3,421,524	\$3,040,358	(\$381,166)	(11.1%)
8130 - Overtime - Salary	\$24,527	\$23,527	(\$1,000)	(4.1%)
8140 - Overtime - Wages	\$200	\$200	\$0	0.0%
8150 - Salary-Temporary	\$19,369	\$124,125	\$104,756	540.8%
8170 - Service Pay	\$3,055	\$2,730	(\$325)	(10.6%)
8190 - Other Pay	\$6,800	\$6,700	(\$100)	(1.5%)

## 2022 APPROVED OPERATING BUDGET

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
8210 - Meal Allowance	\$1,800	\$1,700	(\$100)	(5.6%)
8290 - Clothing - Uniforms	\$14,140	\$15,940	\$1,800	12.7%
8399 - Fringe Benefits (Dept.)	\$1,132,202	\$1,023,186	(\$109,016)	(9.6%)
<b>Transfers to Reserves &amp; Capital Funds</b>				
4248 - TRANSFER to Reserve Account	\$200,000	\$440,000	\$240,000	120.0%
<b>Utilities, Insurance &amp; Taxes</b>				
3010 - Utilities	\$10,129	\$10,350	\$221	2.2%
3210 - Building Insurance	\$6,947	\$6,947	\$0	0.0%
3230 - Liability Insurance	\$11,432	\$11,432	\$0	0.0%
<b>Total Expense</b>	<b>\$6,732,357</b>	<b>\$6,585,297</b>	<b>(\$147,060)</b>	<b>(2.2%)</b>
<b>Total Net</b>	<b>\$3,748,412</b>	<b>\$3,382,297</b>	<b>(\$366,115)</b>	<b>(9.8%)</b>

**2022 Operating Budget Variance (3rd Quarter)**

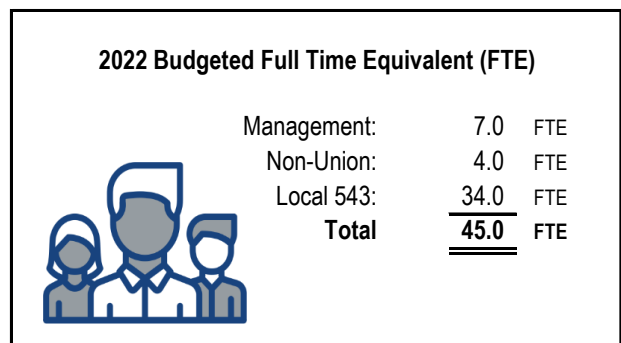
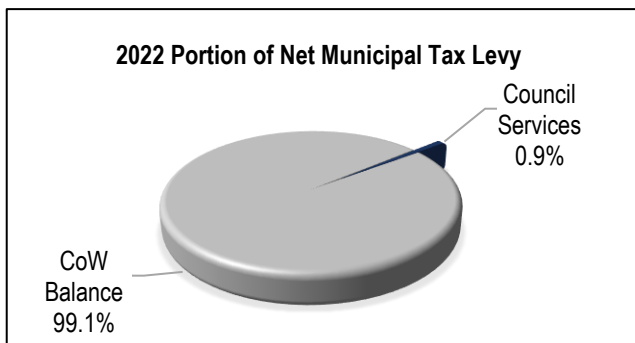
**DEPARTMENTAL OVERVIEW**

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Licensing & By-Law Enforcement oversees several categories of business licenses and enforcement of the licensing and various regulatory by-laws to ensure compliance and public health and safety. For example, public vehicles, hospitality, lodging, dirty yards etc. Coordinate licensing hearings for the Windsor Licensing Commission. Also acts as gaming regulator for the AGCO/OLG i.e.bingo, raffles.

Financial Summary	2019	2020	2021	2022
Annual Revenue Budget	n/a	n/a	(\$2,983,945)	(\$3,203,000)
Annual Expense Budget	n/a	n/a	\$6,732,357	\$6,585,297
<b>Annual Net Budget</b>	<b>n/a</b>	<b>n/a</b>	<b>\$3,748,412</b>	<b>\$3,382,297</b>
<b>Annual Net Variance</b>	<b>n/a</b>	<b>n/a</b>	<b>(\$484,420)</b>	<b>(\$265,000)</b>
<b>Variance as a % of Gross Budget</b>	<b>n/a</b>	<b>n/a</b>	<b>(7.2%)</b>	<b>(4.0%)</b>

Historical amounts are not available due to realignment of departments.



**VARIANCE SUMMARY**

Description	COVID Variance	NON-COVID Variance	OVERALL Variance
Salary Allocations / Gapping	\$0	\$160,000	\$160,000
Civil Ceremony Revenue	\$0	\$25,000	\$25,000
Business License Revenue	(\$100,000)	\$0	(\$100,000)
Repeat Offender Fee Revenue	\$0	(\$150,000)	(\$150,000)
Lottery License Bingo Revenue	(\$200,000)	\$0	(\$200,000)
<b>Net Total</b>	<b>(\$300,000)</b>	<b>\$35,000</b>	<b>(\$265,000)</b>

## 2022 Operating Budget Variance (3rd Quarter)

### VARIANCE DESCRIPTION

*The total departmental projected year-end variance is:* (\$265,000)      Deficit

**Salary Allocations / Gapping: \$160,000**

Council Services, By-Law and Licencing and Gaming are expected to have a surplus of \$160,000 due to staff gapping and vacant positions that have occurred throughout the year.

**Civil Ceremony Revenue: \$25,000**

The revenues from civil marriage ceremony services is forecasted to experience a surplus of \$30,000, which will be slightly offset by a deficit expected in marriage license revenue of (\$5,000).

**Business License Revenue: (\$100,000)**

The Licensing division is projecting a deficit of (\$100,000) in Business License Revenue due to an increase in business closures and a decrease in new business openings which can be attributed directly to the COVID-19 Pandemic. In addition, City Council adopted Council CR50/2022 which approved a business licence extension for all classes associated with the February 2022 deadline by 4 months to mitigate the impact on municipally licensed business caused by the COVID-19 pandemic. This has had a direct impact on the collection of late penalties for 2022.

**Repeat Offender Fee Revenue: (\$150,000)**

The By-Law Enforcement department is projecting a deficit of (\$150,000) in revenue generated from the Division's Repeat Offender Fee for land maintenance matters. This fee was originally adopted by City Council in 2019 as a deterrent to repeat offenders and as such, the estimated revenue was a projection based on the previous year's issued invoices. Less invoices are projected to be issued than originally estimated resulting from better compliance, which coincides with the original intent of the fee.

**Lottery License Bingo Revenue: (\$200,000)**

The Licensing division is projecting a deficit of (\$200,000) related to bingo sites based on periodic COVID-19 closures and reduced operating capacities of 50% from January to March 2022. Bingo Halls began to operate at full capacity in April 2022 and although Bingo events and revenues have increased as a result, it is likely that a revenue shortfall for the year will occur.

### MITIGATING STEPS

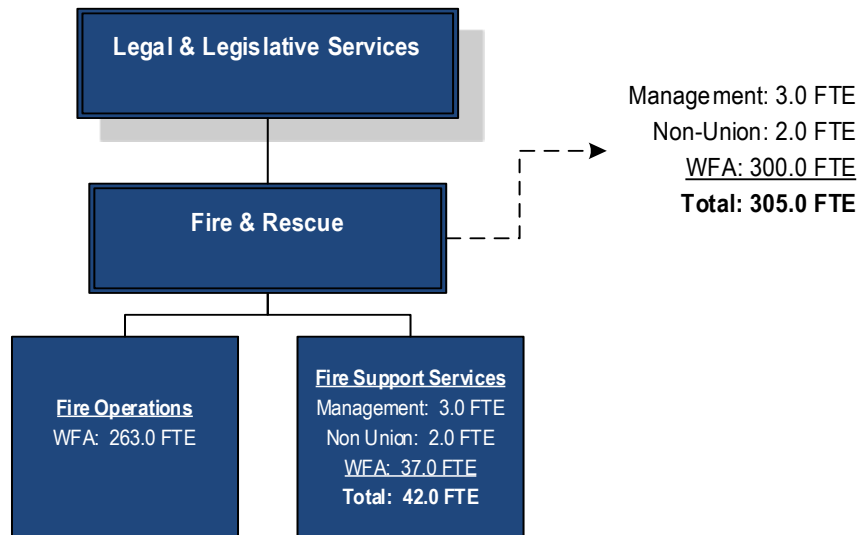
Council Services will continue to monitor variances going forward and take any reasonable steps to reduce or eliminate variances while mitigating any negative impact on service levels.

**2022 APPROVED OPERATING BUDGET**

**DESCRIPTION**

Services to the community include public education, code enforcement, fire plans examination, emergency dispatch, emergency response and fire cause determination. Along with structure fires, firefighters respond to a broad range of emergency incidents including vehicle fires, motor vehicle collisions, medical related emergencies, technical rescue incidents and hazardous materials incidents.

**2022 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
<b>Fire Operations</b>			
Assistant Chief - Fire Rescue	RFT	WFA	1.0
District Chief - Firefighting	RFT	WFA	8.0
Chief Training Officer	RFT	WFA	1.0
Captain - Fire Rescue	RFT	WFA	44.0
Training Officer	RFT	WFA	3.0
Firefighter	RFT	WFA- Firefighters	206.0
			<b>263.0</b>
<b>Fire Support Services</b>			
Fire Chief	RFT	Management	1.0
Deputy Fire Chief	RFT	Management	2.0
Administrative Assistant	RFT	Non-Union	1.0
Emergency Planning Officer	RFT	Non-Union	1.0
Chief Fire Prevention Officer	RFT	WFA	1.0
Fire Prevention Officer	RFT	WFA	10.0
Dir. Emergency App./Equipment	RFT	WFA	1.0
Lead Emergency Equipment Tech	RFT	WFA	1.0
Senior Electronics Technician	RFT	WFA	1.0
Public Education Officer	RFT	WFA	1.0
Emergency Equipment Technician	RFT	WFA	3.0
Emergency Communications Coord	RFT	WFA	2.0
Computer Support Analyst	RFT	WFA	1.0
Electronics Technician	RFT	WFA	1.0
Emergency Communications Oper.	RFT	WFA	9.0
Clerk-Fire Prevention/Emergency Planning	RFT	WFA	1.0
Clerk-Emergency Apparatus & Equipment	RFT	WFA	1.0
Fire & Rescue Clerk	RFT	WFA	2.0
Clerk - Training	RFT	WFA	1.0
General/Financial Clerk	RFT	WFA	1.0
			<b>42.0</b>
			<b>305.0</b>

## 2022 APPROVED OPERATING BUDGET

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>DIVISION</b>				
Fire Operations	\$44,318,792	\$44,213,977	(\$104,815)	(0.2%)
Fire Support Services	\$6,340,049	\$6,324,381	(\$15,668)	(0.2%)
<b>Total Net</b>	<b>\$50,658,841</b>	<b>\$50,538,358</b>	<b>(\$120,483)</b>	<b>(0.2%)</b>

Account	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
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### REVENUE

#### Grants & Subsidies

6310 - Ontario Specific Grants	(\$450,000)	(\$450,000)	\$0	0.0%
6330 - Other Municipal Grants & Fees	(\$346,033)	(\$359,276)	(\$13,243)	3.8%

#### Other Miscellaneous Revenue

6910 - Donations	(\$1,000)	(\$1,000)	\$0	0.0%
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#### Recovery of Expenditures

6735 - Recovery Of Expenses EXTERNAL	(\$52,500)	(\$52,500)	\$0	0.0%
6740 - Recovery of Salaries-INTERNAL	(\$96,281)	(\$96,281)	\$0	0.0%
6742 - Recovery of Fringes INTERNAL	(\$8,684)	(\$8,684)	\$0	0.0%
6997 - Permanent Gapping Recovery	(\$150,000)	(\$150,000)	\$0	0.0%

#### Transfers From Other Funds

7054 - TRANSFER From Reserve Funds	(\$1)	(\$101,827)	(\$101,826)	n/a
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#### User Fees, Permits & Charges

6650 - User Fees- External	(\$413,825)	(\$413,825)	\$0	n/a
6725 - Fees&Service Charges EXTERNAL	\$0	(\$319,338)		

<b>Total Revenue</b>	<b>(\$1,518,324)</b>	<b>(\$1,952,731)</b>	<b>(\$434,407)</b>	<b>28.6%</b>
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### EXPENSES

#### Financial Expenses

4540 - Bank Charges	\$400	\$400	\$0	0.0%
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#### Minor Capital

2150 - Minor Apparatus & Tools	\$17,750	\$17,750	\$0	0.0%
2220 - Maintenance Parts & Materials	\$107,442	\$102,921	(\$4,521)	(4.2%)

## 2022 APPROVED OPERATING BUDGET

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
5110 - Machinery & Equipment - TCA	\$263,858	\$263,858	\$0	0.0%
5111 - Machinery & Equipment -Non TCA	\$220,345	\$228,845	\$8,500	3.9%
5125 - Computers - PCs	\$4,130	\$5,330	\$1,200	29.1%
5126 - Computer Software	\$4,150	\$4,150	\$0	0.0%
5130 - Furniture & Furnishings	\$16,600	\$18,600	\$2,000	12.0%
<b>Operating &amp; Maintenance Supplies</b>				
2010 - Office Supplies	\$31,528	\$27,378	(\$4,150)	(13.2%)
2060 - Computer Supplies	\$5,080	\$6,080	\$1,000	19.7%
2115 - Motor Fuels	\$143,107	\$176,899	\$33,792	23.6%
2117 - Oils and Lubricants	\$10,000	\$10,000	\$0	0.0%
2145 - Housekeeping Supplies	\$45,502	\$49,502	\$4,000	8.8%
2170 - Operating and Other Supplies	\$132,130	\$133,651	\$1,521	1.2%
2175 - First Aid Safety Supplies	\$11,800	\$19,800	\$8,000	67.8%
2180 - Program Supplies	\$6,850	\$6,850	\$0	0.0%
2250 - Vehicle Maint Parts/Materials	\$200,000	\$200,000	\$0	0.0%
2310 - Food and confections	\$4,000	\$4,000	\$0	0.0%
2360 - Promotional Material & Product	\$8,750	\$8,750	\$0	0.0%
<b>Other Miscellaneous Expenditures</b>				
4020 - Membership Fees & Dues	\$7,705	\$8,705	\$1,000	13.0%
4050 - Training Courses	\$59,937	\$63,237	\$3,300	5.5%
4155 - Conference Registration	\$12,714	\$11,914	(\$800)	(6.3%)
<b>Purchased Services</b>				
2020 - Postage and Courier	\$6,300	\$7,950	\$1,650	26.2%
2070 - Imaging & Printing External	\$6,400	\$2,400	(\$4,000)	(62.5%)
2085 - Publications and Manuals	\$12,050	\$11,050	(\$1,000)	(8.3%)
2215 - Bldg Maintenance Services	\$2,500	\$3,000	\$500	20.0%
2610 - Travel Expense	\$49,268	\$49,268	\$0	0.0%
2710 - Telephone Expenses	\$67,870	\$67,870	\$0	0.0%
2711 - Cell Phones	\$18,479	\$19,079	\$600	3.2%
2925 - Computer Maintenance	\$80,060	\$80,540	\$480	0.6%
2927 - Computer & SW Maint-External	\$186,380	\$184,630	(\$1,750)	(0.9%)
2940 - Advertising	\$7,750	\$7,750	\$0	0.0%
2950 - Other Prof Services-External	\$67,571	\$67,471	(\$100)	(0.1%)
2951 - INTERNAL Service Salary Allocn	\$5,000	\$5,000	\$0	0.0%
2957 - Fleet Car Washes	\$1,200	\$1,200	\$0	0.0%
2990 - Business Meeting Expense	\$5,888	\$7,388	\$1,500	25.5%
2995 - Other Purchased Services	\$14,500	\$14,500	\$0	0.0%
3120 - Rental Expense EXTERNAL	\$269,308	\$268,708	(\$600)	(0.2%)
3145 - VehicleRent-TempOther INTERNAL	\$0	\$23,928	\$23,928	n/a
3150 - Vehicle Rental - External	\$630	\$630	\$0	0.0%



## 2022 APPROVED OPERATING BUDGET

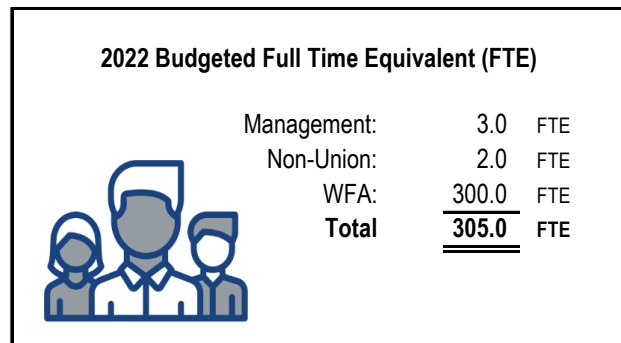
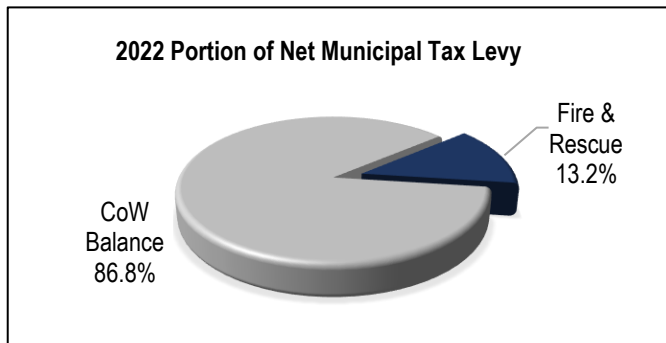
	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
3180 - Computer Rental - INTERNAL	\$73,460	\$76,220	\$2,760	3.8%
3250 - Licenses	\$5,000	\$5,000	\$0	0.0%
<b>Salaries &amp; Benefits</b>				
8110 - Salary-Reg.Full Time	\$32,414,926	\$32,296,924	(\$118,002)	(0.4%)
8130 - Overtime - Salary	\$1,665,958	\$1,668,658	\$2,700	0.2%
8150 - Salary-Temporary	\$0	\$248,508	\$248,508	n/a
8190 - Other Pay	\$562,922	\$663,368	\$100,446	17.8%
8290 - Clothing - Uniforms	\$193,200	\$195,180	\$1,980	1.0%
8380 - Workers Comp. - Admin.	\$293,933	\$293,933	\$0	0.0%
8381 - Workers Comp. - Medical	\$521,653	\$521,653	\$0	0.0%
8382 - Workers Comp. - Salary	\$41,600	\$41,600	\$0	0.0%
8383 - Workers Comp. - Pension	\$258,814	\$258,814	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$10,696,922	\$10,697,746	\$824	0.0%
<b>Transfers to Reserves &amp; Capital Funds</b>				
4210 - Depreciation	\$1,067,758	\$1,067,758	\$0	0.0%
4245 - TRANSFER to Capital Fund	\$0	\$8,802	\$8,802	n/a
4248 - TRANSFER to Reserve Account	\$1,750,000	\$1,750,000	\$0	0.0%
4250 - TRANSFER to Reserve Fund	\$2,000	\$2,000	\$0	0.0%
<b>Utilities, Insurance &amp; Taxes</b>				
3010 - Utilities	\$390,498	\$380,354	(\$10,144)	(2.6%)
3210 - Building Insurance	\$35,183	\$35,183	\$0	0.0%
3220 - Vehicle Insurance	\$21,542	\$21,542	\$0	0.0%
3230 - Liability Insurance	\$66,864	\$66,864	\$0	0.0%
<b>Total Expense</b>	<b>\$52,177,165</b>	<b>\$52,491,089</b>	<b>\$313,924</b>	<b>0.6%</b>
<b>Total Net</b>	<b>\$50,658,841</b>	<b>\$50,538,358</b>	<b>(\$120,483)</b>	<b>(0.2%)</b>

**2022 Operating Budget Variance (3rd Quarter)**

**DEPARTMENTAL OVERVIEW**

Services to the community include public education, code enforcement, fire plans examination, emergency dispatch, emergency response and fire cause determination. Along with structure fires, firefighters respond to a broad range of emergency incidents including vehicle fires, motor vehicle collisions, medical related emergencies, technical rescue incidents and hazardous materials incidents.

Financial Summary	2019	2020	2021	2022
Annual Revenue Budget	(\$1,098,503)	(\$1,481,166)	(\$1,518,324)	(\$1,952,731)
Annual Expense Budget	\$51,711,505	\$51,947,069	\$52,177,165	\$52,491,089
<b>Annual Net Budget</b>	<b>\$50,613,002</b>	<b>\$50,465,903</b>	<b>\$50,658,841</b>	<b>\$50,538,358</b>
<b>Annual Net Variance</b>	<b>(\$87,219)</b>	<b>(\$553,373)</b>	<b>(\$812,297)</b>	<b>(\$3,116,000)</b>
<b>Variance as a % of Gross Budget</b>	<b>(0.2%)</b>	<b>(1.1%)</b>	<b>(1.6%)</b>	<b>(5.9%)</b>



**VARIANCE SUMMARY**

Description	COVID Variance	NON-COVID Variance	OVERALL Variance
Net Salary Variance	(\$320,000)	(\$2,635,000)	(\$2,955,000)
Apparatus Truck Incident	\$0	(\$100,000)	(\$100,000)
COVID & Convoy Related Expenses	(\$72,000)	\$0	(\$72,000)
Mass Notification System	\$0	(\$33,000)	(\$33,000)
Fire Prevention User Fees	(\$20,000)	\$0	(\$20,000)
Miscellaneous Surplus Accounts	\$0	\$64,000	\$64,000
<b>Net Total</b>	<b>(\$412,000)</b>	<b>(\$2,704,000)</b>	<b>(\$3,116,000)</b>

## 2022 Operating Budget Variance (3rd Quarter)

### VARIANCE DESCRIPTION

*The total departmental projected year-end variance is:* (\$3,116,000) Deficit

**Net Salary Variance: (\$2,955,000)**

Net Salary variance for WFRS is projected to be in a deficit of (\$2,955,000). This is largely due to overtime pressures. A sharp increase in WSIB claims is a contributor to this year's overtime. WFRS has seen an increase in WSIB claims which has a significant impact on staffing. Windsor Fire and Rescue is working closely with internal Disability Management Specialist to minimize WSIB claims and/or bring staff back to work as early as possible. Additional overtime of (\$250,000) resulted from the Queen memorial holiday unexpectedly declared on August 19th. Also included in deficit is the COVID and Convoy related overtime of (\$320,000). COVID policy on sick time (not to report to work if any symptoms of a cold are experienced) continue to cause pressure on overtime. Offsetting the overtime deficit is a projected surplus of \$130,000 in regular salary gapping account.

**Fleet Maintenance and Repair: (\$100,000)**

Truck Unit #4033 was damaged in an incident on January 6, 2022. The truck was transported to the manufacturer in Ohio for complete inspection & damage assessment/repair who gave an estimate of \$160,000 US. The claim was put to the insurance with a non-deductible portion of (\$100,000) CDN which will create a negative variance in the Apparatus repair & maintenance account. The department will try to mitigate the impact as much as possible by replacing/repairing only the equipment needed and postponing stocking of parts to the new year.

**Covid & Convoy expenses: (\$72,000)**

Total COVID and Convoy related expenses are projected to be (\$72,000). Convoy related expenses incurred in January 2022 are (\$9,000) creating an unbudgeted deficit in various accounts. Additional unbudgeted expense of (\$63,000) is the hiring of 3rd Assistant Deputy Fire Chief on a temporary basis. This allows for a dedicated personnel to attend the needs of frontline firefighting staff, consisting of development of ongoing COVID-19 policies, overseeing the implementation of the new procedures and ongoing daily review of incident run reports.

**Mass Notification System: (\$33,000)**

WFRS entered into a 5-year agreement with Everbridge for a Mass Notification system approved by 2020 Operating Budget, BI#2020-0354. The budget issue was approved on the basis that WFRS would enter into a four-way partnership between WFRS and three community partners. Three partners were verbally committed when the 5 year agreement with Everbridge (system provider) was signed. Actual agreement with partners was signed with only one partner creating a (\$33,000) shortfall in cost recovery. The process of obtaining additional partners is ongoing.

**Fire Prevention User Fees: (\$20,000)**

User fee revenue for Fire & Rescue is projected to (\$20,000) deficit, a decrease from Q2 projection. Corrective action fees were retro billed from 2021 incidents bringing additional revenue to 2022. Fire Prevention user fee revenue remains lower due to activities being disrupted in the first quarter from a provincial shut down of businesses at the beginning of 2022.

**Miscellaneous Surplus Accounts: \$64,000**

A surplus of \$64,000 is estimated to be achieved in the Fire & Rescue division by departments minimizing any discretionary expenditures as much as possible to mitigate department's overall deficit position.

### MITIGATING STEPS

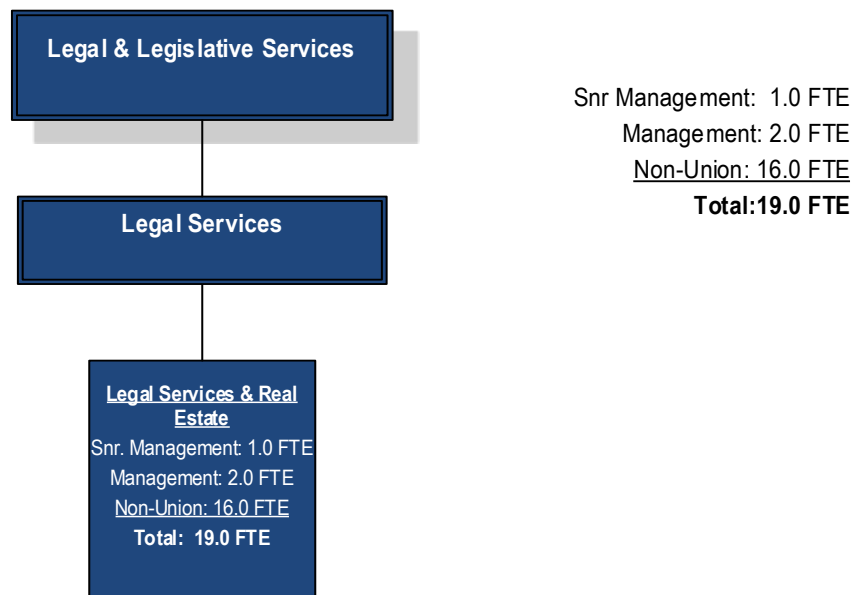
The Fire and Rescue Services division will continue to mitigate overtime variance through limited options at the department's disposal in order to maintain approved service levels.

**2022 APPROVED OPERATING BUDGET**

**DESCRIPTION**

The Legal Department provides legal services in connection with administrative tribunal/court litigation, contracts and agreements, expropriations, labour/employment matters, real estate transactions and leases.

**2022 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
<b>Legal Services &amp; Real Estate</b>			
Commissioner - Legal & Legislative Services	RFT	Sr. Management	1.0
Deputy City Solicitor - Legal Services & Real Estate	RFT	Management	1.0
Manager of Real Estate Services	RFT	Management	1.0
Senior Legal Counsel	RFT	Non-Union	4.0
Legal Counsel	RFT	Non-Union	3.0
Executive Initiative Coord.	RFT	Non-Union	1.0
Lease Administrator	RFT	Non-Union	1.0
Coordinator of Real Estate Services	RFT	Non-Union	1.0
Executive Administrative Assistant	RFT	Non-Union	1.0
Legal Assistant	RFT	Non-Union	3.0
Legal Assist. RealEstate/Corp	RFT	Non-Union	1.0
Legal Assistant-Litigation	RFT	Non-Union	1.0
			<b>19.0</b>
			<b>19.0</b>

## 2022 APPROVED OPERATING BUDGET

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>DIVISION</b>				
Legal Services & Real Estate	\$3,214,336	\$3,360,201	\$145,865	4.5%
<b>Total Net</b>	<b>\$3,214,336</b>	<b>\$3,360,201</b>	<b>\$145,865</b>	<b>4.5%</b>

Account	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
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### REVENUE

#### Recovery of Expenditures

6735 - Recovery Of Expenses EXTERNAL	(\$25,000)	(\$25,000)	\$0	0.0%
6740 - Recovery of Salaries-INTERNAL	(\$158,796)	(\$168,137)	(\$9,341)	5.9%

#### Transfers From Other Funds

7054 - TRANSFER From Reserve Funds	(\$1,425)	(\$1,425)	\$0	0.0%
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#### User Fees, Permits & Charges

6650 - User Fees- External	(\$98,741)	(\$102,394)	(\$3,653)	3.7%
6651 - Fees and Recoveries INTERNAL	(\$15,000)	(\$15,000)	\$0	0.0%

<b>Total Revenue</b>	<b>(\$298,962)</b>	<b>(\$311,956)</b>	<b>(\$12,994)</b>	<b>4.3%</b>
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### EXPENSES

#### Minor Capital

2220 - Maintenance Parts & Materials	\$252	\$252	\$0	0.0%
5125 - Computers - PCs	\$252	\$252	\$0	0.0%
5126 - Computer Software	\$12,095	\$12,095	\$0	0.0%
5130 - Furniture & Furnishings	\$2,500	\$2,500	\$0	0.0%

#### Operating & Maintenance Supplies

2010 - Office Supplies	\$6,787	\$6,787	\$0	0.0%
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#### Other Miscellaneous Expenditures

4020 - Membership Fees & Dues	\$23,442	\$23,442	\$0	0.0%
4025 - Document Registration	\$12,345	\$12,345	\$0	0.0%
4050 - Training Courses	\$2,175	\$2,175	\$0	0.0%
4155 - Conference Registration	\$500	\$500	\$0	0.0%

**2022 APPROVED OPERATING BUDGET**

	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>\$ Budget Change</b>	<b>% Budget Change</b>
<b>Purchased Services</b>				
2020 - Postage and Courier	\$1,352	\$1,352	\$0	0.0%
2085 - Publications and Manuals	\$22,732	\$22,732	\$0	0.0%
2610 - Travel Expense	\$7,331	\$7,331	\$0	0.0%
2620 - Car Allowance	\$2,500	\$2,500	\$0	0.0%
2711 - Cell Phones	\$1,553	\$1,553	\$0	0.0%
2915 - Consulting Services - External	\$6,066	\$6,066	\$0	0.0%
2920 - Legal Services	\$550,000	\$550,000	\$0	0.0%
2925 - Computer Maintenance	\$9,700	\$10,180	\$480	4.9%
2940 - Advertising	\$2,000	\$2,000	\$0	0.0%
2950 - Other Prof Services-External	\$140,400	\$140,400	\$0	0.0%
3120 - Rental Expense EXTERNAL	\$2,473	\$2,473	\$0	0.0%
3180 - Computer Rental - INTERNAL	\$8,470	\$8,870	\$400	4.7%
<b>Salaries &amp; Benefits</b>				
8110 - Salary-Reg.Full Time	\$1,907,408	\$2,028,219	\$120,811	6.3%
8130 - Overtime - Salary	\$1,794	\$1,794	\$0	0.0%
8150 - Salary-Temporary	\$54,625	\$54,625	\$0	0.0%
8170 - Service Pay	\$650	\$650	\$0	0.0%
8190 - Other Pay	\$200	\$200	\$0	0.0%
8210 - Meal Allowance	\$100	\$100	\$0	0.0%
8380 - Workers Comp. - Admin.	\$900	\$900	\$0	0.0%
8381 - Workers Comp. - Medical	\$800	\$800	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$638,185	\$678,055	\$39,870	6.2%
<b>Utilities, Insurance &amp; Taxes</b>				
3010 - Utilities	\$2,702	\$0	(\$2,702)	(100.0%)
3210 - Building Insurance	\$1,724	\$1,724	\$0	0.0%
3230 - Liability Insurance	\$68,737	\$68,737	\$0	0.0%
3231 - Law Pro	\$20,548	\$20,548	\$0	0.0%
<b>Total Expense</b>	<b>\$3,513,298</b>	<b>\$3,672,157</b>	<b>\$158,859</b>	<b>4.5%</b>
<b>Total Net</b>	<b>\$3,214,336</b>	<b>\$3,360,201</b>	<b>\$145,865</b>	<b>4.5%</b>

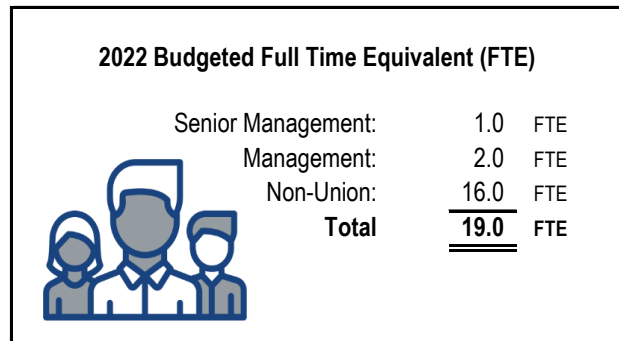
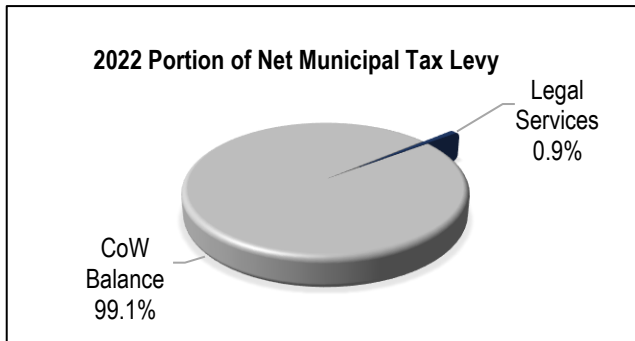
**2022 Operating Budget Variance (3rd Quarter)**

**DEPARTMENTAL OVERVIEW**

The Legal Department provides legal services in connection with administrative tribunal/court litigation, contracts and agreements, expropriations, labour/employment matters, real estate transactions and leases.

Financial Summary	2019	2020	2021	2022
Annual Revenue Budget	n/a	n/a	(\$298,962)	(\$311,956)
Annual Expense Budget	n/a	n/a	\$3,513,298	\$3,672,157
<b>Annual Net Budget</b>	<b>n/a</b>	<b>n/a</b>	<b>\$3,214,336</b>	<b>\$3,360,201</b>
<b>Annual Net Variance</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>(\$495,000)</b>
<b>Variance as a % of Gross Budget</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>(13.5%)</b>

Historical amounts are not available due to realignment of departments.



**VARIANCE SUMMARY**

Description	COVID Variance	NON-COVID Variance	OVERALL Variance
Convoy Costs	(\$495,000)	\$0	(\$495,000)
<b>Net Total</b>	<b>(\$495,000)</b>	<b>\$0</b>	<b>(\$495,000)</b>

**VARIANCE DESCRIPTION**

The total departmental projected year-end variance is: (\$495,000)      Deficit



## 2022 Operating Budget Variance (3rd Quarter)

### **Convoy Costs (\$495,000)**

Legal is anticipating a total deficit of (\$495,000) which is comprised of (\$225,000) in miscellaneous costs associated to the Freedom Convoy that occurred in Windsor in February 2022 and (\$270,000) from Legal's participation in the follow up process associated to the Freedom Convoy. It is unknown at this time if the City will be reimbursed for these expenses.

### **MITIGATING STEPS**

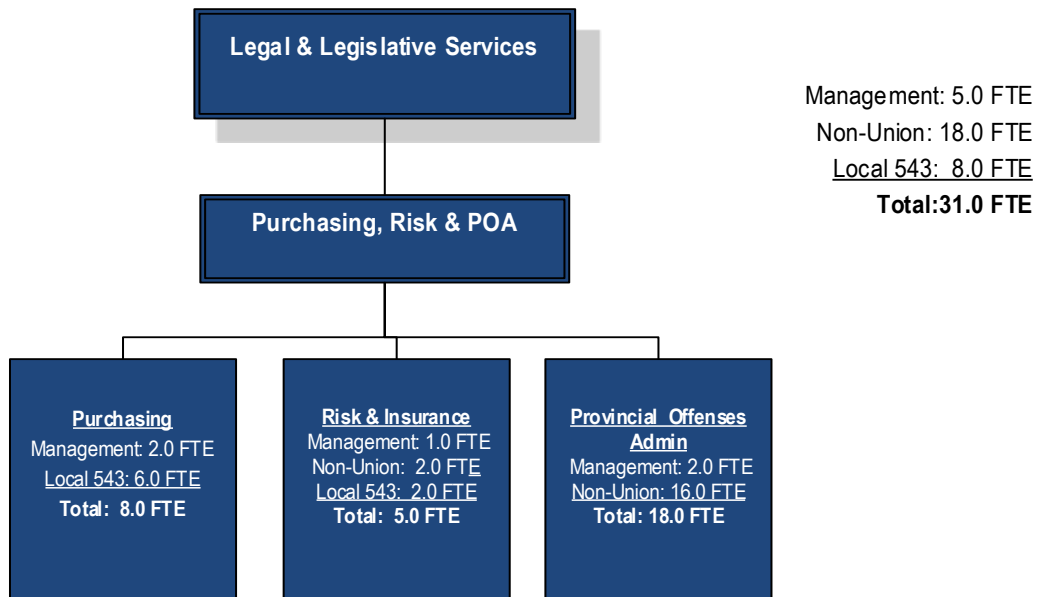
The Legal Department will continue to monitor variances going forward and take any reasonable steps to reduce or eliminate variances while mitigating any negative impact on service levels.

**2022 APPROVED OPERATING BUDGET**

**DESCRIPTION**

Purchasing procures goods and services. Risk Management manages personal injury, property loss claims, and insurance. The Provincial Offences administers POA Court and prosecutes offences.

**2022 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
<b>Purchasing</b>			
Purchasing Manager	RFT	Management	1.0
Supv, Purchasing	RFT	Management	1.0
Senior Buyer	RFT	Local 543	2.0
Buyer	RFT	Local 543	3.0
Clerk Expeditor	RFT	Local 543	1.0
			<b>8.0</b>
<b>Risk &amp; Insurance</b>			
Deputy City Solicitor-POA, Purchasing & Risk Mgmt.	RFT	Management	1.0
Claims Administrator	RFT	Non-Union	2.0
Insurance & Risk Analyst	RFT	Local 543	1.0
Risk Management Clerk	RFT	Local 543	1.0
			<b>5.0</b>
<b>Provincial Offences Admin</b>			
Manager, Provincial Offences	RFT	Managemet	1.0
Supv, POA Fines Enforcement	RFT	Management	1.0
Lead Prosecutor	RFT	Non-Union	1.0
Prosecutor, Provincial Offences	RFT	Non-Union	2.0
Coord, Prov Offences Operation	RFT	Non-Union	1.0
POA Fines Enforcement Specialist	RFT	Non-Union	1.0
Coord, Trial	RFT	Non-Union	1.0
Court Administrator	RFT	Non-Union	6.0
Court Administrator - Bilingual	RFT	Non-Union	1.0
Court Clerk Reporter	RFT	Non-Union	2.0
Court Clerk Reporter - Bilingual	RFT	Non-Union	1.0
			<b>18.0</b>
			<b>31.0</b>

## 2022 APPROVED OPERATING BUDGET

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>DIVISION</b>				
Purchasing	\$781,494	\$785,143	\$3,649	0.5%
Risk & Insurance	\$3,539,929	\$3,520,993	(\$18,936)	(0.5%)
Provincial Offenses Admin	(\$853,706)	(\$847,317)	\$6,389	0.7%
<b>Total Net</b>	<b>\$3,467,717</b>	<b>\$3,458,819</b>	<b>(\$8,898)</b>	<b>(0.3%)</b>

Account	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
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### REVENUE

#### Recovery of Expenditures

6735 - Recovery Of Expenses EXTERNAL	(\$203,822)	(\$220,184)	(\$16,362)	8.0%
6740 - Recovery of Salaries-INTERNAL	(\$114,846)	(\$116,282)	(\$1,436)	1.3%

#### Transfers From Other Funds

7054 - TRANSFER From Reserve Funds	\$0	(\$1,695,606)	(\$1,695,606)	n/a
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#### User Fees, Permits & Charges

6485 - Bylaw Fines - Courts	(\$6,897,093)	(\$6,897,093)	\$0	0.0%
6650 - User Fees- External	(\$35,000)	(\$35,000)	\$0	0.0%
6651 - Fees and Recoveries INTERNAL	(\$5,374,802)	(\$5,379,935)	(\$5,133)	0.1%

<b>Total Revenue</b>	<b>(\$12,625,563)</b>	<b>(\$14,344,100)</b>	<b>(\$1,718,537)</b>	<b>13.6%</b>
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### EXPENSES

#### Financial Expenses

4540 - Bank Charges	\$60,152	\$60,152	\$0	0.0%
4560 - Collection Charges	\$185,900	\$173,560	(\$12,340)	(6.6%)

#### Minor Capital

5125 - Computers - PCs	\$8,715	\$8,715	\$0	0.0%
5126 - Computer Software	\$17,705	\$17,705	\$0	0.0%
5130 - Furniture & Furnishings	\$12,915	\$12,915	\$0	0.0%

#### Operating & Maintenance Supplies

2010 - Office Supplies	\$24,032	\$24,032	\$0	0.0%
2145 - Housekeeping Supplies	\$3,420	\$3,420	\$0	0.0%
3176 - Facility Opns-Labour INTERNAL	\$62,124	\$62,124	\$0	0.0%

## 2022 APPROVED OPERATING BUDGET

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>Other Miscellaneous Expenditures</b>				
4020 - Membership Fees & Dues	\$14,032	\$14,032	\$0	0.0%
4050 - Training Courses	\$9,182	\$9,182	\$0	0.0%
4155 - Conference Registration	\$2,500	\$2,500	\$0	0.0%
4295 - Public Relations	\$854,427	\$850,816	(\$3,611)	(0.4%)
<b>Purchased Services</b>				
2020 - Postage and Courier	\$30,160	\$30,160	\$0	0.0%
2070 - Imaging & Printing External	\$12,000	\$12,000	\$0	0.0%
2085 - Publications and Manuals	\$18,500	\$18,500	\$0	0.0%
2215 - Bldg Maintenance Services	\$2,500	\$1,000	(\$1,500)	(60.0%)
2610 - Travel Expense	\$6,380	\$6,380	\$0	0.0%
2620 - Car Allowance	\$2,500	\$2,500	\$0	0.0%
2710 - Telephone Expenses	\$7,160	\$1,000	(\$6,160)	(86.0%)
2711 - Cell Phones	\$2,902	\$2,902	\$0	0.0%
2920 - Legal Services	\$3,000	\$3,000	\$0	0.0%
2925 - Computer Maintenance	\$25,320	\$25,320	\$0	0.0%
2927 - Computer & SW Maint-External	\$7,100	\$7,100	\$0	0.0%
2950 - Other Prof Services-External	\$1,900,433	\$1,892,233	(\$8,200)	(0.4%)
2980 - Contracted Services	\$540,000	\$540,000	\$0	0.0%
2995 - Other Purchased Services	\$4,000	\$12,000	\$8,000	200.0%
3120 - Rental Expense EXTERNAL	\$6,400	\$6,400	\$0	0.0%
3175 - Facility Rental EXTERNAL	\$328,315	\$328,315	\$0	0.0%
3180 - Computer Rental - INTERNAL	\$19,000	\$19,000	\$0	0.0%
<b>Salaries &amp; Benefits</b>				
8110 - Salary-Reg.Full Time	\$2,463,866	\$2,469,512	\$5,646	0.2%
8130 - Overtime - Salary	\$2,000	\$2,000	\$0	0.0%
8150 - Salary-Temporary	\$25,549	\$57,524	\$31,975	125.2%
8170 - Service Pay	\$845	\$975	\$130	15.4%
8190 - Other Pay	\$1,100	\$1,100	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$817,172	\$824,144	\$6,972	0.9%
<b>Utilities, Insurance &amp; Taxes</b>				
3200 - Insurance Premiums	\$5,803,255	\$7,371,982	\$1,568,727	27.0%
3210 - Building Insurance	\$2,931	\$2,931	\$0	0.0%
3230 - Liability Insurance	\$5,141	\$5,141	\$0	0.0%
3235 - Claim Costs and Subrogation	\$2,800,647	\$2,920,647	\$120,000	4.3%
<b>Total Expense</b>	<b>\$16,093,280</b>	<b>\$17,802,919</b>	<b>\$1,709,639</b>	<b>10.6%</b>
<b>Total Net</b>	<b>\$3,467,717</b>	<b>\$3,458,819</b>	<b>(\$8,898)</b>	<b>(0.3%)</b>

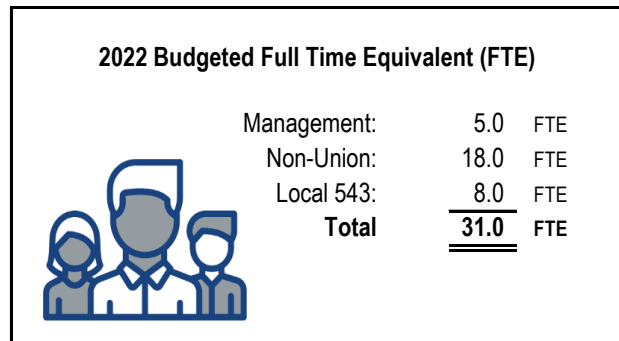
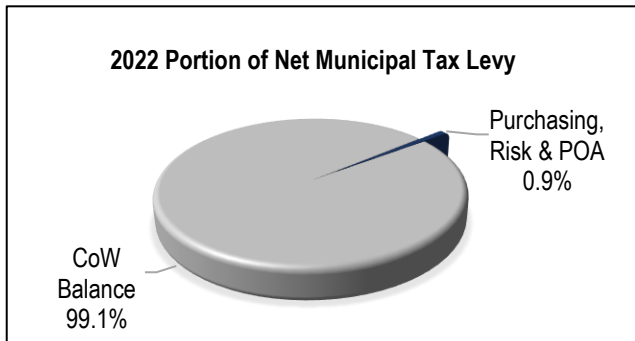
**2022 Operating Budget Variance (3rd Quarter)**

**DEPARTMENTAL OVERVIEW**

*Purchasing procures goods and services. Risk Management manages personal injury, property loss claims, and insurance. The Provincial Offences administers POA Court and prosecutes offences.*

Financial Summary	2019	2020	2021	2022
Annual Revenue Budget	n/a	n/a	(\$12,625,563)	(\$8,964,165)
Annual Expense Budget	n/a	n/a	\$16,093,280	\$12,422,984
<b>Annual Net Budget</b>	<b>n/a</b>	<b>n/a</b>	<b>\$3,467,717</b>	<b>\$3,458,819</b>
Annual Net Variance	n/a	n/a	n/a	(\$650,000)
Variance as a % of Gross Budget	n/a	n/a	n/a	(5.2%)

*Historical amounts are not available due to realignment of departments.*



**VARIANCE SUMMARY**

Description	COVID Variance	NON-COVID Variance	OVERALL Variance
Provincial Offences Division	(\$400,000)	(\$250,000)	(\$650,000)
<b>Net Total</b>	<b>(\$400,000)</b>	<b>(\$250,000)</b>	<b>(\$650,000)</b>

**2022 Operating Budget Variance (3rd Quarter)**

**VARIANCE DESCRIPTION**

*The total departmental projected year-end variance is:* (\$650,000)      Deficit

**Provincial Offences Division: (\$650,000)**

The Provincial Offences Division (POA) was impacted greatly by Ministry ordered court closures and suspension of POA timelines due to Covid-19. POA has ramped up operations since last year and continues to get through the resulting backlog of legal matters. Delays in getting matters into court have impacted POA's ability to collect on these revenues as Early Resolution and Trial matters are not due to be paid unless they are convicted in court. Another contribution to the lower than anticipated revenue is the significantly lower number of tickets issued over the last two years. In 2019 there were 29,336 tickets issued, in 2020 23,867 tickets were issued, and in 2021 20,518 tickets were issued. This steady and significant decline over the last two years has affected revenue collected and will continue to do so in the future if this trend continues. It should be noted that policing agencies control the number of tickets issued based on operational resources and this is beyond the operating departments control.

**MITIGATING STEPS**

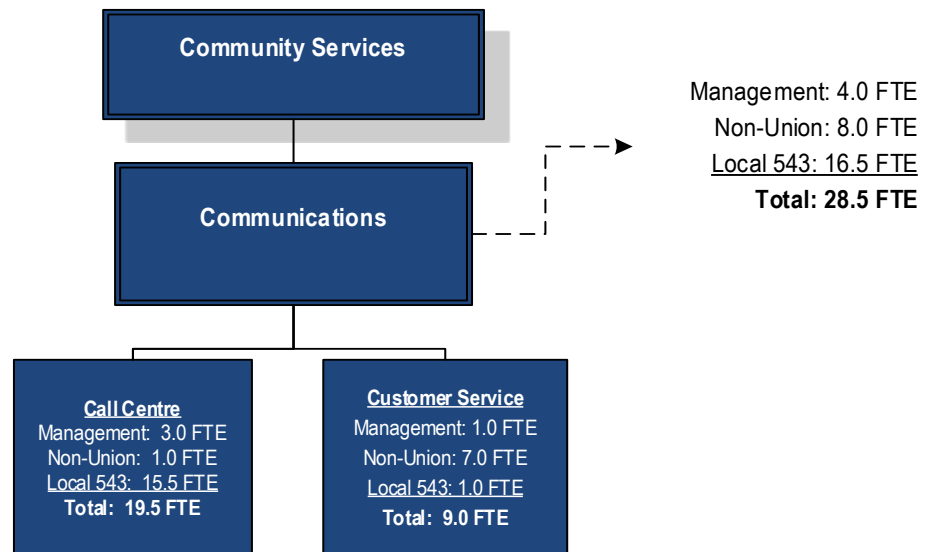
POA will continue to monitor variances going forward and take any reasonable steps to reduce or eliminate variances while mitigating any negative impact on service levels.

**2022 APPROVED OPERATING BUDGET**

**DESCRIPTION**

The Communications Department is the primary point of contact for communication and customer service, internally and externally including the 211/311 Contact Centre, for the City of Windsor.

**2022 ORGANIZATION STRUCTURE (BUDGETED FTE's)**





**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
<b>Call Centre</b>			
Manager, Customer Contact Centre	RFT	Management	1.0
Supervisor, Customer Contact Centre	RFT	Management	2.0
Systems Administrator	RFT	Non-Union	1.0
311 Mapping Support Analyst	RFT	Local 543	1.0
311 Support Analyst	RFT	Local 543	1.0
211 Support Analyst	RFT	Local 543	1.0
311 Support Analyst	RPT	Local 543	0.5
Customer Contact Representative	RFT	Local 543	8.0
Customer Contact Representative	RPT	Local 543	3.0
Administrative Clerk	RFT	Local 543	1.0
			<b>19.5</b>
<b>Customer Service</b>			
Senior Mgr. Communications&C/S	RFT	Management	1.0
Corp.Mktg & Communications Ofc	RFT	Non-Union	5.0
Customer Service Coordinator	RFT	Non-Union	1.0
Comm/Writer/Editor Council Liaison	RFT	Non-Union	1.0
Graphic Designer & Marketing Assistant	RFT	Local 543	1.0
			<b>9.0</b>
			<b>28.5</b>

## 2022 APPROVED OPERATING BUDGET

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>DIVISION</b>				
Call Centre	\$1,940,636	\$2,065,666	\$125,030	6.4%
Customer Service	\$1,251,351	\$1,277,007	\$25,656	2.1%
<b>Total Net</b>	<b>\$3,191,987</b>	<b>\$3,342,673</b>	<b>\$150,686</b>	<b>4.7%</b>

Account	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>REVENUE</b>				
<b>Grants &amp; Subsidies</b>				
6330 - Other Municipal Grants & Fees	(\$90,000)	(\$90,000)	\$0	0.0%
<b>Other Miscellaneous Revenue</b>				
6990 - Other General Revenue	(\$162,033)	(\$162,033)	\$0	0.0%
<b>Recovery of Expenditures</b>				
6735 - Recovery Of Expenses EXTERNAL	(\$2,000)	(\$2,000)	\$0	0.0%
6740 - Recovery of Salaries-INTERNAL	(\$312,000)	(\$312,000)	\$0	0.0%
6997 - Permanent Gapping Recovery	(\$109,935)	\$0	\$109,935	(100.0%)
<b>Transfers From Other Funds</b>				
7054 - TRANSFER From Reserve Funds	(\$46,497)	(\$149,469)	(\$102,972)	221.5%
<b>Total Revenue</b>	<b>(\$722,465)</b>	<b>(\$715,502)</b>	<b>\$6,963</b>	<b>(1.0%)</b>

## EXPENSES

### Minor Capital

5111 - Machinery & Equipment -Non TCA	\$5,500	\$5,500	\$0	0.0%
5125 - Computers - PCs	\$150	\$150	\$0	0.0%
5126 - Computer Software	\$4,100	\$4,100	\$0	0.0%
5130 - Furniture & Furnishings	\$7,500	\$7,500	\$0	0.0%

### Operating & Maintenance Supplies

2010 - Office Supplies	\$5,750	\$5,750	\$0	0.0%
2060 - Computer Supplies	\$200	\$200	\$0	0.0%
	\$0	\$10,000	\$10,000	n/a

### Other Miscellaneous Expenditures

4020 - Membership Fees & Dues	\$3,820	\$3,820	\$0	0.0%
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**2022 APPROVED OPERATING BUDGET**

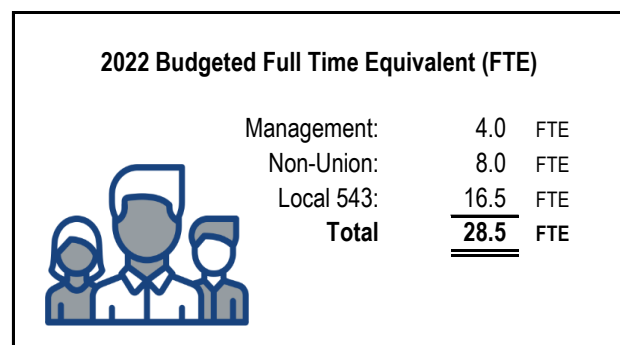
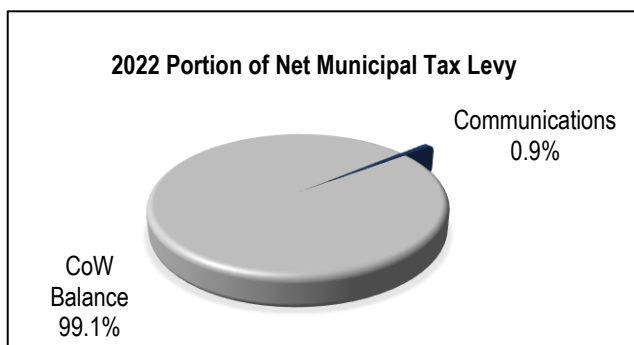
	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
4050 - Training Courses	\$1,731	\$1,731	\$0	0.0%
4155 - Conference Registration	\$9,200	\$9,200	\$0	0.0%
4295 - Public Relations	\$1,000	\$1,000	\$0	0.0%
<b>Purchased Services</b>				
2020 - Postage and Courier	\$1,175	\$1,175	\$0	0.0%
2070 - Imaging & Printing External	\$350	\$350	\$0	0.0%
2085 - Publications and Manuals	\$725	\$725	\$0	0.0%
2609 - Mileage and car allowance	\$1,500	\$1,500	\$0	0.0%
2610 - Travel Expense	\$7,407	\$7,407	\$0	0.0%
2620 - Car Allowance	\$1,900	\$1,900	\$0	0.0%
2710 - Telephone Expenses	\$26,200	\$75,200	\$49,000	187.0%
2711 - Cell Phones	\$4,600	\$4,600	\$0	0.0%
2914 - Non-Occ Medical	\$1,500	\$1,500	\$0	0.0%
2917 - Ergonomic Assessments	\$250	\$250	\$0	0.0%
2925 - Computer Maintenance	\$22,875	\$23,355	\$480	2.1%
2940 - Advertising	\$9,970	\$9,970	\$0	0.0%
2950 - Other Prof Services-External	\$37,897	\$29,897	(\$8,000)	(21.1%)
2951 - INTERNAL Service Salary Allocn	\$312,000	\$312,000	\$0	0.0%
2980 - Contracted Services	\$344,650	\$333,650	(\$11,000)	(3.2%)
2990 - Business Meeting Expense	\$1,000	\$1,000	\$0	0.0%
3120 - Rental Expense EXTERNAL	\$3,025	\$3,025	\$0	0.0%
3180 - Computer Rental - INTERNAL	\$20,147	\$20,747	\$600	3.0%
<b>Salaries &amp; Benefits</b>				
8110 - Salary-Reg.Full Time	\$2,023,036	\$2,021,968	(\$1,068)	(0.1%)
8115 - Salary-Reg.Part Time	\$214,232	\$216,630	\$2,398	1.1%
8130 - Overtime - Salary	\$5,000	\$5,000	\$0	0.0%
8140 - Overtime - Wages	\$1,000	\$1,000	\$0	0.0%
8150 - Salary-Temporary	\$64,667	\$64,667	\$0	0.0%
8170 - Service Pay	\$2,795	\$2,145	(\$650)	(23.3%)
8190 - Other Pay	\$46,497	\$148,389	\$101,892	219.1%
8381 - Workers Comp. - Medical	\$3,000	\$3,000	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$716,514	\$716,585	\$71	0.0%
<b>Utilities, Insurance &amp; Taxes</b>				
3210 - Building Insurance	\$1,589	\$1,589	\$0	0.0%
<b>Total Expense</b>	<b>\$3,914,452</b>	<b>\$4,058,175</b>	<b>\$143,723</b>	<b>3.7%</b>
<b>Total Net</b>	<b>\$3,191,987</b>	<b>\$3,342,673</b>	<b>\$150,686</b>	<b>4.7%</b>

**2022 Operating Budget Variance (3rd Quarter)**

**DEPARTMENTAL OVERVIEW**

The Communications Department is the primary point of contact for communication and customer service, internally and externally including the 211/311 Contact Centre, for the City of Windsor.

Financial Summary	2019	2020	2021	2022
Annual Revenue Budget	(\$726,688)	(\$722,783)	(\$722,465)	(\$715,502)
Annual Expense Budget	\$3,673,781	\$3,826,234	\$3,914,452	\$4,058,175
<b>Annual Net Budget</b>	<b>\$2,947,093</b>	<b>\$3,103,451</b>	<b>\$3,191,987</b>	<b>\$3,342,673</b>
<b>Annual Net Variance</b>			<b>(\$68,774)</b>	<b>(\$84,000)</b>
<b>Variance as a % of Gross Budget</b>			<b>(1.8%)</b>	<b>(2.1%)</b>



**VARIANCE SUMMARY**

Description	COVID Variance	NON-COVID Variance	OVERALL Variance
211 RSP Provincial Funding	\$0	\$51,000	\$51,000
Salary	(\$226,000)	\$60,000	(\$166,000)
Misc. Expenses	\$0	\$31,000	\$31,000
<b>Net Total</b>	<b>(\$226,000)</b>	<b>\$142,000</b>	<b>(\$84,000)</b>

## 2022 Operating Budget Variance (3rd Quarter)

### VARIANCE DESCRIPTION

*The total departmental projected year-end variance is:* **(\$84,000)**      *Deficit*

**Salary: (\$166,000)**

An overall salary deficit of (\$226,000) is from the Customer Contact Centre division and retro payments. The majority of this variance can be attributed to part time staff working full time hours due to increased demand and the hiring of extra temporary staff to support Call Centre services during the pandemic. Offsetting the salary deficit is a Customer Service division surplus in salaries of \$60,000 for the Corporate Marketing and Communications Officer capital project recoveries.

**211 Regional Service Provider (RSP) Provincial Funding: \$51,000**

A surplus of \$51,000 results from 211 RSP Funding, This surplus is due to a change in contracted funding to be received for the remainder of 2022 and an increase in quarterly variable funding.

**Miscellaneous Expenses: \$31,000**

The Communications Department had an overall savings of \$31,000. The expenditure surplus is related to mitigating measures in administrative accounts such as travel expenses, furniture & furnishings, machinery & equipment.

### MITIGATING STEPS

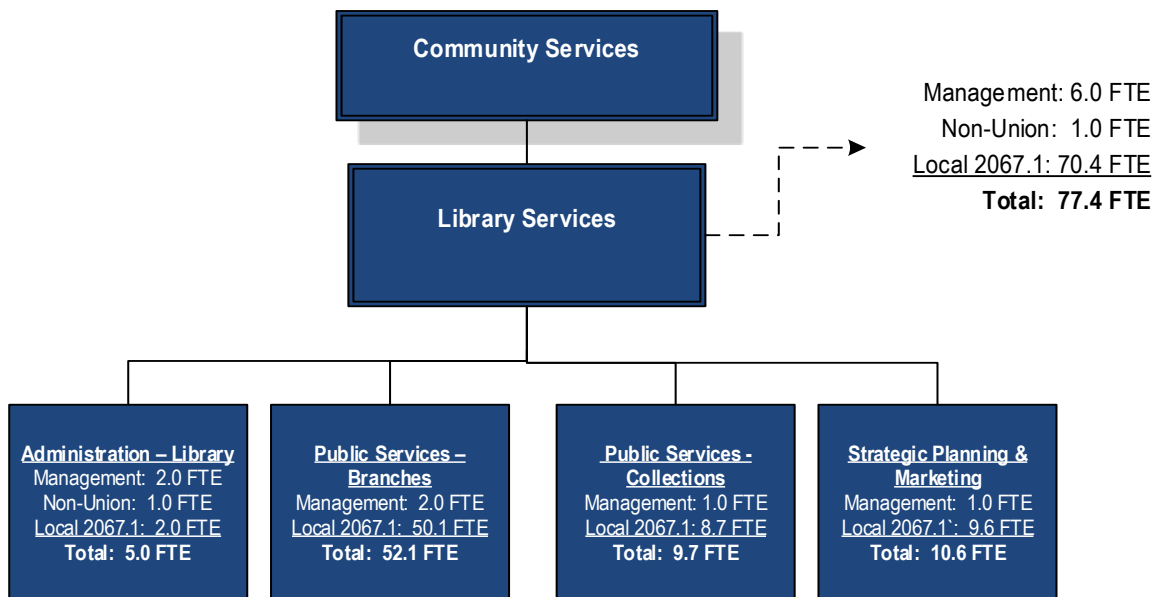
The department will monitor variances throughout 2022 and take any reasonable steps assist in reducing or eliminating variances while mitigating any negative impact on service levels.

**2022 APPROVED OPERATING BUDGET**

**DESCRIPTION**

The Windsor Public Library consists of 10 library branches of varying sizes that provide a physical space where people can gather, attend programs, gain access to the internet and access the libraries' collections.

**2022 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
<b>Administration - Library</b>			
Chief Executive Officer (CEO) WPL	RFT	Management	1.0
Manager, WPL Operations	RFT	Management	1.0
Administrative Receptionist	RFT	Non-Union	1.0
Admin Support - Accounting	RFT	Local 2067.1	2.0
			<b>5.0</b>
<b>Public Services - Branches</b>			
Manager Public Services	RFT	Management	2.0
Team Leader	RFT	Local 2067.1	3.0
Librarian	RFT	Local 2067.1	10.0
Team Leader - Customer Services	RFT	Local 2067.1	1.0
Adult Literacy Coordinator	RFT	Local 2067.1	1.0
Library Service Representative	RFT	Local 2067.1	17.0
Sr. Clerk Service Rep	RFT	Local 2067.1	1.0
Sr. Clerk Service Rep	RFT	Local 2067.1	1.0
Circulation Service Representative	RFT	Local 2067.1	6.0
Adult Literacy Instructor	RPT	Local 2067.1	1.4
Book Buddy Coordinator	RPT	Local 2067.1	0.6
Book Mobile/CSR Driver	RPT	Local 2067.1	1.2
Deaf Literacy Instructor	RPT	Local 2067.1	0.9
Librarian	RPT	Local 2067.1	1.2
Library Service Representative	RPT	Local 2067.1	4.9
			<b>52.1</b>
<b>Public Services - Collections</b>			
Manager Public Services	RFT	Management	1.0
Digital Media Librarian	RFT	Local 2067.1	1.0
Accessibility Librarian	RFT	Local 2067.1	1.0
Librarian	RFT	Local 2067.1	2.0
Archivist	RFT	Local 2067.1	1.0
Library Service Representative	RFT	Local 2067.1	1.0
Collections Senior Clerk	RFT	Local 2067.1	1.0
Collections Clerk	RFT	Local 2067.1	1.7
			<b>9.7</b>

**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
<b>Strategic Planning &amp; Marketing</b>			
Director Strategic Planning Priorities & Marketing	RFT	Management	1.0
Maintenance/Repair	RFT	Local 2067.1	1.0
Shipper Receiver	RFT	Local 2067.1	1.0
Caretaker	RFT	Local 2067.1	6.0
Graphic Designer	RPT	Local 2067.1	0.6
Caretaker	RPT	Local 2067.1	0.6
Driver	RPT	Local 2067.1	0.4
			<b>10.6</b>
			<b>77.4</b>



## 2022 APPROVED OPERATING BUDGET

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>DIVISION</b>				
Administration - Library	\$1,735,129	\$1,734,167	(\$962)	(0.1%)
Public Services - Branches	\$3,703,944	\$3,668,251	(\$35,693)	(1.0%)
Public Services - Collections	\$1,572,830	\$1,654,832	\$82,002	5.2%
Strategic Planning & Marketing	\$1,257,844	\$1,262,735	\$4,891	0.4%
<b>Total Net</b>	<b>\$8,269,747</b>	<b>\$8,319,985</b>	<b>\$50,238</b>	<b>0.6%</b>

Account	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
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### REVENUE

#### Grants & Subsidies

6310 - Ontario Specific Grants	(\$632,883)	(\$632,883)	\$0	0.0%
6330 - Other Municipal Grants & Fees	(\$150,000)	(\$150,000)	\$0	0.0%

#### Other Miscellaneous Revenue

6910 - Donations	(\$25,712)	(\$25,712)	\$0	0.0%
6950 - Proceed-Disposal of non-TCA	(\$7,000)	(\$7,000)	\$0	0.0%

#### Recovery of Expenditures

6740 - Recovery of Salaries-INTERNAL	(\$56,438)	\$0	\$56,438	(100.0%)
6742 - Recovery of Fringes INTERNAL	(\$11,288)	\$0	\$11,288	(100.0%)

#### User Fees, Permits & Charges

6417 - Lease & Rental Revenue	(\$2,000)	(\$2,000)	\$0	0.0%
6650 - User Fees- External	(\$90,000)	(\$90,000)	\$0	0.0%
6725 - Fees&Service Charges EXTERNAL	(\$57,300)	(\$57,300)	\$0	0.0%

<b>Total Revenue</b>	<b>(\$1,032,621)</b>	<b>(\$964,895)</b>	<b>\$67,726</b>	<b>(6.6%)</b>
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### EXPENSES

#### Financial Expenses

4510 - Debt Principal	\$106,176	\$106,176	\$0	0.0%
4540 - Bank Charges	\$7,000	\$7,000	\$0	0.0%
4590 - Interest Expense	\$12,014	\$12,014	\$0	0.0%

## 2022 APPROVED OPERATING BUDGET

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>Minor Capital</b>				
5111 - Machinery & Equipment -Non TCA	\$10,500	\$10,500	\$0	0.0%
5125 - Computers - PCs	\$10,000	\$10,000	\$0	0.0%
5130 - Furniture & Furnishings	\$19,550	\$19,550	\$0	0.0%
<b>Operating &amp; Maintenance Supplies</b>				
2010 - Office Supplies	\$20,250	\$20,250	\$0	0.0%
2060 - Computer Supplies	\$1,000	\$1,000	\$0	0.0%
2145 - Housekeeping Supplies	\$25,000	\$25,000	\$0	0.0%
2170 - Operating and Other Supplies	\$22,000	\$22,000	\$0	0.0%
2180 - Program Supplies	\$133,606	\$95,222	(\$38,384)	(28.7%)
2250 - Vehicle Maint Parts/Materials	\$10,000	\$10,000	\$0	0.0%
2310 - Food and confections	\$2,000	\$2,000	\$0	0.0%
2970 - Building Maintenance	\$242,854	\$242,854	\$0	0.0%
<b>Other Miscellaneous Expenditures</b>				
4020 - Membership Fees & Dues	\$18,000	\$18,000	\$0	0.0%
4050 - Training Courses	\$2,000	\$2,000	\$0	0.0%
4155 - Conference Registration	\$3,000	\$3,000	\$0	0.0%
4295 - Public Relations	\$20,204	\$20,204	\$0	0.0%
<b>Purchased Services</b>				
2020 - Postage and Courier	\$4,300	\$4,300	\$0	0.0%
2070 - Imaging & Printing External	\$69,000	\$69,000	\$0	0.0%
2085 - Publications and Manuals	\$928,700	\$928,700	\$0	0.0%
2609 - Mileage and car allowance	\$2,000	\$2,000	\$0	0.0%
2610 - Travel Expense	\$10,000	\$10,000	\$0	0.0%
2620 - Car Allowance	\$10,000	\$10,000	\$0	0.0%
2711 - Cell Phones	\$15,600	\$15,600	\$0	0.0%
2810 - Parking, Permits and Passes	\$17,750	\$17,750	\$0	0.0%
2925 - Computer Maintenance	\$132,040	\$132,520	\$480	0.4%
2927 - Computer & SW Maint-External	\$218,500	\$225,500	\$7,000	3.2%
2950 - Other Prof Services-External	\$100,700	\$100,700	\$0	0.0%
2951 - INTERNAL Service Salary Allocn	\$431,216	\$418,565	(\$12,651)	(2.9%)
2962 - Fees and Service Charges Exp	\$50,126	\$50,126	\$0	0.0%
3140 - VehicleRent-Dedicated INTERNAL	\$33,581	\$33,343	(\$238)	(0.7%)
3180 - Computer Rental - INTERNAL	\$77,600	\$78,000	\$400	0.5%
<b>Salaries &amp; Benefits</b>				
8110 - Salary-Reg.Full Time	\$3,640,859	\$3,723,232	\$82,373	2.3%
8115 - Salary-Reg.Part Time	\$529,821	\$618,601	\$88,780	16.8%
8150 - Salary-Temporary	\$136,000	\$0	(\$136,000)	(100.0%)
8160 - Hourly-Temporary	\$603,186	\$606,676	\$3,490	0.6%

**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
8190 - Other Pay	\$31,212	\$31,212	\$0	0.0%
8398 - Fringe benefits-Departmental	\$1,267,576	\$1,307,893	\$40,317	3.2%
<b>Transfers to Reserves &amp; Capital Funds</b>				
4250 - TRANSFER to Reserve Fund	\$7,000	\$7,000	\$0	0.0%
<b>Utilities, Insurance &amp; Taxes</b>				
3010 - Utilities	\$245,886	\$192,831	(\$53,055)	(21.6%)
3210 - Building Insurance	\$66,427	\$66,427	\$0	0.0%
3220 - Vehicle Insurance	\$352	\$352	\$0	0.0%
3230 - Liability Insurance	\$7,782	\$7,782	\$0	0.0%
<b>Total Expense</b>	<b>\$9,302,368</b>	<b>\$9,284,880</b>	<b>(\$17,488)</b>	<b>(0.2%)</b>
<b>Total Net</b>	<b>\$8,269,747</b>	<b>\$8,319,985</b>	<b>\$50,238</b>	<b>0.6%</b>

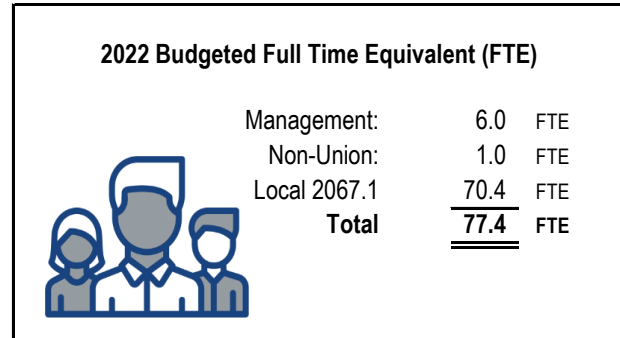
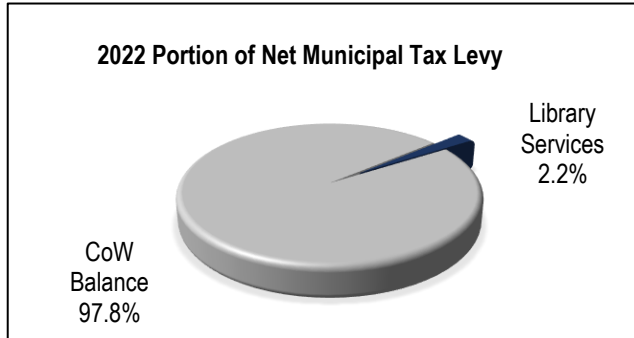
**2022 Operating Budget Variance (3rd Quarter)**

**DEPARTMENTAL OVERVIEW**

The Windsor Public Library consists of 10 library branches of varying sizes that provide a physical space where people can gather, attend programs, gain access to the internet and access the libraries' collections.

Financial Summary	2019	2020	2021	2022
Annual Revenue Budget	(\$1,251,871)	(\$1,071,621)	(\$1,032,621)	(\$964,895)
Annual Expense Budget	\$9,271,926	\$9,276,250	\$9,302,368	\$9,284,880
<b>Annual Net Budget</b>	<b>\$8,020,055</b>	<b>\$8,204,629</b>	<b>\$8,269,747</b>	<b>\$8,319,985</b>
<b>* Annual Net Variance</b>	<b>\$278,838</b>	<b>\$658,270</b>	<b>\$799,040</b>	<b>\$0 *</b>
<b>Variance as a % of Gross Budget</b>	<b>3.0%</b>	<b>7.1%</b>	<b>8.6%</b>	<b>0.0%</b>

*\* As per the Library Act, the Windsor Public Library's annual surplus is transferred to their reserve. However, the COVID related variance of \$106,000 will be transferred to the City.*



**VARIANCE SUMMARY**

Description	COVID Variance	NON-COVID Variance	OVERALL Variance
Salary & Benefits	\$141,000	\$339,000	\$480,000
Miscellaneous Expenses	\$58,000	\$42,000	\$100,000
Revenue	(\$95,000)	\$0	(\$95,000)
Surplus Transfer to Reserve	\$0	(\$485,000)	(\$485,000)
<b>Net Total</b>	<b>\$104,000</b>	<b>(\$104,000)</b>	<b>\$0</b>

**VARIANCE DESCRIPTION**

The total departmental projected year-end variance is: **\$0 Surplus**

**2022 Operating Budget Variance (3rd Quarter)**

**Salary Gapping: \$480,000**

Salary and Benefits have a total of a \$480,000 surplus due to the following: Early 2022, modified and limited in-person services were offered at all the branches (curbside service only for some branches). Therefore, not as many temporary staff were needed. The surpluses not related to COVID-19 pandemic is attributed to historical surpluses in the salary and benefits accounts.

**Miscellaneous Expenses: \$100,000**

The savings of approximately \$58,000 of miscellaneous expenses is due to the following: Branches were offering mostly curbside services or modified in-person services during operating hours for most of Q1 2022; therefore, this decreased printing and imaging expenses, supplies for programs, etc. as people were not allowed in the branches; Audit fees and membership fees have historically been in a surplus position (Pre & post COVID) and thus, not related to COVID.

**Revenue: (\$95,000)**

A projected loss of approximately (\$95,000) of late fees and rental revenues are directly attributed to COVID as WPL did not collect late fees because of COVID. For Q1, branches were offering modified in-person services and thus, there was no rental income from renting out rooms in the branches.

**Surplus Transfer to Reserve: (\$485,000)**

It should be noted that the WPL's financial position at the end of each fiscal year is not included with all other City departments to calculate the final City surplus/deficit. Although the WPL's financial statements are consolidated with the City's, the WPL, as per the Libraries Act, is a stand alone entity with its own audited financial statements, which include an accumulated surplus or deficit. Although the City provides the WPL with operational support consistent with other departments, the overall surplus or deficit is reported within the financial results of the WPL and is not reported in the overall position of the City at year end. However, it is being provided here for information purposes.

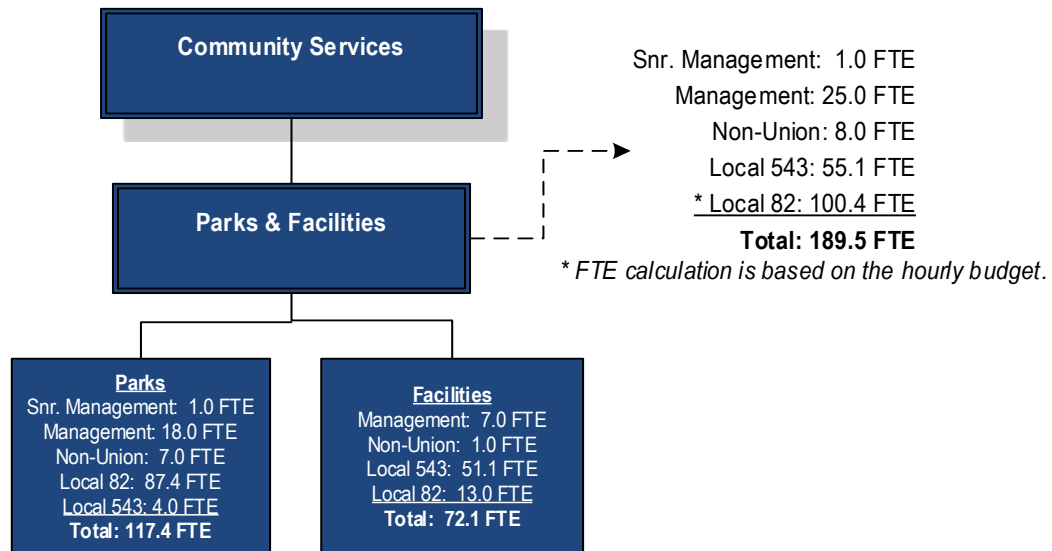
**2022 APPROVED OPERATING BUDGET**

**DESCRIPTION**

Parks is responsible for 204 parks, with over 2,500 acres of parkland, 136 km of hard surface trails, 300,000 sqft of horticultural beds, 2300 self watering planters, and 90,000 City owned trees within the urban forest, the Ojibway Nature Centre and the most species diverse parks in Canada. Also responsible for designing and creating unique park experiences and supporting numerous special events.

Facilities provides building maintenance and operations, caretaking, security, planning, building construction & renovations, project management, lease administration, and asset management. Committed to supporting the corporation and community by providing safe, clean, well-maintained facilities in a responsive and effective manner.

**2022 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
<b>Parks</b>			
Commissioner - Community Services	RFT	Sr. Management	1.0
Mgr, Parks Development	RFT	Management	1.0
Executive Director of Parks & Facilities	RFT	Management	1.0
Mgr, Parks Operations	RFT	Management	1.0
Manager of Horticulture	RFT	Management	1.0
City Forester/Mgr, Forestry & Natural Areas	RFT	Management	1.0
Supervisor Parks (General)	RFT	Management	5.0
Supervisor Parks (Forestry)	RFT	Management	2.0
Supervisor, Fleet	RFT	Management	1.0
Supervisor, Parks Projects	RFT	Management	4.0
Supervisor Parks (Horticulture)	RFT	Management	1.0
Executive Initiative Coord.	RFT	Non-Union	1.0
Landscape Architect	RFT	Non-Union	1.0
Naturalist & Outreach Coordinator	RFT	Non-Union	1.0
Executive Administrative Assistant	RFT	Non-Union	1.0
Coordinator Community Programming & Guest Services	RFT	Non-Union	1.0
Parks Operations Asset Analyst	RFT	Non-Union	2.0
Administrative Assistant	RFT	Local 543	1.0
Biodiversity Coordinator	RFT	Local 543	1.0
Draftsperson IV	RFT	Local 543	1.0
Wildlife & Visitor Services Coordinator	RFT	Local 543	1.0
Certified Automotive Service Technician	RFT	Local 82	4.0
Certified Playground Inspector	RFT	Local 82	3.0
Certified Refrigeration Operator	RFT	Local 82	1.0
Certified Refrigeration Operator	RFT	Local 82	1.2
Forestry II	RFT	Local 82	10.0
Heavy Equipment Operator	RFT	Local 82	2.0
Horticulturist I	RFT	Local 82	2.0
Horticulturist III	RFT	Local 82	18.0
One Man Packer	RFT	Local 82	1.0
Parks Operator	RFT	Local 82	34.9
Parksperson/Service Attendant	RFT	Local 82	2.0
Rink Attendant "A" Full-Time	RFT	Local 82	8.4
			<b>117.4</b>
<b>Facilities</b>			
Manager, Facility Operations	RFT	Management	1.0
Supervisor, Facilities	RFT	Management	5.0
Supervisor, Facilities - Huron Lodge	RFT	Management	1.0
Coordinator, Technical Support	RFT	Non-Union	1.0
Building Automation & Low Voltage Systems Technician	RFT	Local 543	1.0

**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
Caretaker	RFT	Local 543	21.0
Facility Person	RFT	Local 543	2.0
Maintenance Engineer	RFT	Local 543	2.0
Maintenance Engineer (Carpentry)	RFT	Local 543	2.0
Operating Engineer (MURF)	RFT	Local 543	1.0
Operating Engineer 4th Class	RFT	Local 543	4.0
Painter Brush	RFT	Local 543	1.0
Resource Operations Analyst	RFT	Local 543	1.0
Roof Technologist	RFT	Local 543	1.0
Certified Carpenter	RFT	Local 82	2.0
Certified Electrician	RFT	Local 82	3.0
Certified Plumber	RFT	Local 82	3.0
Facilities Technician	RFT	Local 82	5.0
Caretaker	RPT	Local 543	13.6
Facility Person	RPT	Local 543	1.5
			<b>72.1</b>
			<b>189.5</b>



**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>DIVISION</b>				
Parks	\$18,828,507	\$19,224,807	\$396,300	2.1%
Facilities	\$9,119,976	\$8,348,431	(\$771,545)	(8.5%)
<b>Total Net</b>	<b>\$27,948,483</b>	<b>\$27,573,238</b>	<b>(\$375,245)</b>	<b>(1.3%)</b>

Account	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
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**REVENUE**

**Other Miscellaneous Revenue**

6910 - Donations	(\$20,700)	(\$1,500)	\$19,200	(92.8%)
6990 - Other General Revenue	(\$2,000)	(\$67,650)	(\$65,650)	3282.5%

**Recovery of Expenditures**

6735 - Recovery Of Expenses EXTERNAL	(\$102,518)	(\$102,518)	\$0	0.0%
6740 - Recovery of Salaries-INTERNAL	(\$1,194,075)	(\$1,184,371)	\$9,704	(0.8%)
6742 - Recovery of Fringes INTERNAL	(\$176,173)	(\$242,732)	(\$66,559)	37.8%
6999 - Work Auth Recovery INTERNAL	(\$2,742,880)	(\$2,743,057)	(\$177)	0.0%

**Transfer From Reserve Accounts**

7058 - TRANSFER From Reserve Account	(\$286,000)	(\$286,000)	\$0	0.0%
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**Transfers From Other Funds**

7054 - TRANSFER From Reserve Funds	(\$632,365)	(\$689,568)	(\$57,203)	9.0%
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**User Fees, Permits & Charges**

6417 - Lease & Rental Revenue	(\$278,644)	(\$278,854)	(\$210)	0.1%
6430 - Concessions	(\$33,034)	(\$33,034)	\$0	0.0%
6460 - Sale Of Goods & Services	(\$65,000)	(\$65,000)	\$0	0.0%
6640 - Management Fees	(\$87,000)	(\$87,000)	\$0	0.0%
6650 - User Fees- External	(\$45,948)	(\$45,948)	\$0	0.0%
6651 - Fees and Recoveries INTERNAL	(\$4,311,459)	(\$4,198,155)	\$113,304	(2.6%)
6725 - Fees&Service Charges EXTERNAL	(\$1,963,758)	(\$1,977,471)	(\$13,713)	0.7%

<b>Total Revenue</b>	<b>(\$11,941,554)</b>	<b>(\$12,002,858)</b>	<b>(\$61,304)</b>	<b>0.5%</b>
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**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>EXPENSES</b>				
<b>Minor Capital</b>				
2150 - Minor Apparatus & Tools	\$133,924	\$168,924	\$35,000	26.1%
2220 - Maintenance Parts & Materials	\$920,382	\$848,411	(\$71,971)	(7.8%)
2230 - Infrastructure Maint. Material	\$1,055,342	\$1,085,092	\$29,750	2.8%
2530 - Equipment Repairs	\$105,000	\$105,000	\$0	0.0%
5111 - Machinery & Equipment -Non TCA	\$10,000	\$10,000	\$0	0.0%
5125 - Computers - PCs	(\$1,200)	\$0	\$1,200	(100.0%)
5126 - Computer Software	\$49,600	\$50,300	\$700	1.4%
5130 - Furniture & Furnishings	\$5,000	\$5,000	\$0	0.0%
<b>Operating &amp; Maintenance Supplies</b>				
2010 - Office Supplies	\$40,713	\$40,960	\$247	0.6%
2060 - Computer Supplies	\$3,690	\$3,210	(\$480)	(13.0%)
2115 - Motor Fuels	\$129,911	\$172,417	\$42,506	32.7%
2117 - Oils and Lubricants	\$10,000	\$10,000	\$0	0.0%
2140 - Chemicals	\$131,470	\$146,470	\$15,000	11.4%
2145 - Housekeeping Supplies	\$297,380	\$299,020	\$1,640	0.6%
2147 - Caretaking	\$1,256,974	\$1,259,474	\$2,500	0.2%
2170 - Operating and Other Supplies	\$75,393	\$74,393	(\$1,000)	(1.3%)
2175 - First Aid Safety Supplies	\$10,000	\$10,000	\$0	0.0%
2180 - Program Supplies	\$46,010	\$61,010	\$15,000	32.6%
2250 - Vehicle Maint Parts/Materials	\$5,000	\$30,000	\$25,000	500.0%
2310 - Food and confections	\$20,550	\$20,550	\$0	0.0%
2330 - Beverages - non-alcoholic	\$700	\$700	\$0	0.0%
2970 - Building Maintenance	\$1,900	\$700	(\$1,200)	(63.2%)
3176 - Facility Opns-Labour INTERNAL	\$2,023,714	\$2,082,353	\$58,639	2.9%
<b>Other Miscellaneous Expenditures</b>				
4020 - Membership Fees & Dues	\$19,950	\$17,000	(\$2,950)	(14.8%)
4050 - Training Courses	\$22,877	\$22,477	(\$400)	(1.7%)
4155 - Conference Registration	\$8,600	\$8,600	\$0	0.0%
<b>Purchased Services</b>				
2020 - Postage and Courier	\$200	\$200	\$0	0.0%
2070 - Imaging & Printing External	\$1,405	\$1,405	\$0	0.0%
2215 - Bldg Maintenance Services	\$19,640	\$1,000	(\$18,640)	(94.9%)
2610 - Travel Expense	\$10,900	\$10,900	\$0	0.0%
2620 - Car Allowance	\$17,240	\$18,240	\$1,000	5.8%
2710 - Telephone Expenses	\$12,034	\$12,400	\$366	3.0%
2711 - Cell Phones	\$43,116	\$38,671	(\$4,445)	(10.3%)
2914 - Non-Occ Medical	\$500	\$0	(\$500)	(100.0%)

**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
2915 - Consulting Services - External	\$10,000	\$10,000	\$0	0.0%
2916 - INTERNAL Services- non-salary	\$102,500	\$69,200	(\$33,300)	(32.5%)
2925 - Computer Maintenance	\$40,728	\$42,685	\$1,957	4.8%
2940 - Advertising	\$4,852	\$7,652	\$2,800	57.7%
2950 - Other Prof Services-External	\$417,215	\$484,815	\$67,600	16.2%
2951 - INTERNAL Service Salary Allocn	\$79,650	\$68,800	(\$10,850)	(13.6%)
2962 - Fees and Service Charges Exp	\$35,000	\$35,000	\$0	0.0%
2980 - Contracted Services	\$4,068,662	\$3,920,787	(\$147,875)	(3.6%)
2990 - Business Meeting Expense	\$3,455	\$3,455	\$0	0.0%
2995 - Other Purchased Services	\$500,000	\$500,000	\$0	0.0%
3120 - Rental Expense EXTERNAL	\$505,180	\$498,680	(\$6,500)	(1.3%)
3121 - GPS	\$29,000	\$29,000	\$0	0.0%
3140 - VehicleRent-Dedicated INTERNAL	\$1,696,396	\$1,681,999	(\$14,397)	(0.8%)
3145 - VehicleRent-TempOther INTERNAL	\$226,069	\$221,556	(\$4,513)	(2.0%)
3180 - Computer Rental - INTERNAL	\$43,410	\$40,570	(\$2,840)	(6.5%)
3250 - Licenses	\$28,800	\$15,800	(\$13,000)	(45.1%)
<b>Salaries &amp; Benefits</b>				
8110 - Salary-Reg.Full Time	\$6,567,762	\$6,026,926	(\$540,836)	(8.2%)
8115 - Salary-Reg.Part Time	\$750,415	\$779,940	\$29,525	3.9%
8120 - Hourly-Reg.Full Time	\$5,871,786	\$6,376,347	\$504,561	8.6%
8130 - Overtime - Salary	\$40,448	\$27,188	(\$13,260)	(32.8%)
8140 - Overtime - Wages	\$257,008	\$180,690	(\$76,318)	(29.7%)
8150 - Salary-Temporary	\$172,506	\$165,183	(\$7,323)	(4.2%)
8160 - Hourly-Temporary	\$1,702,769	\$1,460,556	(\$242,213)	(14.2%)
8170 - Service Pay	\$8,125	\$5,785	(\$2,340)	(28.8%)
8175 - Service Pay - Hourly	\$11,000	\$11,000	\$0	0.0%
8180 - Stand-by Pay	\$2,500	\$2,500	\$0	0.0%
8190 - Other Pay	\$245,492	\$345,040	\$99,548	40.6%
8210 - Meal Allowance	\$3,279	\$3,279	\$0	0.0%
8290 - Clothing - Uniforms	\$127,587	\$131,356	\$3,769	3.0%
8380 - Workers Comp. - Admin.	\$60,800	\$60,800	\$0	0.0%
8381 - Workers Comp. - Medical	\$18,668	\$19,168	\$500	2.7%
8382 - Workers Comp. - Salary	\$3,000	\$15,000	\$12,000	400.0%
8383 - Workers Comp. - Pension	\$76,500	\$68,000	(\$8,500)	(11.1%)
8399 - Fringe Benefits (Dept.)	\$4,472,051	\$4,435,173	(\$36,878)	(0.8%)
<b>Transfers for Social Services</b>				
3569 - Repairs and Maintenance	\$250	\$250	\$0	0.0%
<b>Transfers to Reserves &amp; Capital Funds</b>				
4210 - Depreciation	\$624,399	\$624,399	\$0	0.0%
4245 - TRANSFER to Capital Fund	\$0	\$11,500	\$11,500	n/a

**2022 APPROVED OPERATING BUDGET**

	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>\$ Budget Change</b>	<b>% Budget Change</b>
4250 - TRANSFER to Reserve Fund	\$224,000	\$179,000	(\$45,000)	(20.1%)
4255 - TRANSFER to Trust Fund	\$8,325	\$8,325	\$0	0.0%
<b>Utilities, Insurance &amp; Taxes</b>				
3010 - Utilities	\$1,950,452	\$2,000,314	\$49,862	2.6%
3011 - Recoverable Utilities	\$1,811,600	\$1,776,600	(\$35,000)	(1.9%)
3210 - Building Insurance	\$139,144	\$137,562	(\$1,582)	(1.1%)
3230 - Liability Insurance	\$454,339	\$454,339	\$0	0.0%
4015 - Taxes	\$7,000	\$25,000	\$18,000	257.1%
<b>Total Expense</b>	<b>\$39,890,037</b>	<b>\$39,576,096</b>	<b>(\$313,941)</b>	<b>(0.8%)</b>
<b>Total Net</b>	<b>\$27,948,483</b>	<b>\$27,573,238</b>	<b>(\$375,245)</b>	<b>(1.3%)</b>

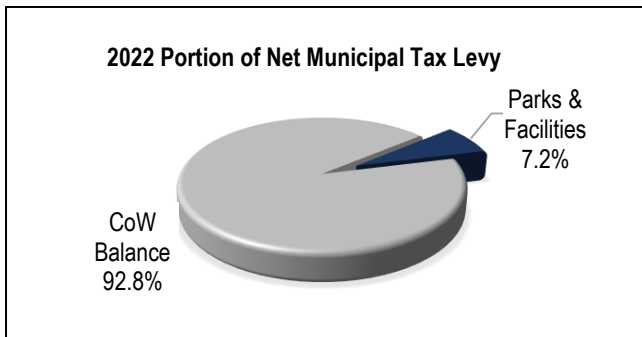
**2022 Operating Budget Variance (3rd Quarter)**

**DEPARTMENTAL OVERVIEW**


*Parks is responsible for 204 parks, with over 2,500 acres of parkland, 143 km of hard surface trails, 300,000 sqft of horticultural beds, 2300 self watering planters, and 90,000 City owned trees within the urban forest, the Ojibway Nature Centre and the most species diverse parks in Canada. Also responsible for designing and creating unique park experiences and supporting numerous special events.*

*Facilities provides building maintenance and operations, caretaking, security, planning, building construction & renovations, project management, lease administration, and asset management. Committed to supporting the corporation and community by providing safe, clean, well-maintained facilities in a responsive and effective manner.*

Financial Summary	2019	2020	2021	2022
Annual Revenue Budget	(\$13,313,211)	(\$13,513,046)	(\$11,941,554)	(\$9,267,862)
Annual Expense Budget	\$40,059,107	\$41,450,753	\$39,890,037	\$36,841,100
<b>Annual Net Budget</b>	<b>\$26,745,896</b>	<b>\$27,937,707</b>	<b>\$27,948,483</b>	<b>\$27,573,238</b>
<b>Annual Net Variance</b>	<b>(\$419,133)</b>	<b>\$240,604</b>	<b>\$37,321</b>	<b>(\$300,000)</b>
<b>Variance as a % of Gross Budget</b>	<b>(1.0%)</b>	<b>0.6%</b>	<b>0.1%</b>	<b>(0.8%)</b>



**2022 Budgeted Full Time Equivalent (FTE)**



Senior Management:	1.0	FTE
Management:	25.0	FTE
Non-Union:	8.0	FTE
Local 543:	55.1	FTE
Local 82:	100.4	FTE
<b>Total</b>	<b>189.5</b>	<b>FTE</b>

**2022 Operating Budget Variance (3rd Quarter)**

**VARIANCE SUMMARY**

Description	COVID Variance	NON-COVID Variance	OVERALL Variance
<b>PARKS</b>			
Revenue Reductions	(\$55,000)	\$0	(\$55,000)
Cost Recoveries		\$287,000	\$287,000
COVID-19 Incremental Costs	(\$40,000)	\$0	(\$40,000)
Salary Gapping	\$0	\$193,000	\$193,000
Inflationary Cost Pressures		(\$161,000)	(\$161,000)
Parks Vandalism	\$0	(\$100,000)	(\$100,000)
Temporary Staffing Costs	\$0	(\$480,000)	(\$480,000)
<b>Total Parks</b>	<b>(\$95,000)</b>	<b>(\$261,000)</b>	<b>(\$356,000)</b>
<b>FACILITIES</b>			
Maint. Material & Housekeeping Supplies	(\$19,000)	(\$101,000)	(\$120,000)
Administrative	\$0	\$9,000	\$9,000
Cost Recovery	\$58,000	\$110,000	\$168,000
Salary /Wages	\$0	\$416,000	\$416,000
Contracted Services	\$0	(\$417,000)	(\$417,000)
<b>Total Facilities</b>	<b>\$39,000</b>	<b>\$17,000</b>	<b>\$56,000</b>
<b>Net Total</b>	<b>(\$56,000)</b>	<b>(\$244,000)</b>	<b>(\$300,000)</b>

**VARIANCE DESCRIPTION**

*The total departmental projected year-end variance is:* **(\$300,000) Deficit**

**PARKS**

**Revenue Reductions (\$55,000) Deficit**

As a result of COVID-19 pandemic Parks is forecasting reduced revenues for services provided to the public for rental space and various user fees related to the Ojibway Nature Centre and natural areas programming. As required by provincial legislation, restrictions were mandated at the commencement of pandemic and Parks administration responded to adjust the provision of services which is estimated to result in reduced revenues of (\$55,000). The pandemic resulted in the closure of the Ojibway Nature Centre for the first quarter of the year. The Ojibway Nature Center reopened in April with programming at reduced levels. This has materially impacted the lease rentals for rooms, concessions and programming related to user fees. The revenues estimates are expected to be approximately half of the annualized budget for 2022.

## **2022 Operating Budget Variance (3rd Quarter)**

### **Cost Recovery \$287,000 Surplus**

Parks has received notification that approval has been received for the Canada Summer Jobs program to support expenditures related to student employment and offset temporary staffing expenditures. Due to the uncertainty of the grant approval, this funding is not included in the Operating Budget. The eligible funding is yet to be received and it expected to occur in early fall based upon the eligible costs and final student placements. The forecasted level of grant funding is expected to be \$287,000 based upon forecasts of student employment in Parks.

### **COVID-19 Incremental Costs (\$40,000) Deficit**

As a result of the continued COVID-19 pandemic enhanced cleaning measures are required to ensure that park amenities are cleaned on a frequent basis for areas of high contact that are used by the public. Additional cleaning protocols were adopted in March 2020 at the commencement of pandemic by the Parks and Facilities department for all city building and park amenities where required that were still in use by the public or City employees. Additional temporary staffing is expected to yield a \$(50,000) deficit to ensure adequate coverage for all parkland throughout the City to ensure the enhancement of cleaning schedules are maintained for bathrooms located in various parks and amenities that experience higher volumes in the spring, summer and fall periods. As a result of the reduced volume of programming activity of Ojibway Nature Centre concession costs are expected to yield a \$10,000 savings to the offset the incremental costs for COVID for Parks.

### **Salary Gapping- \$193,000 Surplus**

There are labour savings that are expected to yield a surplus of \$193,000 in the year from the staff attrition and the delay in the recruitment for vacant positions in the Parks Operations and Forestry divisions. As a result there have been savings from staff retirements, leave of absences, long term disabilities and employees transitioning to other departments that have not yet been replaced.

This year the Local 82 collective agreement was ratified and the wage rate increases are expected to have an impact on labour costs in 2022. However, for this year only, any variance that is a result of the Local 82 contract settlement will be offset corporately by a provision set up within the corporate accounts.

### **Inflationary Cost Pressure (\$161,000) Deficit**

As a result of current inflationary trends and market fluctuations in the costs of infrastructure materials and fuel expenditures there is an estimated budget pressure that is forecasted to yield a budget variance of (\$161,000) deficit. Parks administration is continuing to monitor the continued escalation in prices of supplies and materials used in the parkland maintenance and attempting to mitigate costs in order to maintain current service levels and mitigate budget variances as required.

### **Parks Vandalism (\$100,000) Deficit**

As a result of current levels of vandalism that is occurring in parkland there is a forecasted variance of (\$100,000) deficit. These costs are required to remove graffiti, address damages to washroom located in parks throughout the City, and make repairs to various park amenities such as playground, fencing, splash pads in addition to general restoration that have been damaged. The repairs are required immediately as they often have offensive materials and create unsafe conditions for public users that can't be delayed or deferred and are often in response to 311 calls received.

### **Temporary Staffing Costs (\$480,000) Deficit**

The temporary salary costs have increased over budget as a result of staffing resources that were required for TFT workers. The deficit of (\$375,000) was a result of the requirement to maintain service levels and perform work and bridge the salary gapping from full time vacant positions as highlighted previously. The additional costs related to student employment is expected to be partially offset by the Canada Summer Job program grant funding detailed earlier in this report. Included in this deficit is the allocation of an employee in the Parks administration division working on the Work Force Management payroll system implementation which is expected to result in an annual deficit of (\$105,000).

## 2022 Operating Budget Variance (3rd Quarter)

### MITIGATING STEPS

Parks will continue to monitor variances for the remainder of this fiscal year and take any reasonable steps to reduce or eliminate

### FACILITIES

#### **Maintenance Material & Housekeeping Supplies (\$120,000) Deficit**

Facilities is projecting a deficit of (\$120,000) in Maintenance Materials and Housekeeping Supplies at the end of 2022.

This deficit projection includes (\$19,000) COVID related activities: Expenditure of (\$109,000) corporate COVID purchases through the online PPE purchase portal and upgraded air filters at various facilities were partially offset by the savings from decreased activities at Adventure Bay inside Windsor International Aquatic Training Centre. Adventure Bay was closed to the public for the first half of 2022, and opened at a reduced hours starting in mid-summer. The pandemic closure and re-opening at reduced hours at Adventure Bay have drastically reduced its chemical usage and housekeeping supplies stocked for the facility in the year resulting in projected savings of \$90,000 for the year. Note that the savings will subside once Adventure Bay returns to operating at full capacity.

The department is also projecting a deficit of (\$101,000) for non-COVID activities. In addition to the current inflationary pressure observed in the increasing costs for materials and services, there has also been reported higher repairs and maintenance costs due to acts of vandalism. Facilities will continue to monitor the variances due to vandalism and vendor price escalations, and take necessary actions to mitigate or reduce variances while maintaining current service levels.

#### **Administrative \$9,000 Surplus**

Facilities is estimating a surplus of \$9,000 in Administrative related activities at the end of 2022. This surplus mainly consists of one time vehicle budget for the temporary supervisor that the department did not require. This is offset by deficit in other administrative expenditures such as higher costs in computer software renewal due to high foreign exchange rate and work related injuries workers compensations.

#### **Cost Recovery \$168,000 Surplus**

Facilities Division is estimating a surplus of \$168,000 for cost recoveries at the end of the year. This is mainly the extra revenues from the on-going COVID Enhanced Cleaning service provided to the Provincial Courts at the Windsor Justice Facility and the \$60,000 payment from the insurance claim for the flood damages at WFCU in 2021. In addition, Facilities has been providing more recoverable work for other departments that allow the department to recoup for the costs incurred.

#### **Salary/ Wages Related Expenses \$416,000 Surplus**

A number of budgeted positions were vacant during the year including caretakers, operating engineers, facility person and skill trade electrician due to retirement, reassignment, or departing from the corporation. Most of these positions were actively being recruited and most have been filled in the year. The surplus from position gapping of \$454,000 is partially offset by the corporate permanent salary gapping allocation of \$38,000. Note that the Local 82 collective agreement was ratified during the year and the wage rate increases will have an impact on labour costs. However, in 2022 any variance that is a result of the Local 82 contract settlement will be offset corporately by a provision within the corporate accounts.



## **2022 Operating Budget Variance (3rd Quarter)**

### **Contracted Services (\$417,000) Deficit**

Facilities is projecting a deficit of (\$417,000) in Contracted Services at the end of 2022. During the year, Facilities incurred contracted services expenses at various parks facilities and city buildings that were not included in the regular preventative maintenance Operating Budget. These include HVAC repair at Willistead Manor, roof maintenance at Windsor Water World, and TSSA testing at Adventure Bay. In addition, current inflationary pressure is impacting the costs of contracted services this year. Various vendors have increased their pricing for services and materials due to the overall labour and material cost inflation.

Vandalism related costs are another factor in the deficit variance forecasted. Numerous acts of vandalism against city facilities and properties have required repair work by Facilities skilled trades this year. One recent vandalizing incident on a City property resulted in \$20,000 of estimated costs for this instance alone.

The costs of equipment rentals that Facilities staff use to perform maintenance work also increased this year. Facilities does not own any lift equipment that is required when changing light bulbs or performing maintenance on lighting in parks or structures near City facilities. As the City expands its parks and facilities portfolio, rental costs will continue to increase and put additional pressures on Facilities Operating Budget.

### **MITIGATING STEPS**

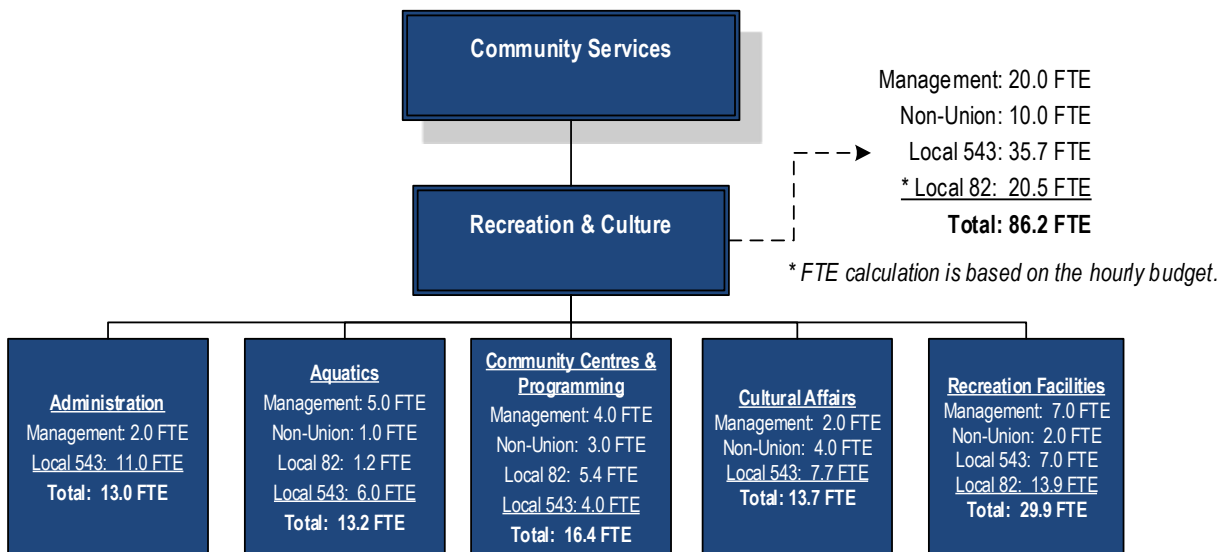
Facilities Operations Department will continue to monitor variances going forward and take any reasonable steps to reduce or eliminate variances while mitigating any negative impact on service levels.

## 2022 APPROVED OPERATING BUDGET

### DESCRIPTION

Recreation services builds vibrant, healthy, active and connected communities by providing facilities (arenas, pools, community centres) and programs that allow residents to participate in recreational activities. The Culture division provides programs, events and services that express the City's cultural identity, celebrates traditions and improves the quality of life for Windsor residents.

### 2022 ORGANIZATION STRUCTURE (BUDGETED FTE's)



**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
<b>Admin - Recreation &amp; Culture</b>			
ExDir, Recreation & Culture	RFT	Management	1.0
Manager of Administration	RFT	Management	1.0
Parks Operations Assistant	RFT	Local 543	1.0
Administrative Assistant	RFT	Local 543	1.0
Senior Accounting Clerk	RFT	Local 543	1.0
Parks Clerk	RFT	Local 543	1.0
Payroll & Accounts Payable Clerk	RFT	Local 543	1.0
P & R Data Clerk	RFT	Local 543	1.0
Account Receivable Clerk	RFT	Local 543	1.0
File Clerk	RFT	Local 543	1.0
Accounting Clerk	RFT	Local 543	1.0
Receptionist	RFT	Local 543	1.0
Recreation Clerk	RFT	Local 543	1.0
			<b>13.0</b>
<b>Aquatics</b>			
Manager, Aquatics	RFT	Management	1.0
Assitant Manager, WIATC	RFT	Management	1.0
Supervisor, Community Programming	RFT	Management	1.0
Supv, Community Programming	RFT	Management	2.0
Coordinator, Community Programming & Guest Services	RFT	Non-Union	1.0
Recreation Assistant-Aquatics	RFT	Local 543	3.0
Caretaker/Pool Maintenance Operator	RFT	Local 82	1.2
Recreation Centre Clerk (FAC - Natatorium)	RFT	Local 543	2.0
Recreation Centre Clerk (Gino & Liz Marcus CC)	RFT	Local 543	1.0
			<b>13.2</b>
<b>Community Centres &amp; Programming</b>			
Manager, Community Programming & Development	RFT	Management	1.0
Supv, Community Programming	RFT	Management	3.0
Coordinator, Diversity, QA & Special Assignments	RFT	Non-Union	1.0
Coordinator, Recreation Systems	RFT	Non-Union	1.0
Client Support & Staff Development Coordinator	RFT	Non-Union	1.0
Recreation Assistant - Community Programming	RFT	Local 543	1.0
Caretaker/Pool Maintenance Operator	RFT	Local 82	3.5
Recreation Centre Clerk (Mackenzie Hall)	RFT	Local 543	1.0
Recreation Centre Clerk (Optimist CC & John Atkinson)	RFT	Local 543	1.0
Recreation Centre Clerk (Adie Knox)	RFT	Local 543	1.0
Rink Attendant "A" Full-Time	RFT	Local 82	1.8
			<b>16.4</b>

**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
<b>Cultural Affairs</b>			
Manager, Culture & Events	RFT	Management	1.0
Supervisor, Special Events	RFT	Management	1.0
Coordinator, Cultural Affairs	RFT	Non-Union	2.0
Coordinator, Special Events	RFT	Non-Union	1.0
Coordinator, Museum Curator	RFT	Non-Union	1.0
Education/Volunteer Coordinato	RFT	Local 543	1.0
Museum Coordinator	RFT	Local 543	1.0
Registrar	RFT	Local 543	1.0
Recreation Centre Clerk (Willstead Manor)	RFT	Local 543	1.0
Recreation Clerk	RFT	Local 543	1.0
Museum Collections Assistant	RFT	Local 543	1.0
Museum Assistant	RPT	Local 543	1.7
			<b>13.7</b>
<b>Recreation Facilities</b>			
Manager, Arenas & Recreation Facilities	RFT	Management	1.0
Assistant Manager, WFCU Centre & Rec. Facilities	RFT	Management	1.0
Supervisor Arena & Rec. Facilities	RFT	Management	3.0
Supv, Community Programming	RFT	Management	1.0
Supervisor, Lakeview Park Marina/Sprts Srvs/Outdoor Rinks	RFT	Management	1.0
Coordinator, Community Programming & Guest Services	RFT	Non-Union	1.0
Marina Operator	RFT	Non-Union	1.0
Recreation Assistant - Aquatics	RFT	Local 543	1.0
Seasonal & Sports Facilitator	RFT	Local 543	2.0
Recreation Assistant	RFT	Local 543	1.0
Caretaker/Pool Maintenance Operator	RFT	Local 82	4.2
Certified Refrigeration Operator	RFT	Local 82	2.8
Parks Operator	RFT	Local 82	1.1
Rink Attendant "A" Full-Time	RFT	Local 82	5.8
Recreation Centre Clerk (Forest Glade CC)	RFT	Local 543	1.0
Recreation Centre Clerk (CPRC)	RFT	Local 543	1.0
Recreation Centre Clerk (WFCU)	RFT	Local 543	1.0
			<b>29.9</b>
			<b>86.2</b>

**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>DIVISION</b>				
Administration	\$1,737,226	\$1,589,575	(\$147,651)	(8.5%)
Aquatics	\$3,934,502	\$4,177,540	\$243,038	6.2%
Community Centres & Programming	\$2,222,429	\$2,403,948	\$181,519	8.2%
Cultural Affairs	\$1,831,175	\$1,852,136	\$20,961	1.1%
Recreation Facilities	\$3,317,618	\$3,553,846	\$236,228	7.1%
<b>Total Net</b>	<b>\$13,042,950</b>	<b>\$13,577,045</b>	<b>\$534,095</b>	<b>4.1%</b>

Account	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>REVENUE</b>				
<b>Grants &amp; Subsidies</b>				
6310 - Ontario Specific Grants	(\$25,000)	(\$25,000)	\$0	0.0%
<b>Other Miscellaneous Revenue</b>				
6642 - Membership Revenue	(\$635,600)	(\$651,214)	(\$15,614)	2.5%
6990 - Other General Revenue	(\$376,985)	(\$297,985)	\$79,000	(21.0%)
6993 - Advertising Revenue	(\$225,000)	(\$225,000)	\$0	0.0%
<b>Recovery of Expenditures</b>				
6735 - Recovery Of Expenses EXTERNAL	(\$55,060)	(\$66,060)	(\$11,000)	20.0%
6740 - Recovery of Salaries-INTERNAL	\$0	(\$164,839)	(\$164,839)	n/a
6742 - Recovery of Fringes INTERNAL	\$0	(\$54,397)	(\$54,397)	n/a
<b>Transfers From Other Funds</b>				
7054 - TRANSFER From Reserve Funds	(\$50,000)	\$0	\$50,000	(100.0%)
<b>User Fees, Permits &amp; Charges</b>				
6417 - Lease & Rental Revenue	(\$5,291,835)	(\$5,249,434)	\$42,401	(0.8%)
6430 - Concessions	(\$17,920)	(\$21,225)	(\$3,305)	18.4%
6435 - Commissions	(\$235,100)	(\$294,100)	(\$59,000)	25.1%
6460 - Sale Of Goods & Services	(\$474,900)	(\$474,595)	\$305	(0.1%)
6650 - User Fees- External	(\$4,317,379)	(\$4,388,356)	(\$70,977)	1.6%
6651 - Fees and Recoveries INTERNAL	(\$104,735)	(\$104,735)	\$0	0.0%
6725 - Fees&Service Charges EXTERNAL	(\$140,000)	(\$145,000)	(\$5,000)	3.6%
<b>Total Revenue</b>	<b>(\$11,949,514)</b>	<b>(\$12,161,940)</b>	<b>(\$212,426)</b>	<b>1.8%</b>

**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>EXPENSES</b>				
<b>Financial Expenses</b>				
4540 - Bank Charges	\$141,000	\$141,000	\$0	0.0%
<b>Minor Capital</b>				
2150 - Minor Apparatus & Tools	\$3,800	\$3,800	\$0	0.0%
2220 - Maintenance Parts & Materials	\$47,000	\$47,000	\$0	0.0%
2230 - Infrastructure Maint. Material	\$9,700	\$9,700	\$0	0.0%
5111 - Machinery & Equipment -Non TCA	\$112,470	\$112,470	\$0	0.0%
5125 - Computers - PCs	\$2,000	\$2,000	\$0	0.0%
5126 - Computer Software	\$123,035	\$131,844	\$8,809	7.2%
5130 - Furniture & Furnishings	\$5,500	\$5,500	\$0	0.0%
5250 - Artefact Acquisition	\$5,250	\$5,250	\$0	0.0%
<b>Operating &amp; Maintenance Supplies</b>				
2010 - Office Supplies	\$70,450	\$71,500	\$1,050	1.5%
2115 - Motor Fuels	\$349,200	\$349,200	\$0	0.0%
2140 - Chemicals	\$58,000	\$58,000	\$0	0.0%
2145 - Housekeeping Supplies	\$154,660	\$154,660	\$0	0.0%
2170 - Operating and Other Supplies	\$65,257	\$67,997	\$2,740	4.2%
2175 - First Aid Safety Supplies	\$12,450	\$12,450	\$0	0.0%
2180 - Program Supplies	\$261,674	\$266,449	\$4,775	1.8%
2310 - Food and confections	\$8,300	\$8,300	\$0	0.0%
2970 - Building Maintenance	\$33,000	\$33,000	\$0	0.0%
<b>Other Miscellaneous Expenditures</b>				
4020 - Membership Fees & Dues	\$16,730	\$16,730	\$0	0.0%
4025 - Document Registration	\$695	\$695	\$0	0.0%
4050 - Training Courses	\$10,845	\$10,845	\$0	0.0%
4075 - Conservation	\$12,000	\$12,000	\$0	0.0%
4085 - Interpretation & Exhibition	\$47,000	\$47,000	\$0	0.0%
4155 - Conference Registration	\$3,000	\$3,000	\$0	0.0%
4295 - Public Relations	\$14,615	\$14,615	\$0	0.0%
<b>Purchased Services</b>				
2020 - Postage and Courier	\$2,250	\$2,250	\$0	0.0%
2070 - Imaging & Printing External	\$1,500	\$1,500	\$0	0.0%
2085 - Publications and Manuals	\$500	\$500	\$0	0.0%
2215 - Bldg Maintenance Services	\$110,000	\$110,000	\$0	0.0%
2610 - Travel Expense	\$18,960	\$18,960	\$0	0.0%
2620 - Car Allowance	\$30,390	\$30,160	(\$230)	(0.8%)
2710 - Telephone Expenses	\$37,690	\$37,690	\$0	0.0%

**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
2711 - Cell Phones	\$16,550	\$16,550	\$0	0.0%
2916 - INTERNAL Services- non-salary	\$44,745	\$61,235	\$16,490	36.9%
2925 - Computer Maintenance	\$86,381	\$87,080	\$699	0.8%
2940 - Advertising	\$401,210	\$392,965	(\$8,245)	(2.1%)
2943 - Commissions Expense	\$0	\$62,000	\$62,000	n/a
2950 - Other Prof Services-External	\$705,745	\$724,600	\$18,855	2.7%
2980 - Contracted Services	\$89,250	\$92,250	\$3,000	3.4%
2990 - Business Meeting Expense	\$600	\$600	\$0	0.0%
3120 - Rental Expense EXTERNAL	\$152,194	\$152,194	\$0	0.0%
3145 - VehicleRent-TempOther INTERNAL	\$105,240	\$103,400	(\$1,840)	(1.7%)
3150 - Vehicle Rental - External	\$29,600	\$29,100	(\$500)	(1.7%)
3175 - Facility Rental EXTERNAL	\$32,483	\$32,483	\$0	0.0%
3180 - Computer Rental - INTERNAL	\$65,250	\$63,400	(\$1,850)	(2.8%)
3250 - Licenses	\$2,000	\$2,000	\$0	0.0%
<b>Salaries &amp; Benefits</b>				
8110 - Salary-Reg.Full Time	\$4,875,254	\$5,061,382	\$186,128	3.8%
8115 - Salary-Reg.Part Time	\$72,700	\$72,700	\$0	0.0%
8120 - Hourly-Reg.Full Time	\$1,212,883	\$1,215,051	\$2,168	0.2%
8130 - Overtime - Salary	\$8,305	\$8,305	\$0	0.0%
8140 - Overtime - Wages	\$160,525	\$158,357	(\$2,168)	(1.4%)
8160 - Hourly-Temporary	\$6,706,338	\$6,637,368	(\$68,970)	(1.0%)
8170 - Service Pay	\$3,770	\$3,705	(\$65)	(1.7%)
8175 - Service Pay - Hourly	\$35	\$35	\$0	0.0%
8190 - Other Pay	\$124,805	\$124,805	\$0	0.0%
8210 - Meal Allowance	\$4,420	\$4,420	\$0	0.0%
8240 - Other Training Expenses	\$14,875	\$14,875	\$0	0.0%
8290 - Clothing - Uniforms	\$41,850	\$41,850	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$2,826,920	\$2,880,794	\$53,874	1.9%
<b>Transfers to External Agencies</b>				
4145 - Grants from City	\$101,200	\$132,000	\$30,800	30.4%
<b>Transfers to Reserves &amp; Capital Funds</b>				
4245 - TRANSFER to Capital Fund	\$644,593	\$911,968	\$267,375	41.5%
4248 - TRANSFER to Reserve Account	\$21,445	\$21,445	\$0	0.0%
4250 - TRANSFER to Reserve Fund	\$218,738	\$218,738	\$0	0.0%

**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>Utilities, Insurance &amp; Taxes</b>				
3010 - Utilities	\$4,109,166	\$4,280,792	\$171,626	4.2%
3210 - Building Insurance	\$252,251	\$252,251	\$0	0.0%
3230 - Liability Insurance	\$14,502	\$14,502	\$0	0.0%
4015 - Taxes	\$77,720	\$77,720	\$0	0.0%
<b>Total Expense</b>	<b>\$24,992,464</b>	<b>\$25,738,985</b>	<b>\$746,521</b>	<b>3.0%</b>
<b>Total Net</b>	<b>\$13,042,950</b>	<b>\$13,577,045</b>	<b>\$534,095</b>	<b>4.1%</b>

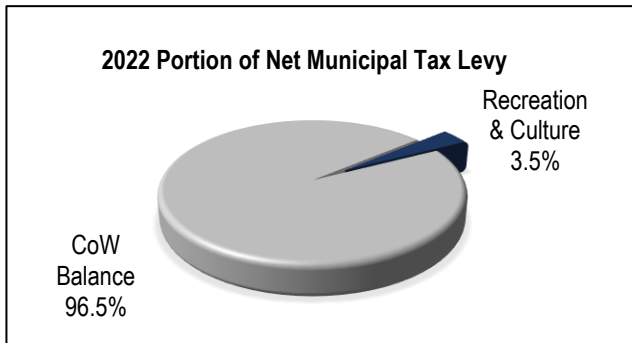


**2022 Operating Budget Variance (3rd Quarter)**


**DEPARTMENTAL OVERVIEW**

Recreation services builds vibrant, healthy, active and connected communities by providing facilities (arenas, pools, community centres) and programs that allow residents to participate in recreational activities. The Culture division provides programs, events and services that express the City's cultural identity, celebrates traditions and improves the quality of life for Windsor residents.

Financial Summary	2019	2020	2021	2022
Annual Revenue Budget	(\$11,704,711)	(\$12,014,378)	(\$11,949,514)	(\$12,161,940)
Annual Expense Budget	\$24,647,287	\$25,364,844	\$24,992,464	\$25,738,985
<b>Annual Net Budget</b>	<b>\$12,942,576</b>	<b>\$13,350,466</b>	<b>\$13,042,950</b>	<b>\$13,577,045</b>
<b>Annual Net Variance</b>	<b>(\$81,695)</b>	<b>(\$1,362,395)</b>	<b>(\$157,936)</b>	<b>(\$735,000)</b>
<b>Variance as a % of Gross Budget</b>	<b>(0.3%)</b>	<b>(5.4%)</b>	<b>(0.6%)</b>	<b>(2.9%)</b>



**2022 Budgeted Full Time Equivalent (FTE)**



Management:	20.0	FTE
Non-Union:	10.0	FTE
Local 543:	35.7	FTE
Local 82:	20.5	FTE
<b>Total</b>	<b>86.2</b>	<b>FTE</b>

**VARIANCE SUMMARY**

Description	COVID Variance	NON-COVID Variance	OVERALL Variance
Salary and Wages	\$1,311,000	\$284,000	\$1,595,000
Programming and User Fee Revenue	(\$3,105,000)	\$0	(\$3,105,000)
Avoided Costs	\$775,000	\$0	\$775,000
<b>Net Total</b>	<b>(\$1,019,000)</b>	<b>\$284,000</b>	<b>(\$735,000)</b>

**2022 Operating Budget Variance (3rd Quarter)**

**VARIANCE DESCRIPTION**

***The total departmental projected year-end variance is:*** ***(\$735,000)*** ***Deficit***

The Recreation & Culture Department is projecting a year-end deficit variance totalling approximately (\$735,000). The projected deficit is a result of Recreation and Culture experiencing revenue losses due to COVID-19 of \$3.1M in concession sales, commissions, sales of goods & services, advertising, membership, rental and programming revenue. Recreation and Culture was able to mitigate expenditures in the amount \$2.3M. The department reduced salary and wages costs by \$1.595M, including \$284k in non-COVID savings. It also reduced operational costs such as supplies, advertising and contracted services, by \$775k. These mitigated expenditures assisted in offsetting the loss of revenues resulting a total projected deficit of (\$735,000) for the department.

Recreation and Culture continues to face challenges from the impacts COVID-19, experiencing significant staff shortages which are a contributing factor in the delay of implementing full programming at all Recreation and Culture facilities along with reduced operating hours.

Please note that the Recreation and Culture Department shares full-time Local 82 staffing with the Parks Department however, these budgets are fixed. Where one Department has a surplus in this account, the other Department will have a deficit to offset.

**MITIGATING STEPS**

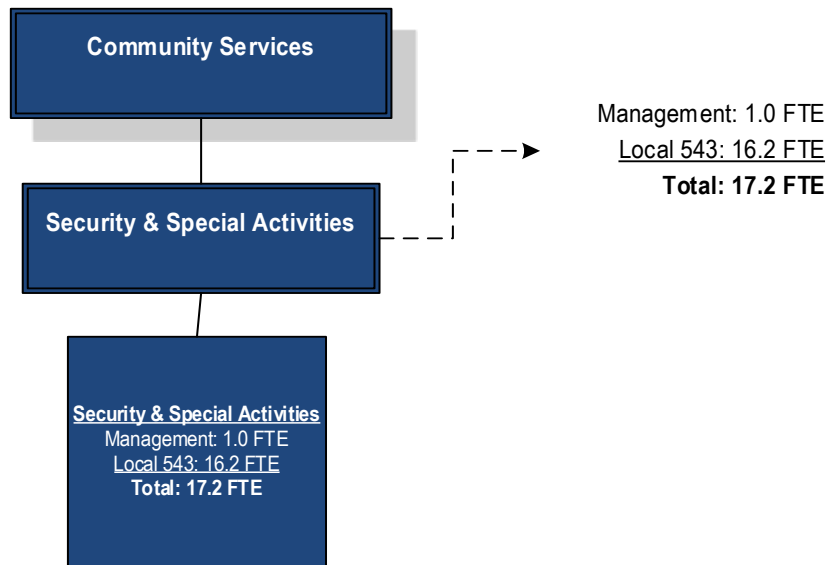
The department will continue to monitor variances throughout 2022 and take any reasonable steps to reduce or eliminate variances while mitigating any negative impact on service levels.

**2022 APPROVED OPERATING BUDGET**

**DESCRIPTION**

The Security Unit exists to provide proactive and reactive security measures to the Corporation at large working synergistically with existing agencies, departments and tenants.

**2022 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
<b>Security &amp; Special Activities</b>			
Director of City Hall Campus, Security & Special Activities	RFT	Management	1.0
Operating Engineer 4th Class	RFT	Local 543	2.0
Facility Person	RFT	Local 543	2.5
Caretaker	RFT	Local 543	7.0
Caretaker	RPT	Local 543	4.7
			<u>17.2</u>

**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>DIVISION</b>				
Security & Special Activities	\$573,238	\$1,186,543	\$613,305	107.0%
<b>Total Net</b>	<b>\$573,238</b>	<b>\$1,186,543</b>	<b>\$613,305</b>	<b>107.0%</b>

Account	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
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**REVENUE**

**Transfers From Other Funds**

7054 - TRANSFER From Reserve Funds	(\$160,650)	(\$71,030)	\$89,620	(55.8%)
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**User Fees, Permits & Charges**

6417 - Lease & Rental Revenue	(\$2,296,000)	(\$2,320,956)	(\$24,956)	1.1%
6450 - Parking Revenue - Monthly	(\$52,800)	(\$52,800)	\$0	0.0%
6651 - Fees and Recoveries INTERNAL	\$0	(\$64,000)	(\$64,000)	n/a
6725 - Fees&Service Charges EXTERNAL	(\$6,500)	(\$6,500)	\$0	0.0%

<b>Total Revenue</b>	<b>(\$2,515,950)</b>	<b>(\$2,515,286)</b>	<b>\$664</b>	<b>(0.0%)</b>
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**EXPENSES**

**Minor Capital**

2150 - Minor Apparatus & Tools	\$10,000	\$9,000	(\$1,000)	(10.0%)
2220 - Maintenance Parts & Materials	\$37,000	\$37,000	\$0	0.0%
5130 - Furniture & Furnishings	\$3,000	\$3,000	\$0	0.0%

**Operating & Maintenance Supplies**

2010 - Office Supplies	\$12,000	\$12,000	\$0	0.0%
2060 - Computer Supplies	\$1,000	\$1,000	\$0	0.0%
2145 - Housekeeping Supplies	\$0	\$83,600	\$83,600	n/a
2147 - Caretaking	\$189,822	\$0	(\$189,822)	(100.0%)

**Other Miscellaneous Expenditures**

4020 - Membership Fees & Dues	\$500	\$1,450	\$950	190.0%
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**Purchased Services**

2085 - Publications and Manuals	\$362	\$362	\$0	0.0%
2710 - Telephone Expenses	\$600	\$600	\$0	0.0%
2711 - Cell Phones	\$1,500	\$2,049	\$549	36.6%

**2022 APPROVED OPERATING BUDGET**

	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>\$ Budget Change</b>	<b>% Budget Change</b>
2916 - INTERNAL Services- non-salary	\$10,000	\$10,000	\$0	0.0%
2925 - Computer Maintenance	\$7,320	\$8,960	\$1,640	22.4%
2980 - Contracted Services	\$526,500	\$926,594	\$400,094	76.0%
3180 - Computer Rental - INTERNAL	\$7,500	\$8,700	\$1,200	16.0%
3250 - Licenses	\$0	\$4,000	\$4,000	n/a
<b>Salaries &amp; Benefits</b>				
8110 - Salary-Reg.Full Time	\$567,465	\$613,066	\$45,601	8.0%
8115 - Salary-Reg.Part Time	\$217,686	\$381,960	\$164,274	75.5%
8170 - Service Pay	\$260	\$975	\$715	275.0%
8190 - Other Pay	\$0	\$10,000	\$10,000	n/a
8290 - Clothing - Uniforms	\$0	\$4,000	\$4,000	n/a
8399 - Fringe Benefits (Dept.)	\$226,449	\$271,074	\$44,625	19.7%
<b>Transfers to Reserves &amp; Capital Funds</b>				
4245 - TRANSFER to Capital Fund	\$0	\$30,000	\$30,000	n/a
4250 - TRANSFER to Reserve Fund	\$274,000	\$274,000	\$0	0.0%
<b>Utilities, Insurance &amp; Taxes</b>				
3010 - Utilities	\$971,798	\$957,013	(\$14,785)	(1.5%)
3210 - Building Insurance	\$20,426	\$20,426	\$0	0.0%
4015 - Taxes	\$4,000	\$31,000	\$27,000	675.0%
<b>Total Expense</b>	<b>\$3,089,188</b>	<b>\$3,701,829</b>	<b>\$612,641</b>	<b>19.8%</b>
<b>Total Net</b>	<b>\$573,238</b>	<b>\$1,186,543</b>	<b>\$613,305</b>	<b>107.0%</b>

**2022 Operating Budget Variance (3rd Quarter)**

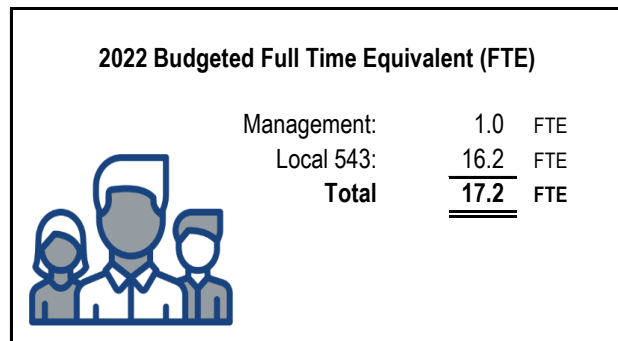
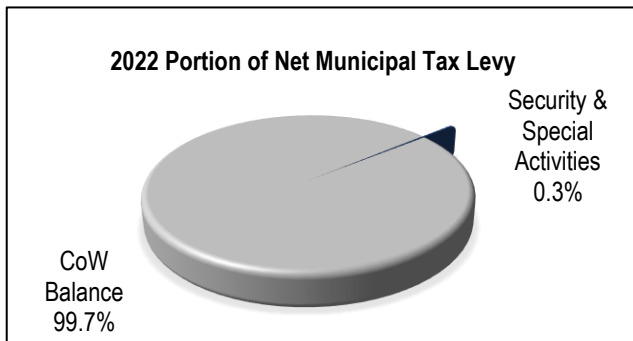
**DEPARTMENTAL OVERVIEW**

The Security Unit exists to provide proactive and reactive security measures to the Corporation at large working synergistically with existing agencies, departments and tenants.

Financial Summary	2019	2020	2021	2022
Annual Revenue Budget	n/a	n/a	(\$2,515,950)	(\$2,515,286)
Annual Expense Budget	n/a	n/a	\$3,089,188	\$3,701,829
<b>Annual Net Budget</b>	<b>n/a</b>	<b>n/a</b>	<b>\$573,238</b>	<b>\$1,186,543</b>
<b>Annual Net Variance</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$0</b>
<b>Variance as a % of Gross Budget</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>0.0%</b>

\* Projected

Historical amounts are not available due to creation of department in 2022.



**VARIANCE SUMMARY**

Description	COVID Variance	NON-COVID Variance	OVERALL Variance
Maint. Mtl & Housekeeping Supplies	\$0	\$19,000	\$19,000
Contracted Services	(\$53,000)	(\$247,000)	(\$300,000)
Salary Gapping	\$0	\$85,000	\$85,000
Cost Recoveries	\$21,000	\$175,000	\$196,000
<b>Net Total</b>	<b>(\$32,000)</b>	<b>\$32,000</b>	<b>\$0</b>

**VARIANCE DESCRIPTION**

The total departmental projected year-end variance is:

\$0

## 2022 Operating Budget Variance (3rd Quarter)

### **The Security, Special Activities, City Hall Campus (SAC) Department**

The SAC Department is not projecting a variance as at December 31, 2022.

#### **Main. Mtl & Housekeeping Supplies \$19,000**

Due to the more restricted measures during the pandemic, traffic at City facilities has decreased in the first quarter of the year. This led to less maintenance needs and housekeeping supplies consumptions. SAC Department is projecting a surplus of \$19,000 in Maintenance Materials and Housekeeping Supplies at the end of 2022.

#### **Contracted Services (\$300,000)**

SAC Department is projecting a deficit of approximately (\$300,000) in Contracted Services at the end of 2022. As a new department that has expanded its scope of services to include Security and Special Activities throughout the City, the department is expecting to incur higher Contracted Services costs than the prior year to accommodate the higher number of service requests. In the first quarter of 2022, extra COVID security screening services were provided as part of safety measures during the pandemic. In September, the City Hall Campus hosted a number of memorial events for QE II. In addition, an audit has been conducted for 400 CHS Operating expenditure from 2015-2020, which was not budgeted for 2022. Lastly the department is expecting additional seasonal start up maintenance expenditures in the last quarter of the year.

#### **Salary Gapping \$85,000**

SAC Department has a number of vacant regular part time positions that the department is actively trying to fill. The two RPT Operating Engineers 4th Class positions have been vacant for the majority of the year. Two regular part-time Facility Persons positions were filled in the summer of 2022, and a number of part time caretakers were vacant partially during the year due to retirement, reassignment, or open positions that are yet to be filled. This results a salary gapping savings of \$85,000. The savings are partially offset by the corporate permanent gapping allocation of \$8k, the SAC Coordinator position not budgeted, heavy workload caretaker and the overtime expenses from added coverage due to the vacant positions. At the end of 2022, the SAC Department is projecting savings in salary gapping to result in a \$85,000 surplus.

#### **Cost Recovery \$196,000**

SAC Department is projecting a surplus of \$196,000 recovery from Services Canada for the true up payment relating to operating costs for prior years and the Enhanced Cleaning services it continues to provide.

### **MITIGATING STEPS**

SAC Department will continue to monitor variances going forward and take any reasonable steps to reduce or eliminate variances while mitigating any negative impact on service levels.

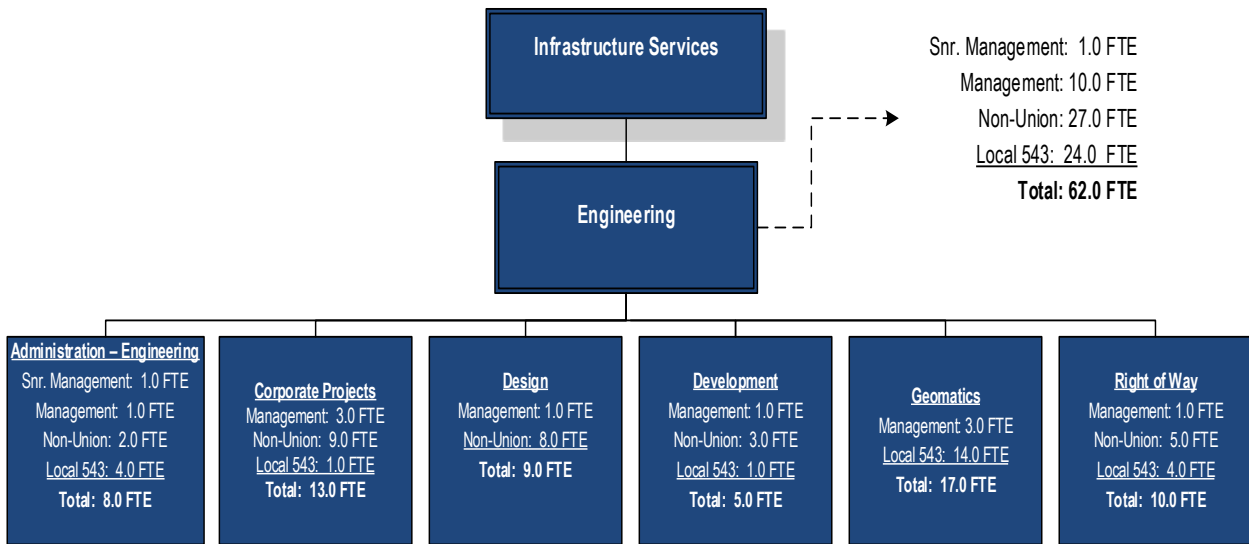


**2022 APPROVED OPERATING BUDGET**

**DESCRIPTION**

Engineering is responsible for; project management of municipal infrastructure projects, new buildings and non-building projects; development services; right-of-way permits; GIS system, and CAD services.

**2022 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
<b>Administration - Engineering</b>			
Commissioner, Infrastructure Services	RFT	Sr. Management	1.0
Mgr, Administration	RFT	Management	1.0
Executive Initiative Coord.	RFT	Non-Union	1.0
Executive Administrative Assist	RFT	Non-Union	1.0
Clerk Senior	RFT	Local 543	1.0
Senior Invoice Clerk	RFT	Local 543	1.0
Secretary Senior	RFT	Local 543	1.0
Records Clerk	RFT	Local 543	1.0
			<b>8.0</b>
<b>Corporate Projects</b>			
Executive Director of Engineering/Deputy City Engineer	RFT	Management	1.0
Manager of Corporate Projects	RFT	Management	1.0
Supervisor of Assets & Facilities Projects	RFT	Management	1.0
Project Administrator	RFT	Non-Union	4.0
Project Coordinator	RFT	Non-Union	4.0
Facility Operation Asset Analyst	RFT	Non-Union	1.0
Administrative Assistant	RFT	Local 543	1.0
			<b>13.0</b>
<b>Design</b>			
Manager of Design	RFT	Management	1.0
Engineer III	RFT	Non-Union	1.0
Environmental Compliance Coordinator	RFT	Non-Union	1.0
Engineer II	RFT	Non-Union	5.0
Technologist III	RFT	Non-Union	1.0
			<b>9.0</b>
<b>Development</b>			
Manager of Development	RFT	Management	1.0
Development Engineer	RFT	Non-Union	1.0
Engineer III	RFT	Non-Union	1.0
Water & Waste Water Engineer	RFT	Non-Union	1.0
Development Clerk	RFT	Local 543	1.0
			<b>5.0</b>
<b>Geomatics</b>			
Mgr, Geomatics	RFT	Management	1.0
GIS Supervisor	RFT	Management	1.0
Supv, Drafting	RFT	Management	1.0
CAD Tech III/Special Projects	RFT	Local 543	2.0
Property Analyst	RFT	Local 543	1.0
GIS Data Analyst	RFT	Local 543	1.0
CAD Technician II	RFT	Local 543	3.0

**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
GIS-CAD Technician	RFT	Local 543	3.0
CAD Technician I	RFT	Local 543	2.0
Print Room Operator	RFT	Local 543	1.0
Data Research Clerk	RFT	Local 543	1.0
			<b>17.0</b>
<b>Right of Way</b>			
Manager, Right-of-Way	RFT	Management	1.0
Technologist III	RFT	Non-Union	1.0
Technologist I	RFT	Non-Union	3.0
Technologist II	RFT	Non-Union	1.0
Right-of-Way Permit Clerk	RFT	Local 543	2.0
Development Clerk	RFT	Local 543	1.0
Intermediate Accounting Clerk	RFT	Local 543	1.0
			<b>10.0</b>
			<b>62.0</b>

## 2022 APPROVED OPERATING BUDGET

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>DIVISION</b>				
Administration - Engineering	\$784,213	\$732,587	(\$51,626)	(6.6%)
Corporate Projects	\$546,480	\$797,431	\$250,951	45.9%
Design	\$254,072	\$78,056	(\$176,016)	(69.3%)
Development	\$0	\$548,984	\$548,984	n/a
Geomatics	\$736,773	\$688,962	(\$47,811)	(6.5%)
Right of Way	(\$412,567)	(\$270,955)	\$141,612	34.3%
<b>Total Net</b>	<b>\$1,908,971</b>	<b>\$2,575,065</b>	<b>\$666,094</b>	<b>34.9%</b>

Account	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>REVENUE</b>				
<b>Other Miscellaneous Revenue</b>				
6990 - Other General Revenue	(\$246,104)	(\$246,104)	\$0	0.0%
<b>Recovery of Expenditures</b>				
6999 - Work Auth Recovery INTERNAL	(\$2,678,173)	(\$3,245,462)	(\$567,289)	21.2%
<b>Transfers From Other Funds</b>				
7054 - TRANSFER From Reserve Funds	(\$131,031)	\$0	\$131,031	(100.0%)
<b>User Fees, Permits &amp; Charges</b>				
6410 - Licenses & Permits	(\$674,729)	(\$674,729)	\$0	0.0%
6650 - User Fees- External	(\$331,016)	(\$331,016)	\$0	0.0%
6656 - GIS User Fees	(\$273,401)	(\$330,743)	(\$57,342)	21.0%
6672 - MOE Application & Review	(\$10,897)	(\$10,897)	\$0	0.0%
6690 - Sewer Surcharge Recoveries	(\$499,977)	(\$499,977)	\$0	0.0%
<b>Total Revenue</b>	<b>(\$4,845,328)</b>	<b>(\$5,338,928)</b>	<b>(\$493,600)</b>	<b>10.2%</b>

## EXPENSES

### Financial Expenses

4540 - Bank Charges	\$6,650	\$6,650	\$0	0.0%
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### Minor Capital

2530 - Equipment Repairs	\$3,252	\$3,252	\$0	0.0%
5125 - Computers - PCs	\$2,140	\$2,140	\$0	0.0%
5126 - Computer Software	\$123,424	\$123,984	\$560	0.5%
5130 - Furniture & Furnishings	\$3,102	\$3,102	\$0	0.0%

## 2022 APPROVED OPERATING BUDGET

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
5410 - Construction Contracts - TCA	\$259,048	\$259,048	\$0	0.0%
5475 - Non-Tendered Construction Cost	\$500	\$500	\$0	0.0%
<b>Operating &amp; Maintenance Supplies</b>				
2010 - Office Supplies	\$15,288	\$15,288	\$0	0.0%
2060 - Computer Supplies	\$800	\$800	\$0	0.0%
2170 - Operating and Other Supplies	\$12,500	\$12,500	\$0	0.0%
<b>Other Miscellaneous Expenditures</b>				
4020 - Membership Fees & Dues	\$17,780	\$21,225	\$3,445	19.4%
4050 - Training Courses	\$7,581	\$7,581	\$0	0.0%
4155 - Conference Registration	\$4,200	\$4,200	\$0	0.0%
<b>Purchased Services</b>				
2020 - Postage and Courier	\$6,800	\$6,800	\$0	0.0%
2085 - Publications and Manuals	\$400	\$400	\$0	0.0%
2609 - Mileage and car allowance	\$700	\$700	\$0	0.0%
2610 - Travel Expense	\$10,687	\$10,687	\$0	0.0%
2620 - Car Allowance	\$4,380	\$4,380	\$0	0.0%
2711 - Cell Phones	\$9,062	\$12,358	\$3,296	36.4%
2915 - Consulting Services - External	\$500	\$500	\$0	0.0%
2920 - Legal Services	\$4,069	\$4,069	\$0	0.0%
2925 - Computer Maintenance	\$34,105	\$38,425	\$4,320	12.7%
2940 - Advertising	\$2,000	\$2,000	\$0	0.0%
2950 - Other Prof Services-External	\$10,500	\$10,500	\$0	0.0%
2951 - INTERNAL Service Salary Allocn	\$40,960	\$40,960	\$0	0.0%
2990 - Business Meeting Expense	\$1,000	\$1,000	\$0	0.0%
3120 - Rental Expense EXTERNAL	\$7,220	\$7,220	\$0	0.0%
3145 - VehicleRent-TempOther INTERNAL	\$1,200	\$1,200	\$0	0.0%
3180 - Computer Rental - INTERNAL	\$36,901	\$42,201	\$5,300	14.4%
3250 - Licenses	\$400	\$400	\$0	0.0%
<b>Salaries &amp; Benefits</b>				
8110 - Salary-Reg.Full Time	\$4,412,321	\$5,287,946	\$875,625	19.8%
8130 - Overtime - Salary	\$6,770	\$6,770	\$0	0.0%
8150 - Salary-Temporary	\$29,444	\$29,444	\$0	0.0%
8170 - Service Pay	\$1,885	\$1,885	\$0	0.0%
8190 - Other Pay	\$155,363	\$2,029	(\$153,334)	(98.7%)
8210 - Meal Allowance	\$100	\$100	\$0	0.0%
8290 - Clothing - Uniforms	\$450	\$450	\$0	0.0%
8291 - Clothing Allowance	\$400	\$400	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$1,460,781	\$1,749,735	\$288,954	19.8%
<b>Transfers to Reserves &amp; Capital Funds</b>				
4245 - TRANSFER to Capital Fund	\$27,000	\$158,528	\$131,528	487.1%

**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>Utilities, Insurance &amp; Taxes</b>				
3210 - Building Insurance	\$5,587	\$5,587	\$0	0.0%
3230 - Liability Insurance	\$27,049	\$27,049	\$0	0.0%
<b>Total Expense</b>	<b>\$6,754,299</b>	<b>\$7,913,993</b>	<b>\$1,159,694</b>	<b>17.2%</b>
<b>Total Net</b>	<b>\$1,908,971</b>	<b>\$2,575,065</b>	<b>\$666,094</b>	<b>34.9%</b>

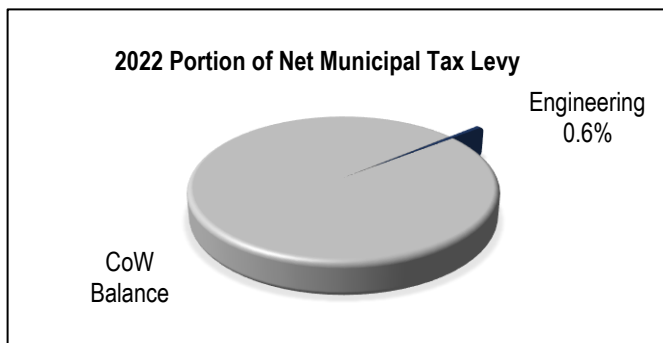
**2022 Operating Budget Variance (3rd Quarter)**

**DEPARTMENTAL OVERVIEW**


Engineering is responsible for; project management of municipal infrastructure projects, new buildings and non-building projects; development services; right-of-way permits; GIS system, and CAD services.

Financial Summary	2019	2020	2021	2022
Annual Revenue Budget	n/a	n/a	(\$4,845,328)	(\$5,338,928)
Annual Expense Budget	n/a	n/a	\$6,754,299	\$7,913,993
<b>Annual Net Budget</b>	<b>n/a</b>	<b>n/a</b>	<b>\$1,908,971</b>	<b>\$2,575,065</b>
<b>Annual Net Variance</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$39,000</b>
<b>Variance as a % of Gross Budget</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>0.5%</b>

Historical amounts are not available due to realignment of departments.



**2022 Budgeted Full Time Equivalent (FTE)**



Senior Management:	1.0	FTE
Management:	10.0	FTE
Non-Union:	27.0	FTE
Local 543:	24.0	FTE
<b>Total</b>	<b>62.0</b>	<b>FTE</b>

**VARIANCE SUMMARY**

Description	COVID Variance	NON-COVID Variance	OVERALL Variance
Salaries & WA Recoveries	\$0	(\$84,000)	(\$84,000)
Minor Capital	\$0	\$31,000	\$31,000
Miscellaneous Line Items	\$0	\$2,000	\$2,000
Bank Charges	\$0	(\$34,000)	(\$34,000)
Licenses & Permits	(\$60,000)	\$125,000	\$65,000
Other Gen. Rev./User Fees/GIS User Fees	\$0	\$59,000	\$59,000
<b>Net Total</b>	<b>(\$60,000)</b>	<b>\$99,000</b>	<b>\$39,000</b>

## 2022 Operating Budget Variance (3rd Quarter)

### VARIANCE DESCRIPTION

*The total departmental projected year-end variance is:* **\$39,000** **Surplus**

The Engineering department is projecting a year-end surplus of \$39,000. The Office of the City Engineer is projected to be on budget.

#### **Salaries/ Work Auth Recoveries: (\$84,000)**

The department is reporting an anticipated net deficit of (\$84,000) in Salaries and Work Auth Recoveries, due to new employees at lower levels of pay grid as well as gapping that has occurred throughout the year, specifically in areas that do not have Work Auth Recoveries.

#### **Minor Capital: \$31,000**

During the 2021 Operating Budget a budget increase \$30,300 was approved for the Cloud Permit Digital Platform. There have been some delays and the system has yet to be implemented. Therefore, the majority of the anticipated surplus in minor capital is due to this increase expense in budget, with no expense expected to occur in 2022.

#### **Miscellaneous Line Items: \$2,000**

Miscellaneous line item variances are contributing to a \$2,000 anticipated surplus.

#### **Bank Charges: (\$34,000)**

Further offsetting the surpluses for the Division is an anticipated deficit of (\$34,000) in bank charges. This item has traditionally been in a deficit as credit card payments are on the rise and these payment methods incur additional banking fees for the department.

#### **Licenses & Permits: \$65,000**

Based on the current levels, Licenses & Permits are expected to be in a surplus of \$65,000. Due to the increase in development, both residential and commercial over the past year, there has been an increase in issuance of work permits, thereby increasing projected revenue. Further, there has been an increase in new subdivisions resulting in the increase in the number of permits issued. However, there is a Covid Variance due to Sidewalk Cafe permits being waived for 2022. As previously reported to Council through the 2021 & 2022 budget reports, it is anticipated that this will result in a COVID-related deficit of approximately (\$60,000) based on the level of interest that occurred in 2020 and 2021.

#### **Other General Revenue / User Fees / GIS User Fees: \$59,000**

Other General Revenue and User Fees are anticipated to be a surplus of \$59,000, This is based on current fees issued as a result of increase in construction activities.

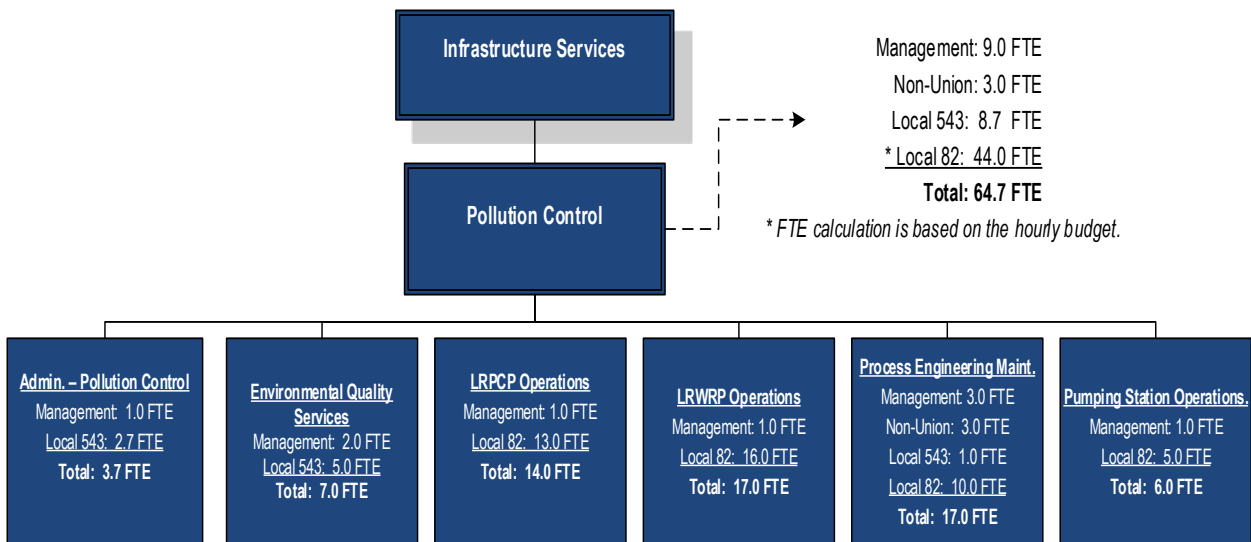


**2022 APPROVED OPERATING BUDGET**

**DESCRIPTION**

Pollution Control manages and oversees 49 pumping stations, 2 wastewater treatment plants (treatment of wastewater from Windsor and surrounding municipalities) & the biosolid processing facility.

**2022 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
<b>Admin. - Pollution Control</b>			
Executive Director Pollution Control/Deputy City Engineer	RFT	Management	1.0
Admin Asst to SM of Pollution Control	RFT	Local 543	1.0
Maintenance Clerk	RFT	Local 543	1.0
Clerk Intermediate	RPT	Local 543	0.7
			<b>3.7</b>
<b>Environmental Quality Services</b>			
Mgr, Environmental Quality	RFT	Management	1.0
Supv, Environmental Quality	RFT	Management	1.0
Environmental Technologist	RFT	Local 543	5.0
			<b>7.0</b>
<b>LRPCP Operations</b>			
Mgr, Little River Poll Control	RFT	Management	1.0
Pollution Control Mechanic	RFT	Local 82	2.0
Chief Wastewater Treatment Operator	RFT	Local 82	5.0
Wastewater Collection Operator (Step 3 - II)	RFT	Local 82	2.0
Wastewater Treatment Operator (Step 4 - III of IV)	RFT	Local 82	2.0
Pollution Control Mechanic Trainee	RFT	Local 82	1.0
Caretaker - Yard Attendant	RFT	Local 82	1.0
			<b>14.0</b>
<b>LRWRP Operations</b>			
Mgr, Lou Romano Water Reclama	RFT	Management	1.0
Chief Wastewater Treatment Operator	RFT	Local 82	5.0
Wastewater Treatment Operator (Step 4 - III or IV)	RFT	Local 82	10.0
Caretaker - Yard Attendant	RFT	Local 82	1.0
			<b>17.0</b>
<b>Process Engineering Maint.</b>			
Mgr, Process Eng & Maintenance	RFT	Management	1.0
Supv, Electrical Maintenance	RFT	Management	1.0
Supv, Mechanical Maintenance	RFT	Management	1.0
Pollution Control Project Eng	RFT	Non-Union	3.0
Process Control Programmer	RFT	Local 543	1.0
Instrument Electrical/Electronic Technologist (GP)	RFT	Local 82	5.0
Pollution Control Mechanic	RFT	Local 82	3.0
Pollution Control Mechanic Trainee	RFT	Local 82	2.0
			<b>17.0</b>
<b>Pumping Stations Operations</b>			
Supervisor, Pump Station	RFT	Management	1.0
Wastewater Collection Operator (Step 3 - II)	RFT	Local 82	5.0
			<b>6.0</b>
			<b>64.7</b>

## 2022 APPROVED OPERATING BUDGET

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>DIVISION</b>				
Administration - Pollution Control	\$0	\$79,453	\$79,453	n/a
Environmental Quality Services	\$267,090	(\$10,579)	(\$277,669)	(104.0%)
LRPCP Operations	\$0	(\$17,756)	(\$17,756)	n/a
LRWRP Operations	\$0	(\$20,649)	(\$20,649)	n/a
Process Engineering Maint.	\$0	(\$23,220)	(\$23,220)	n/a
Pumping Station Operations	\$0	(\$7,249)	(\$7,249)	n/a
<b>Total Net</b>	<b>\$267,090</b>	<b>\$0</b>	<b>(\$267,090)</b>	<b>(100.0%)</b>

Account	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>REVENUE</b>				
<b>Other Miscellaneous Revenue</b>				
6990 - Other General Revenue	(\$470,000)	(\$450,000)	\$20,000	(4.3%)
<b>Recovery of Expenditures</b>				
6999 - Work Auth Recovery INTERNAL	(\$521,304)	(\$643,585)	(\$122,281)	23.5%
<b>Transfers From Other Funds</b>				
7054 - TRANSFER From Reserve Funds	(\$96,013)	(\$92,613)	\$3,400	(3.5%)
<b>User Fees, Permits &amp; Charges</b>				
6410 - Licenses & Permits	(\$34,570)	(\$34,570)	\$0	0.0%
6670 - Sewage Treatment	(\$2,990,910)	(\$2,990,910)	\$0	0.0%
6690 - Sewer Surcharge Recoveries	(\$16,642,897)	(\$17,126,112)	(\$483,215)	2.9%
<b>Total Revenue</b>	<b>(\$20,755,694)</b>	<b>(\$21,337,790)</b>	<b>(\$582,096)</b>	<b>2.8%</b>

## EXPENSES

### Minor Capital

2150 - Minor Apparatus & Tools	\$16,000	\$16,000	\$0	0.0%
2220 - Maintenance Parts & Materials	\$1,495,000	\$1,495,000	\$0	0.0%
5110 - Machinery & Equipment - TCA	\$6,000	\$6,000	\$0	0.0%
5125 - Computers - PCs	\$1,000	\$1,000	\$0	0.0%
5130 - Furniture & Furnishings	\$6,000	\$6,000	\$0	0.0%
5475 - Non-Tendered Construction Cost	\$7,000	\$0	(\$7,000)	(100.0%)

### Operating & Maintenance Supplies

2010 - Office Supplies	\$8,915	\$8,915	\$0	0.0%
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**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
2115 - Motor Fuels	\$84,000	\$84,000	\$0	0.0%
2117 - Oils and Lubricants	\$22,000	\$22,000	\$0	0.0%
2140 - Chemicals	\$1,994,100	\$1,994,100	\$0	0.0%
2145 - Housekeeping Supplies	\$28,800	\$28,800	\$0	0.0%
2170 - Operating and Other Supplies	\$29,104	\$25,404	(\$3,700)	(12.7%)
2175 - First Aid Safety Supplies	\$31,000	\$31,000	\$0	0.0%
2180 - Program Supplies	\$11,200	\$0	(\$11,200)	(100.0%)
2250 - Vehicle Maint Parts/Materials	\$7,840	\$7,840	\$0	0.0%
2360 - Promotional Material & Product	\$7,000	\$0	(\$7,000)	(100.0%)
2970 - Building Maintenance	\$4,000	\$4,000	\$0	0.0%
<b>Other Miscellaneous Expenditures</b>				
4020 - Membership Fees & Dues	\$14,020	\$10,445	(\$3,575)	(25.5%)
4050 - Training Courses	\$14,603	\$14,603	\$0	0.0%
4155 - Conference Registration	\$7,400	\$5,400	(\$2,000)	(27.0%)
<b>Purchased Services</b>				
2020 - Postage and Courier	\$3,602	\$3,602	\$0	0.0%
2070 - Imaging & Printing External	\$1,000	\$1,000	\$0	0.0%
2085 - Publications and Manuals	\$900	\$900	\$0	0.0%
2610 - Travel Expense	\$13,984	\$11,851	(\$2,133)	(15.3%)
2620 - Car Allowance	\$300	\$0	(\$300)	(100.0%)
2710 - Telephone Expenses	\$68,900	\$68,900	\$0	0.0%
2711 - Cell Phones	\$5,546	\$6,146	\$600	10.8%
2915 - Consulting Services - External	\$218,217	\$218,217	\$0	0.0%
2916 - INTERNAL Services- non-salary	\$194,430	\$194,430	\$0	0.0%
2925 - Computer Maintenance	\$24,180	\$24,180	\$0	0.0%
2940 - Advertising	\$6,000	\$2,000	(\$4,000)	(66.7%)
2950 - Other Prof Services-External	\$482,920	\$481,420	(\$1,500)	(0.3%)
2951 - INTERNAL Service Salary Allocn	\$0	\$120,442	\$120,442	n/a
2975 - Landfill Tipping Fees	\$25,000	\$25,000	\$0	0.0%
2980 - Contracted Services	\$2,287,000	\$2,238,000	(\$49,000)	(2.1%)
2990 - Business Meeting Expense	\$2,000	\$1,000	(\$1,000)	(50.0%)
2995 - Other Purchased Services	\$0	\$25,000	\$25,000	n/a
3120 - Rental Expense EXTERNAL	\$24,534	\$24,534	\$0	0.0%
3140 - VehicleRent-Dedicated INTERNAL	\$280,721	\$312,431	\$31,710	11.3%
3170 - Facility Rental INTERNAL	\$1,000	\$0	(\$1,000)	(100.0%)
3180 - Computer Rental - INTERNAL	\$23,499	\$23,499	\$0	0.0%
<b>Salaries &amp; Benefits</b>				
8110 - Salary-Reg.Full Time	\$2,005,834	\$1,910,781	(\$95,053)	(4.7%)
8115 - Salary-Reg.Part Time	\$33,675	\$33,675	\$0	0.0%
8120 - Hourly-Reg.Full Time	\$2,969,284	\$2,978,849	\$9,565	0.3%
8130 - Overtime - Salary	\$13,240	\$13,240	\$0	0.0%
8140 - Overtime - Wages	\$353,862	\$353,862	\$0	0.0%

**2022 APPROVED OPERATING BUDGET**

	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>\$ Budget Change</b>	<b>% Budget Change</b>
8160 - Hourly-Temporary	\$91,185	\$70,935	(\$20,250)	(22.2%)
8170 - Service Pay	\$1,300	\$975	(\$325)	(25.0%)
8175 - Service Pay - Hourly	\$4,620	\$4,620	\$0	0.0%
8190 - Other Pay	\$122,133	\$200,856	\$78,723	64.5%
8210 - Meal Allowance	\$10,135	\$9,900	(\$235)	(2.3%)
8290 - Clothing - Uniforms	\$18,200	\$18,200	\$0	0.0%
8291 - Clothing Allowance	\$552	\$552	\$0	0.0%
8380 - Workers Comp. - Admin.	\$23,292	\$23,292	\$0	0.0%
8381 - Workers Comp. - Medical	\$37,336	\$37,336	\$0	0.0%
8383 - Workers Comp. - Pension	\$17,008	\$17,008	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$1,658,787	\$1,628,167	(\$30,620)	(1.8%)
<b>Transfers to Reserves &amp; Capital Funds</b>				
4250 - TRANSFER to Reserve Fund	\$835,000	\$835,000	\$0	0.0%
<b>Utilities, Insurance &amp; Taxes</b>				
3010 - Utilities	\$4,076,335	\$4,171,192	\$94,857	2.3%
3210 - Building Insurance	\$325,165	\$325,165	\$0	0.0%
3230 - Liability Insurance	\$250	\$250	\$0	0.0%
4015 - Taxes	\$966,876	\$1,160,876	\$194,000	20.1%
<b>Total Expense</b>	<b>\$21,022,784</b>	<b>\$21,337,790</b>	<b>\$315,006</b>	<b>1.5%</b>
<b>Total Net</b>	<b>\$267,090</b>	<b>\$0</b>	<b>(\$267,090)</b>	<b>(100.0%)</b>

**2022 Operating Budget Variance (3rd Quarter)**

**DEPARTMENTAL OVERVIEW**

*Pollution Control manages and oversees 49 pumping stations, 2 wastewater treatment plants (treatment of wastewater from Windsor and surrounding municipalities) & the biosolid processing facility.*

<b>Financial Summary</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Annual Revenue Budget	n/a	n/a	(\$20,755,694)	(\$21,337,790)
Annual Expense Budget	n/a	n/a	\$21,022,784	\$21,337,790
<b>Annual Net Budget</b>	<b>n/a</b>	<b>n/a</b>	<b>\$267,090</b>	<b>\$0</b>
<b>Annual Net Variance</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>
<b>Variance as a % of Gross Budget</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>

*Historical amounts are not available due to realignment of departments.*

**2022 Portion of Net Municipal Levy**

n/a

**2022 Budgeted Full Time Equivalent (FTE)**



Management:	9.0	FTE
Non-Union:	3.0	FTE
Local 543:	8.7	FTE
Local 82:	44.0	FTE
<b>Total</b>	<b>64.7</b>	<b>FTE</b>

**VARIANCE DESCRIPTION**

The Pollution Control Department does not have a municipal levy component within their budget and therefore, no variance is projected for municipal levy purposes.

Please see the Sewer Surcharge submission for details related to the Pollution Control variance.

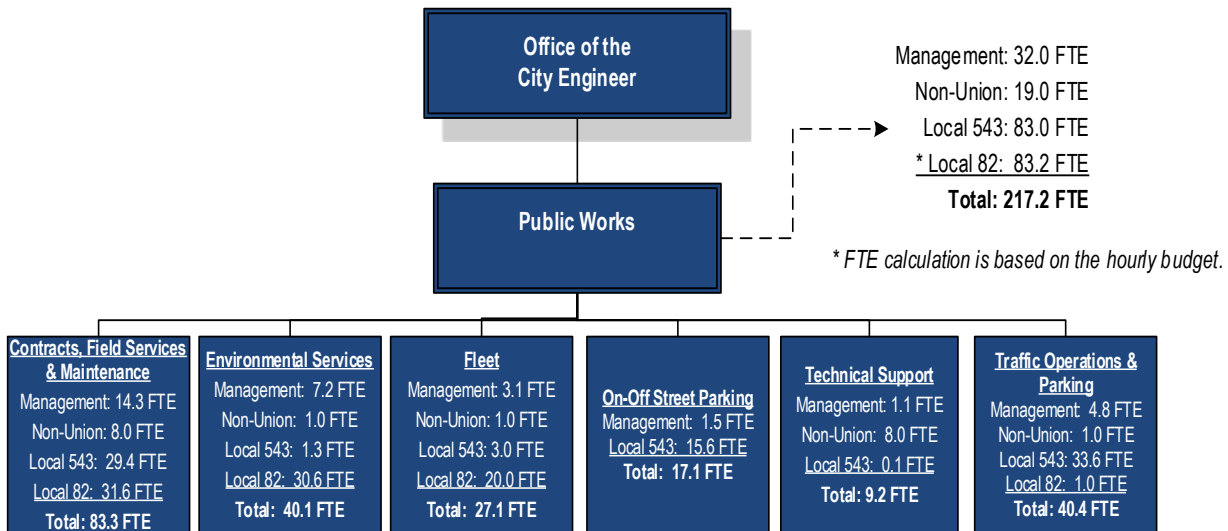
**2022 APPROVED OPERATING BUDGET**

**DESCRIPTION**

The Roads and Infrastructure Services area provides a variety of services related to the planning, design, construction, operation and maintenance of roadways, sanitary and storm sewers, traffic control (signals & signs) and the City's fleet of vehicles. Services also include the City's street lighting, municipal parking and seasonal maintenance including snow clearing.

Environmental Services ensures that all residential and municipal waste, recyclables and yard waste are collected in a manner consistent with current standards, Council approved service levels, and environmental requirements.

**2022 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



## 2022 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
<b>Contracts, Field Services &amp; Maintenance</b>			
Executive Director, Operations/Deputy City Engineer	RFT	Management	0.4
Manager, Contracts, Field Services, Maintenance	RFT	Management	1.0
Contracts Supervisor	RFT	Management	4.0
Maintenance Supervisor	RFT	Management	6.0
Supv, Field Services	RFT	Management	3.0
Coordinator, Maintenance	RFT	Non-Union	1.0
Contracts Coordinator	RFT	Non-Union	1.0
Right-of-Way & Field Services Coordinator	RFT	Non-Union	1.0
Contracts Administrator	RFT	Non-Union	1.0
Enforcement Administrator	RFT	Non-Union	1.0
Engineer I	RFT	Non-Union	2.0
Technologist I	RFT	Non-Union	1.0
Construction Technologist	RFT	Local 543	10.0
Administrative Inspector	RFT	Local 543	5.0
Sec. to ExDir. of Operations	RFT	Local 543	0.4
Clerk Dispatcher	RFT	Local 543	1.0
Infrastructure Location Technician	RFT	Local 543	2.0
Construction Technician	RFT	Local 543	8.0
Secretary - Field Services	RFT	Local 543	2.0
Secretary - Contracts, Fleet & Maintenance	RFT	Local 543	1.0
Sewer Maintainer	RFT	Local 82	16.9
Road Maintainer	RFT	Local 82	10.9
Winter Control Operator	RFT	Local 82	3.9
			<b>83.3</b>
<b>Environmental Services</b>			
Executive Director, Operations/Deputy City Engineer	RFT	Management	0.3
Mgr, Environmental Services	RFT	Management	1.0
Supv, Environmental Services	RFT	Management	6.0
Administrator, Waste Coll Cont	RFT	Non-Union	1.0
Sec. to ExDir. of Operations	RFT	Local 543	0.3
Clerk Intermediate	RFT	Local 543	1.0
Facility Operator	RFT	Local 82	13.2
Waste Collection Operator	RFT	Local 82	17.4
			<b>40.1</b>
<b>Fleet</b>			
Executive Director, Operations/Deputy City Engineer	RFT	Management	0.1
Mgr, Fleet	RFT	Management	1.0
Supv, Fleet	RFT	Management	2.0
Fleet Co-ordinator	RFT	Non-Union	1.0



## 2022 APPROVED STAFF ESTABLISHMENT

Position	Status	Profile	FTE
Sec. to ExDir. of Operations	RFT	Local 543	0.1
Certified Automotive Service Technician	RFT	Local 82	12.0
Certified Body Bump & Paint	RFT	Local 82	1.0
Truck/Trailer Technician/Welder/Fabricator	RFT	Local 82	1.0
Stockkeeper - Expediter	RFT	Local 82	1.0
Vehicle Maintainer	RFT	Local 82	4.0
Stockkeeper-Expediter	RFT	Local 82	1.0
Fleet Systems Analyst	RFT	Local 543	1.0
Fleet Analyst	RFT	Local 543	2.0
			<b>27.1</b>

### On-Off Street Parking

Executive Director, Operations/Deputy City Engineer	RFT	Management	0.1
Sr. Manager, Traffic Operations, Parking & Transportation Planning	RFT	Management	0.2
Manager Traffic Operations	RFT	Management	0.4
Coordinator, Parking Services	RFT	Management	0.4
Supervisor of Signs & Markings	RFT	Management	0.2
Supv, Signs & Markings	RFT	Management	0.2
Parking Technician/Lead Hand	RFT	Local 543	1.0
Parking Technician	RFT	Local 543	2.0
Sec. to ExDir. of Operations	RFT	Local 543	0.1
Senior Sec-Parkg Permit Coord	RFT	Local 543	1.0
Operations Data Technician	RFT	Local 543	0.4
Parking Maintenance Staff	RFT	Local 543	1.0
Senior Clerk	RFT	Local 543	0.2
Parking Maintenance Staff	RFT	Local 543	10.0
			<b>17.1</b>

### Technical Support

Executive Director, Operations/Deputy City Engineer	RFT	Management	0.1
Mgr, Technical Support	RFT	Management	1.0
Coord, IMS	RFT	Non-Union	1.0
Coord, Technical Support	RFT	Non-Union	1.0
Operations/Asset Analyst	RFT	Non-Union	6.0
Sec. to ExDir. of Operations	RFT	Local 543	0.1
			<b>9.1</b>

### Traffic Operations & Parking

Executive Director, Operations/Deputy City Engineer	RFT	Management	0.2
Sr. Manager, Traffic Operations, Parking & Transportation Planning	RFT	Management	0.8
Manager Traffic Operations	RFT	Management	0.6
Coordinator, Parking Services	RFT	Management	0.6

**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
Supervisor of Signs & Markings	RFT	Management	0.8
Supv, Signs & Markings	RFT	Management	0.8
Supv, Traffic Signals	RFT	Management	1.0
Engineer II	RFT	Non-Union	1.0
Signal Maint. - Electrician II	RFT	Local 543	8.0
Construction Technologist	RFT	Local 543	1.0
Signal Maintenance - Electrician Apprentice	RFT	Local 543	1.0
Signal Systems Analyst	RFT	Local 543	1.0
Sec. to ExDir. of Operations	RFT	Local 543	0.2
Crossing Guard Coordinator	RFT	Local 543	1.0
Traffic Technician	RFT	Local 543	1.0
Traffic Infrastructure Location Technician	RFT	Local 543	2.0
Maintenance Staff	RFT	Local 543	11.0
Signwriter	RFT	Local 543	1.0
Transportation Technologist I	RFT	Local 543	1.0
Parking Enforcement Clerk	RFT	Local 543	1.0
Senior Clerk	RFT	Local 543	0.8
Parking Violations Review Clk	RFT	Local 543	1.0
Operations Data Technician	RFT	Local 543	0.7
Parking Violations Cashier	RFT	Local 543	2.0
Certified Electrician	RFT	Local 82	1.0
			<b>40.4</b>
			<b>217.2</b>

## 2022 APPROVED OPERATING BUDGET

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>DIVISION</b>				
Administration - Public Works	\$1,634,573	\$1,634,573	\$0	0.0%
Contracts, Field Services & Maintenance	\$9,612,933	\$9,327,989	(\$284,944)	(3.0%)
Environmental Services	\$13,832,314	\$13,700,911	(\$131,403)	(0.9%)
Fleet	(\$427,971)	(\$34)	\$427,937	(100.0%)
On-Off Street Parking	\$0	\$0	\$0	n/a
Technical Support	\$368,090	\$369,724	\$1,634	0.4%
Traffic Operations & Parking	\$4,258,871	\$4,005,733	(\$253,138)	(5.9%)
<b>Total Net</b>	<b>\$29,278,810</b>	<b>\$29,038,896</b>	<b>(\$239,914)</b>	<b>(0.8%)</b>

Account	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>REVENUE</b>				
<b>Other Miscellaneous Revenue</b>				
6990 - Other General Revenue	(\$517,079)	(\$727,079)	(\$210,000)	40.6%
<b>Recovery of Expenditures</b>				
6735 - Recovery Of Expenses EXTERNAL	(\$3,052,046)	(\$3,549,061)	(\$497,015)	16.3%
6740 - Recovery of Salaries-INTERNAL	(\$53,913)	(\$135,665)	(\$81,752)	151.6%
6742 - Recovery of Fringes INTERNAL	\$0	(\$26,979)	(\$26,979)	n/a
6999 - Work Auth Recovery INTERNAL	(\$3,555,238)	(\$3,929,241)	(\$374,003)	10.5%
<b>Transfers From Other Funds</b>				
7052 - TRANSFER From Capital Projects	(\$213,242)	(\$213,242)	\$0	0.0%
7054 - TRANSFER From Reserve Funds	(\$274,048)	(\$325,397)	(\$51,349)	18.7%
<b>User Fees, Permits &amp; Charges</b>				
6417 - Lease & Rental Revenue	(\$5,956,583)	(\$6,147,491)	(\$190,908)	3.2%
6440 - Parking Revenue - Daily	(\$2,564,240)	(\$2,905,640)	(\$341,400)	13.3%
6450 - Parking Revenue - Monthly	(\$1,199,047)	(\$1,320,067)	(\$121,020)	10.1%
6455 - Parking Revenue - Resid - Perm	(\$50,060)	(\$50,060)	\$0	0.0%
6460 - Sale of Goods & Services	(\$2,837,437)	(\$2,882,459)	(\$45,022)	1.6%
6480 - Parking Fines	(\$2,346,160)	(\$2,481,660)	(\$135,500)	5.8%
6483 - parking Ticket-MTO Collections	(\$875,000)	(\$875,000)	\$0	0.0%
6650 - User Fees - External	(\$966,191)	(\$1,203,709)	(\$237,518)	24.6%
6651 - Fees and Recoveries INTERNAL	(\$1,863,860)	(\$1,963,472)	(\$99,612)	5.3%
6690 - Sewer Surcharge Recoveries	(\$8,237,224)	(\$8,885,995)	(\$648,771)	7.9%
<b>Total Revenue</b>	<b>(\$34,561,368)</b>	<b>(\$37,622,217)</b>	<b>(\$3,060,849)</b>	<b>8.9%</b>

## 2022 APPROVED OPERATING BUDGET

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>EXPENSES</b>				
<b>Financial Expenses</b>				
4530 - Temporary Financing Costs	\$37,754	\$58,196	\$20,442	54.1%
4540 - Bank Charges	\$18,675	\$2,175	(\$16,500)	(88.4%)
<b>Minor Capital</b>				
2150 - Minor Apparatus & Tools	\$84,836	\$84,845	\$9	0.0%
2220 - Maintenance Parts & Materials	\$150,911	\$159,411	\$8,500	5.6%
2230 - Infrastructure Maint. Material	\$2,472,982	\$2,590,600	\$117,618	4.8%
2510 - Building Repairs	\$3,700	\$3,700	\$0	0.0%
2520 - Vehicle Repairs	\$140,720	\$210,827	\$70,107	49.8%
2530 - Equipment Repairs	\$11,400	\$11,400	\$0	0.0%
5110 - Machinery & Equipment - TCA	\$20,890	\$20,890	\$0	0.0%
5111 - Machinery & Equipment -Non TCA	\$52,700	\$52,700	\$0	0.0%
5125 - Computers - PCs	\$1,658	\$2,558	\$900	54.3%
5126 - Computer Software	\$18,500	\$21,500	\$3,000	16.2%
5130 - Furniture & Furnishings	\$1,500	\$1,500	\$0	0.0%
5410 - Construction Contracts - TCA	\$40,382	\$37,882	(\$2,500)	(6.2%)
<b>Operating &amp; Maintenance Supplies</b>				
2010 - Office Supplies	\$89,102	\$89,102	\$0	0.0%
2060 - Computer Supplies	\$1,600	\$1,600	\$0	0.0%
2115 - Motor Fuels	\$1,278,291	\$1,740,876	\$462,585	36.2%
2117 - Oils and Lubricants	\$200	\$200	\$0	0.0%
2140 - Chemicals	\$9,550	\$10,550	\$1,000	10.5%
2145 - Housekeeping Supplies	\$2,300	\$2,300	\$0	0.0%
2170 - Operating and Other Supplies	\$116,343	\$119,710	\$3,367	2.9%
2175 - First Aid Safety Supplies	\$12,700	\$12,700	\$0	0.0%
2180 - Program Supplies	\$31,600	\$31,600	\$0	0.0%
2245 - Out Of Stock Parts	\$5,750	\$5,750	\$0	0.0%
2250 - Vehicle Maint Parts/Materials	\$152,500	\$174,819	\$22,319	14.6%
2255 - Outside Vehicle Parts	\$515,581	\$515,869	\$288	0.1%
2360 - Promotional Material & Product	\$300	\$300	\$0	0.0%
2970 - Building Maintenance	\$58,000	\$58,000	\$0	0.0%
3165 - Inventory Variance	\$3,500	\$3,500	\$0	0.0%
3166 - Scrap Inventory	\$1,500	\$1,500	\$0	0.0%
3176 - Facility Opns-Labour INTERNAL	\$1,500	\$1,500	\$0	0.0%
<b>Other Miscellaneous Expenditures</b>				
4020 - Membership Fees & Dues	\$11,153	\$11,153	\$0	0.0%
4025 - Document Registration	\$18,438	\$18,438	\$0	0.0%
4050 - Training Courses	\$29,120	\$29,157	\$37	0.1%
4155 - Conference Registration	\$6,900	\$6,900	\$0	0.0%

## 2022 APPROVED OPERATING BUDGET

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>Purchased Services</b>				
2020 - Postage and Courier	\$36,402	\$36,752	\$350	1.0%
2070 - Imaging & Printing External	\$4,250	\$4,250	\$0	0.0%
2085 - Publications and Manuals	\$3,150	\$2,800	(\$350)	(11.1%)
2215 - Bldg Maintenance Services	\$19,200	\$19,200	\$0	0.0%
2609 - Mileage and car allowance	\$100	\$100	\$0	0.0%
2610 - Travel Expense	\$27,032	\$27,032	\$0	0.0%
2620 - Car Allowance	\$1,085	\$1,085	\$0	0.0%
2710 - Telephone Expenses	\$29,014	\$29,285	\$271	0.9%
2711 - Cell Phones	\$45,713	\$46,011	\$298	0.7%
2914 - Non-Occ Medical	\$2,200	\$2,200	\$0	0.0%
2915 - Consulting Services - External	\$2,750	\$2,750	\$0	0.0%
2916 - INTERNAL Services- non-salary	\$24,845	\$324,083	\$299,238	1204.4%
2920 - Legal Services	\$46,465	\$46,465	\$0	0.0%
2925 - Computer Maintenance	\$67,936	\$69,376	\$1,440	2.1%
2940 - Advertising	\$3,000	\$3,000	\$0	0.0%
2950 - Other Prof Services-External	\$351,094	\$354,544	\$3,450	1.0%
2951 - INTERNAL Service Salary Allocn	\$124,813	\$124,813	\$0	0.0%
2957 - Fleet Car Washes	\$27,555	\$28,067	\$512	1.9%
2962 - Fees and Service Charges Exp	\$5,611,525	\$5,753,615	\$142,090	2.5%
2975 - Landfill Tipping Fees	\$2,238,489	\$2,355,546	\$117,057	5.2%
2980 - Contracted Services	\$13,984,174	\$14,420,610	\$436,436	3.1%
2981 - Agreements	\$5,500	\$5,500	\$0	0.0%
2990 - Business Meeting Expense	\$1,050	\$1,050	\$0	0.0%
2995 - Other Purchased Services	\$500	\$500	\$0	0.0%
3120 - Rental Expense EXTERNAL	\$241,922	\$241,922	\$0	0.0%
3121 - GPS	\$52,600	\$52,718	\$118	0.2%
3140 - VehicleRent-Dedicated INTERNAL	\$3,353,041	\$3,534,900	\$181,859	5.4%
3145 - VehicleRent-TempOther INTERNAL	\$277,082	\$84,572	(\$192,510)	(69.5%)
3150 - Vehicle Rental - External	\$578,338	\$50,000	(\$528,338)	(91.4%)
3160 - Vehicle Rental Control	\$35,450	\$35,450	\$0	0.0%
3180 - Computer Rental - INTERNAL	\$58,897	\$60,697	\$1,800	3.1%
3250 - Licenses	\$155,116	\$184,649	\$29,533	19.0%
4046 - Park Enf - PMTO R/O Requests	\$40,000	\$160,000	\$120,000	300.0%
<b>Salaries &amp; Benefits</b>				
8110 - Salary-Reg.Full Time	\$10,186,371	\$10,691,551	\$505,180	5.0%
8120 - Hourly-Reg.Full Time	\$5,251,241	\$5,325,601	\$74,360	1.4%
8130 - Overtime - Salary	\$471,327	\$461,432	(\$9,895)	(2.1%)
8140 - Overtime - Wages	\$385,032	\$386,129	\$1,097	0.3%
8150 - Salary-Temporary	\$810,670	\$718,732	(\$91,938)	(11.3%)
8160 - Hourly-Temporary	\$1,066,220	\$1,066,220	\$0	0.0%
8170 - Service Pay	\$8,580	\$8,645	\$65	0.8%
8175 - Service Pay - Hourly	\$17,115	\$17,115	\$0	0.0%
8180 - Stand-by Pay	\$25,000	\$25,000	\$0	0.0%

## 2022 APPROVED OPERATING BUDGET

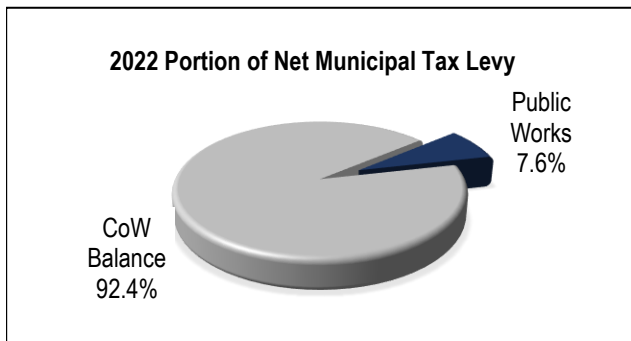
	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
8190 - Other Pay	\$121,682	\$120,546	(\$1,136)	(0.9%)
8192 - Shift Differential	\$29,550	\$29,550	\$0	0.0%
8210 - Meal Allowance	\$20,414	\$20,414	\$0	0.0%
8215 - Tool Allowance	\$5,950	\$5,950	\$0	0.0%
8220 - Education Allowance	\$148	\$148	\$0	0.0%
8240 - Other Training Expenses	\$252	\$252	\$0	0.0%
8290 - Clothing - Uniforms	\$56,183	\$57,249	\$1,066	1.9%
8291 - Clothing Allowance	\$29,500	\$30,500	\$1,000	3.4%
8380 - Workers Comp. - Admin.	\$108,120	\$108,120	\$0	0.0%
8381 - Workers Comp. - Medical	\$70,175	\$70,175	\$0	0.0%
8382 - Workers Comp. - Salary	\$46,060	\$46,060	\$0	0.0%
8383 - Workers Comp. - Pension	\$222,900	\$222,900	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$5,352,079	\$5,528,623	\$176,544	3.3%
<b>Transfers to Reserves &amp; Capital Funds</b>				
4210 - Depreciation	\$1,627,420	\$1,772,255	\$144,835	8.9%
4245 - TRANSFER to Capital Fund	\$855,089	\$1,144,618	\$289,529	33.9%
4250 - TRANSFER to Reserve Fund	\$1,120,812	\$1,601,668	\$480,856	42.9%
<b>Utilities, Insurance &amp; Taxes</b>				
3010 - Utilities	\$427,530	\$372,345	(\$55,185)	(12.9%)
3210 - Building Insurance	\$53,188	\$53,188	\$0	0.0%
3220 - Vehicle Insurance	\$188,918	\$189,049	\$131	0.1%
3230 - Liability Insurance	\$1,996,271	\$1,996,271	\$0	0.0%
4015 - Taxes	\$433,557	\$433,557	\$0	0.0%
<b>Total Expense</b>	<b>\$63,840,178</b>	<b>\$66,661,113</b>	<b>\$2,820,935</b>	<b>4.4%</b>
<b>Total Net</b>	<b>\$29,278,810</b>	<b>\$29,038,896</b>	<b>(\$239,914)</b>	<b>(0.8%)</b>

**2022 Operating Budget Variance (3rd Quarter)**


**DEPARTMENTAL OVERVIEW**

The Roads and Infrastructure Services area provides a variety of services related to the planning, design, construction, operation and maintenance of roadways, sanitary and storm sewers, traffic control (signals & signs) and the City's fleet of vehicles. Services also include the City's street lighting, municipal parking and seasonal maintenance including snow clearing. Environmental Services ensures that all residential and municipal waste, recyclables and yard waste are collected in a manner consistent with current standards, Council approved service levels, and environmental requirements.

Financial Summary	2019	2020	2021	2022
Annual Revenue Budget	(\$28,785,172)	(\$30,629,406)	(\$27,330,228)	(\$29,641,435)
Annual Expense Budget	\$55,964,369	\$59,855,262	\$56,609,038	\$58,680,331
<b>Annual Net Budget</b>	<b>\$27,179,197</b>	<b>\$29,225,856</b>	<b>\$29,278,810</b>	<b>\$29,038,896</b>
<b>Annual Net Variance</b>	<b>\$46,727</b>	<b>(\$1,407,608)</b>	<b>(\$2,606,219)</b>	<b>(\$2,584,000)</b>
<b>Variance as a % of Gross Budget</b>	<b>0.1%</b>	<b>(2.4%)</b>	<b>(4.6%)</b>	<b>(4.4%)</b>



**2022 Budgeted Full Time Equivalent (FTE)**



Management:	32.0	FTE
Non-Union:	19.0	FTE
Local 543:	83.0	FTE
Local 82:	83.2	FTE
<b>Total</b>	<b>217.2</b>	<b>FTE</b>

**VARIANCE SUMMARY**

Description	COVID Variance	NON-COVID Variance	OVERALL Variance
Salary and Wage – All Staff and Students	\$0	\$755,000	\$755,000
Contracted Services	\$0	\$50,000	\$50,000
Miscellaneous Operating and Safety Supplies	(\$11,000)	\$0	(\$11,000)
Convoy Costs	(\$125,000)	\$0	(\$125,000)
Winter Control	\$0	(\$130,000)	(\$130,000)
Accident Repairs	\$0	(\$240,000)	(\$240,000)
Maintenance Materials and Parts	\$0	(\$260,000)	(\$260,000)
Fuel	\$0	(\$415,000)	(\$415,000)
Waste Collection and Disposal	\$0	(\$635,000)	(\$635,000)
Revenue - All Divisions	(\$650,000)	(\$73,000)	(\$723,000)
Streetlight Maintenance	\$0	(\$850,000)	(\$850,000)
<b>Net Total</b>	<b>(\$786,000)</b>	<b>(\$1,798,000)</b>	<b>(\$2,584,000)</b>

**2022 Operating Budget Variance (3rd Quarter)**

**VARIANCE DESCRIPTION**

*The total departmental projected year-end variance is:* **(\$2,584,000)**      **Deficit**

**Salary and Wage: \$755,000**

A projected overall surplus of approximately \$755,000 is estimated for 2022 related to salary and wage for all staff. The projected surplus is the net total of the surpluses and deficits expected related to salary and wage gapping due to a number of vacancies across the department resulting from retirements and staff appointments into new positions offset with the hiring of extra staff to accommodate heavy work load situations where required. Offsetting the overall salary and wage surplus is an expected deficit related to permanent gapping charges for the year, Local 82 contract settlement wage increase payments, and retro payments. Variances resulting from the L82 settlement will be offset corporately by a provision within the corporate accounts.

**Contracted Services: \$50,000**

A surplus of approximately \$50,000 is estimated for 2022 related to contracted services for Parking Enforcement due to ongoing staff shortages.

**Miscellaneous Operating and Safety Supplies: (\$11,000)**

A deficit of approximately (\$11,000) is estimated for 2022 related to miscellaneous operating supplies required due to the pandemic including additional PPE and supplies, and enhanced security services.

**2022 Convoy Costs: (\$125,000)**

A deficit of (\$125,000) was incurred in 2022 related to the convoy / protest in early 2022 on Huron Church Road. The deficit includes costs for contracted services, staff overtime, and other associated operating costs.

**Winter Control: (\$130,000)**

A deficit of approximately (\$130,000) is possible for 2022 related to the winter control service should Windsor experience average winter conditions in the latter part of the year. The final variance is dependent upon actual winter conditions and resulting service in the final quarter of 2022.

**Accident Repair Costs: (\$240,000)**

A deficit of approximately (\$240,000) is estimated for the 2022 net costs related to accident repairs including the cost of materials, contracted services, and staff costs in the ROW Maintenance, Traffic Operations, and Streetlighting Divisions. A 2023 budget issue will be prepared for submission to Council as the variances related to accident repairs have been realized for several years and are expected to continue ongoing.

**Maintenance Materials and Parts: (\$260,000)**

A deficit of approximately (\$260,000) is estimated for 2022 related to vehicle parts and Traffic paint due to increasing prices expected for 2022. A 2023 budget issue has been prepared for submission to Council as the price increases being experienced to date are expected to continue and increase more in 2023.



## 2022 Operating Budget Variance (3rd Quarter)

### **Fuel: (\$415,000)**

A deficit of approximately (\$415,000) is anticipated for 2022 related to the net variances for fuel pricing and consumption. The blended actual average fuel pricing for January through September 2022 was 41% higher for all fuel types than the set budget. The actual average fuel pricing for the month of September 2022 was 35% higher. Prices have decreased over the past 2-months. Offsetting the expecting deficit related to pricing, Administration is expecting a surplus related to decreased fuel consumption for all fuel types of approximately 158,000 litres. The consumption surplus expected is largely 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 resulting in a reduction in fuel use. A 2023 budget issue has been prepared for submission to Council for consideration to make the necessary net adjust to the fuel budgets to mitigate the anticipated higher pricing.

### **Garbage Collection and Disposal: (\$635,000)**

A deficit of approximately (\$575,000) is anticipated for 2022 related to garbage collection services due to an increase in residential garbage tonnage expected to be collected. The anticipated deficit represents an increase in tonnage of approximately 11.25% with expectation that this increase will continue for the remainder of 2022 and indefinitely. A 2023 budget request has been prepared for submission to Council for consideration to increase the base budget to mitigate the cost of collecting approximately 5,000 additional tonnes of garbage each year.

### **Revenue: (\$723,000)**

A deficit of (\$723,000) is estimated for 2022 related to parking ticket revenue and unrecoverable work performed by the Field Services and Traffic Operations Divisions for the year. An expected decrease in parking ticket revenue of approximately (\$650,000) can be directly attributable to the post pandemic impact. During the development of the 2022 Operating Budget, it was estimated that one-time funding of \$650,000 could be required related to COVID-19 one-time funding requirements for reduced 2022 parking ticket revenue. The level of revenue loss is expected to improve in 2023. Unrecoverable work performed will result in a revenue deficit of approximately (\$73,000) related to community events and 311 calls.

### **Streetlight Maintenance: (\$850,000)**

A deficit of (\$850,000) is estimated for 2022 related to the contracted services for streetlight maintenance due to the higher cost of maintaining aging infrastructure based on actual billing levels for 1st, 2nd, and 3rd quarter 2022 and anticipated billings for the remainder of the year. The higher cost to maintain the streetlights for the City is expected to continue annually, and as such, a 2023 budget has been prepared for submission to Council for consideration to mitigate this ongoing annual variance.

## MITIGATING STEPS

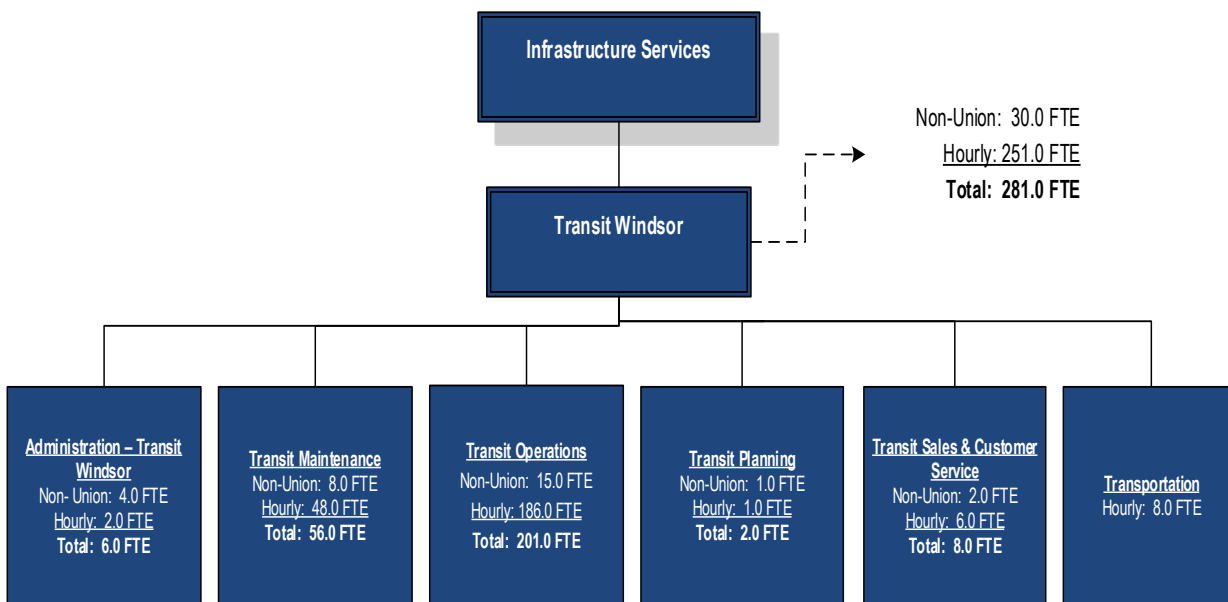
Public Works Administration monitors budgets closely and mitigates variances within the Department if feasible. Budget issue submissions have been prepared for the 2023 budget deliberations for variance items that are expected to continue beyond one-year/one-time and where there is no available budget reduction to facilitate a reallocation of currently budgeted funds.

**2022 APPROVED OPERATING BUDGET**

**DESCRIPTION**

Transit Services provides residents of and visitors to the City with a variety of transit options that allow for mobility throughout the City for various purposes (employment, school, health care, shopping, etc.).

**2022 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
<b>Administration Transit Windsor</b>			
Executive Director Transit Services	RFT	TW-NU1	1.0
Program Manager	RFT	TW-NU1	1.0
Coordinator, Admsintiration/Executive Assistant	RFT	TW-NU1	1.0
Payroll Clerk	RFT	TW-NU1	1.0
Accounting Clerk	RFT	TW-HRLY	1.0
Revenue & Data Process Clerk	RFT	TW-HRLY	1.0
			<b>6.0</b>
<b>Transit Maintenance</b>			
Senior Manager of Fleet & Support Services	RFT	TW-NU1	1.0
Maintenance Manager - Facilities	RFT	TW-NU1	1.0
Maintenance Manager - Fleet	RFT	TW-NU1	1.0
Coordinator Fleet	RFT	TW-NU1	1.0
ITS Coordinator	RFT	TW-NU1	1.0
Supervisor Maintenance	RFT	TW-NU2	3.0
Licenced Body Technician	RFT	TW-HRLY	5.0
Licenced Motor Mechanic	RFT	TW-HRLY	21.0
Fleet Systems Support Specialist	Rft	TW-HRLY	1.0
Licensed Facilities Maint.Mech	RFT	TW-HRLY	2.0
Maintenance/Janitorial	RFT	TW-HRLY	3.0
Licensed Facilities Maint.Mech - Accommodation	RFT	TW-HRLY	1.0
Tireman	RFT	TW-HRLY	1.0
Service Line	RFT	TW-HRLY	10.0
Maintenance Stores	RFT	TW-HRLY	3.0
Maintenance/Stores Clerk	RFT	TW-HRLY	1.0
			<b>56.0</b>
<b>Transit Operations</b>			
Manager Operations	RFT	TW-NU1	1.0
Operations Coordinator	RFT	TW-NU1	1.0
Scheduler Transportation	RFT	TW-NU1	1.0
Supervisor Operations	RFT	TW-NU2	12.0
Operator	RFT	TW-HRLY	185.0
Transportation Clerk	RFT	TW-HRLY	1.0
			<b>201.0</b>
<b>Transit Planning</b>			
Supv, Planning	RFT	TW-NU1-09	1.0
Planning Analyst	RFT	TW-HRLY	1.0
			<b>2.0</b>
<b>Transit Sales &amp; Customer Services</b>			
Manager Sales & Marketing	RFT	TW-NU1	1.0

**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
Supervisor Sales & Marketing	RFT	TW-NU1	1.0
Marketing Coordinator	RFT	TW-HRLY	1.0
Customer Service Clerk	RFT	TW-HRLY	5.0
			<b>8.0</b>
<b>Transportation</b>			
Operator	RFT	TW-HRLY	8.0
			<b>8.0</b>
			<b>281.0</b>

## 2022 APPROVED OPERATING BUDGET

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>DIVISION</b>				
Administration - Transit Windsor	\$1,531,765	\$1,302,165	(\$229,600)	(15.0%)
Transit Maintenance	\$11,454,800	\$12,820,231	\$1,365,431	11.9%
Transit Operations	\$839,890	\$1,051,226	\$211,336	25.2%
Transit Planning	\$207,276	\$217,939	\$10,663	5.1%
Transit Sales & Customer Service	\$1,194,455	\$1,308,599	\$114,144	9.6%
Transportation	\$358,258	(\$278,617)	(\$636,875)	(177.8%)
<b>Total Net</b>	<b>\$15,586,444</b>	<b>\$16,421,543</b>	<b>\$835,099</b>	<b>5.4%</b>

Account	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>REVENUE</b>				
<b>Other Miscellaneous Revenue</b>				
6993 - Advertising Revenue	(\$235,000)	(\$235,000)	\$0	0.0%
<b>Recovery of Expenditures</b>				
6735 - Recovery Of Expenses EXTERNAL	(\$589,925)	(\$618,529)	(\$28,604)	4.8%
6740 - Recovery of Salaries-INTERNAL	(\$42,000)	(\$190,604)	(\$148,604)	353.8%
<b>Transfers From Other Funds</b>				
7052 - TRANSFER From Capital Projects	(\$500,000)	(\$500,000)	\$0	0.0%
7054 - TRANSFER From Reserve Funds	(\$4,333,032)	(\$4,792,466)	(\$459,434)	10.6%
<b>User Fees, Permits &amp; Charges</b>				
6417 - Lease & Rental Revenue	(\$51,840)	(\$48,000)	\$3,840	(7.4%)
6435 - Commissions	(\$100,000)	\$0	\$100,000	(100.0%)
6475 - Transit Revenue	(\$15,351,853)	(\$16,450,792)	(\$1,098,939)	7.2%
6640 - Management Fees	(\$61,000)	(\$61,000)	\$0	0.0%
<b>Total Revenue</b>	<b>(\$21,264,650)</b>	<b>(\$22,896,391)</b>	<b>(\$1,631,741)</b>	<b>7.7%</b>

## EXPENSES

### Financial Expenses

4540 - Bank Charges	\$31,500	\$26,500	(\$5,000)	(15.9%)
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### Minor Capital

2150 - Minor Apparatus & Tools	\$87,540	\$87,540	\$0	0.0%
2220 - Maintenance Parts & Materials	\$126,885	\$126,885	\$0	0.0%
5126 - Computer Software	\$116,248	\$116,248	\$0	0.0%

## 2022 APPROVED OPERATING BUDGET

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>Operating &amp; Maintenance Supplies</b>				
2010 - Office Supplies	\$25,814	\$25,814	\$0	0.0%
2060 - Computer Supplies	\$3,000	\$3,000	\$0	0.0%
2115 - Motor Fuels	\$3,008,120	\$3,923,782	\$915,662	30.4%
2117 - Oils and Lubricants	\$182,300	\$187,341	\$5,041	2.8%
2170 - Operating and Other Supplies	\$20,500	\$20,500	\$0	0.0%
2180 - Program Supplies	\$171,100	\$171,100	\$0	0.0%
2250 - Vehicle Maint Parts/Materials	\$1,902,990	\$1,960,324	\$57,334	3.0%
3176 - Facility Opns-Labour INTERNAL	\$195,000	\$195,000	\$0	0.0%
<b>Other Miscellaneous Expenditures</b>				
4020 - Membership Fees & Dues	\$20,000	\$20,000	\$0	0.0%
4050 - Training Courses	\$47,118	\$47,118	\$0	0.0%
4155 - Conference Registration	\$5,500	\$5,500	\$0	0.0%
4295 - Public Relations	\$5,000	\$5,000	\$0	0.0%
<b>Purchased Services</b>				
2020 - Postage and Courier	\$22,000	\$22,000	\$0	0.0%
2070 - Imaging & Printing External	\$22,000	\$22,000	\$0	0.0%
2085 - Publications and Manuals	\$1,000	\$1,000	\$0	0.0%
2610 - Travel Expense	\$16,691	\$16,691	\$0	0.0%
2620 - Car Allowance	\$2,000	\$2,000	\$0	0.0%
2710 - Telephone Expenses	\$18,515	\$18,515	\$0	0.0%
2711 - Cell Phones	\$50,168	\$50,168	\$0	0.0%
2920 - Legal Services	\$10,000	\$10,000	\$0	0.0%
2925 - Computer Maintenance	\$31,760	\$32,240	\$480	1.5%
2927 - Computer & SW Maint-External	\$47,546	\$47,546	\$0	0.0%
2940 - Advertising	\$87,000	\$87,000	\$0	0.0%
2943 - Commissions Expense	\$124,700	\$124,700	\$0	0.0%
2950 - Other Prof Services-External	\$254,023	\$251,923	(\$2,100)	(0.8%)
2962 - Fees and Service Charges Exp	\$264,000	\$294,000	\$30,000	11.4%
2980 - Contracted Services	\$229,923	\$234,989	\$5,066	2.2%
2990 - Business Meeting Expense	\$5,000	\$5,000	\$0	0.0%
2995 - Other Purchased Services	\$5,000	\$5,000	\$0	0.0%
3120 - Rental Expense EXTERNAL	\$270,450	\$270,450	\$0	0.0%
3145 - VehicleRent-TempOther INTERNAL	\$18,000	\$18,000	\$0	0.0%
3161 - Towing	\$28,500	\$28,500	\$0	0.0%
3175 - Facility Rental EXTERNAL	\$34,400	\$45,500	\$11,100	32.3%
3180 - Computer Rental - INTERNAL	\$20,900	\$21,500	\$600	2.9%
3250 - Licenses	\$117,350	\$117,350	\$0	0.0%
<b>Salaries &amp; Benefits</b>				
8110 - Salary-Reg.Full Time	\$2,885,659	\$3,076,148	\$190,489	6.6%
8120 - Hourly-Reg.Full Time	\$16,085,541	\$17,027,386	\$941,845	5.9%

## 2022 APPROVED OPERATING BUDGET

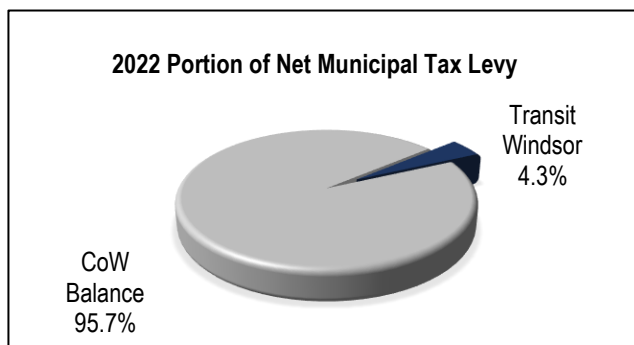
	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
8130 - Overtime - Salary	\$57,252	\$62,337	\$5,085	8.9%
8140 - Overtime - Wages	\$827,846	\$849,345	\$21,499	2.6%
8160 - Hourly-Temporary	\$205,117	\$205,117	\$0	0.0%
8190 - Other Pay	\$8,080	(\$100,006)	(\$108,086)	(1337.7%)
8192 - Shift Differential	\$105,000	\$105,000	\$0	0.0%
8210 - Meal Allowance	\$500	\$500	\$0	0.0%
8290 - Clothing - Uniforms	\$173,762	\$184,728	\$10,966	6.3%
8310 - Pensions - Contributory	\$155,956	\$155,956	\$0	0.0%
8380 - Workers Comp. - Admin.	\$376,958	\$376,958	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$6,285,123	\$6,658,791	\$373,668	5.9%
<b>Transfers to Reserves &amp; Capital Funds</b>				
4245 - TRANSFER to Capital Fund	\$0	\$40,366	\$40,366	n/a
4248 - TRANSFER to Reserve Account	\$260,000	\$260,000	\$0	0.0%
4250 - TRANSFER to Reserve Fund	\$34,000	\$34,000	\$0	0.0%
<b>Utilities, Insurance &amp; Taxes</b>				
3010 - Utilities	\$463,402	\$436,227	(\$27,175)	(5.9%)
3210 - Building Insurance	\$35,643	\$35,643	\$0	0.0%
3220 - Vehicle Insurance	\$816,711	\$816,711	\$0	0.0%
3230 - Liability Insurance	\$272,003	\$272,003	\$0	0.0%
4015 - Taxes	\$173,000	\$173,000	\$0	0.0%
<b>Total Expense</b>	<b>\$36,851,094</b>	<b>\$39,317,934</b>	<b>\$2,466,840</b>	<b>6.7%</b>
<b>Total Net</b>	<b>\$15,586,444</b>	<b>\$16,421,543</b>	<b>\$835,099</b>	<b>5.4%</b>

**2022 Operating Budget Variance (3rd Quarter)**


**DEPARTMENTAL OVERVIEW**

Transit Services provides residents of and visitors to the City with a variety of transit options that allow for mobility throughout the City for various purposes (employment, school, health care, shopping, etc.).

Financial Summary	2019	2020	2021	2022
Annual Revenue Budget	(\$21,635,263)	(\$21,175,090)	(\$21,264,650)	(\$22,896,391)
Annual Expense Budget	\$36,061,034	\$36,294,433	\$36,851,094	\$39,317,934
<b>Annual Net Budget</b>	<b>\$14,425,771</b>	<b>\$15,119,343</b>	<b>\$15,586,444</b>	<b>\$16,421,543</b>
<b>Annual Net Variance</b>	<b>\$123,288</b>	<b>\$658,202</b>	<b>\$792,839</b>	<b>(\$3,425,000)</b>
<b>Variance as a % of Gross Budget</b>	<b>0.3%</b>	<b>1.8%</b>	<b>2.2%</b>	<b>(8.7%)</b>



**2022 Budgeted Full Time Equivalent (FTE)**



Management:	23.0	FTE
Non-Union:	7.0	FTE
Hourly	251.0	FTE
<b>Total</b>	<b>281.0</b>	<b>FTE</b>

**VARIANCE SUMMARY**

Description	COVID Variance	NON-COVID Variance	OVERALL Variance
Transit Windsor Revenue	(\$4,586,000)	(\$1,160,000)	(\$5,746,000)
Commissions Revenue	(\$100,000)	\$100,000	\$0
Advertising Revenue	\$33,000	(\$30,000)	\$3,000
Other Professional Service External	(\$1,000)	(\$2,000)	(\$3,000)
Other Operating, Minor Apparatus, Vehicle Rental	(\$9,000)	\$5,000	(\$4,000)
Travel, Training, Conference	\$6,000	\$3,000	\$9,000
Facility Operations- Labour Internal	\$24,000	\$0	\$24,000
Advertising Expenses	\$34,000	\$0	\$34,000
Vehicle Maintenance and Parts	(\$748,000)	\$11,000	(\$737,000)
Program Supplies and Computer Software	\$91,000	\$0	\$91,000
Commission Expenses	\$65,000	\$0	\$65,000
Fees and Service Charges Expense	\$243,000	\$30,000	\$273,000
Motor Fuel and Oil and Lubricants	\$1,119,000	(\$2,063,000)	(\$944,000)
Salary and Wages and Overtime	\$756,000	\$1,964,000	\$2,720,000
Convoy Costs	(\$42,000)	\$0	(\$42,000)
Government Funding Safe Restart	\$832,000	\$0	\$832,000
<b>Net Total</b>	<b>(\$2,283,000)</b>	<b>(\$1,142,000)</b>	<b>(\$3,425,000)</b>



**2022 Operating Budget Variance (3rd Quarter)**

**VARIANCE DESCRIPTION**

**The total departmental projected year-end variance is:** **(\$3,425,000)      Deficit**

Transit Windsor is projecting ending 2022 with an overall deficit of (\$3,425,000) after allocating the balance of \$832,000 of the Safe Restart Grant Funding (Phase 3), to the Transit Windsor operating budget. Safe Restart funding was provided by the Government of Ontario to mitigate the impacts of the COVID-19 Pandemic. Of the total deficit, (\$2,283,000) is related to COVID impacts, while (\$1,142,000) is related to Non-COVID Impacts.

It should be noted that, as per the Safe Restart Funding guidelines, actual revenues and expenses are being compared to the 2020 (Pre-COVID) Operating Budget.

**Transit Revenue: (\$5,746,000)**

Full Transit Service resumed on September 1, 2022. The Tunnel Bus has not yet operated in 2022, but is scheduled to resume on November 20, 2022. During the first three quarters of 2022, Transit continued to experience lower ridership rates, hence the fares collected were substantially reduced from budget levels. This has resulted in a significant loss of revenue for Transit, however, September numbers have rebounded significantly, improving previous projections.

In the second quarter variance report, we were projecting ridership at 75% of pre-pandemic levels. With the improved levels of ridership in September, we have increased the projection to 90%.

We are now projecting a year-end deficit of (\$5,746,000) in the Transit Revenue account. The projected year end Non-COVID variance is (\$1,160,000) and the projected year end COVID variance is (\$4,586,000) The reason for the Non-COVID variance deficit is due to Safe Restart guidelines as stated above.

**Commissions Revenue: \$0**

Commission Revenue was reduced to \$0.00 for the 2022 budget, due to the permanent closure of Greyhound Canada. The requirement of the Safe Restart program to compare the current actuals to the 2020 budget, which showed a projection of \$100,000, has resulted in a Non-COVID surplus variance of \$100,000 and a COVID deficit variance of (\$100,000), with an overall projected variance of \$0 for 2022.

**Advertising Revenue: \$3,000**

The projected year end variance for Advertising is a surplus of \$3,000. Due to the requirement of the Safe Restart program to compare the current actuals to the 2020 budget, there is a projected Non-COVID deficit variance of (\$30,000) and a surplus COVID variance of \$33,000.

**Other Professional Services External: (\$3,000)**

This account has a projected year end deficit of (\$3,000). The COVID deficit variance of (\$1,000) can be attributed mainly to additional security which was required at the Windsor International Transit Terminal (WITT) in early 2022, while the Non-COVID deficit variance of (\$2,000) is due to the difference between the 2022 and 2020 budgets (Safe Restart guidelines).

**Other Operating Supplies and Vehicle Rental: (\$4,000)**

Due to COVID, increased cleaning has resulted in an overall increase to the Operating Supplies and Minor Apparatus expense accounts. Offsetting this increase was a savings in vehicle rental costs, also COVID related, resulting in a projected COVID related deficit of (\$9,000). There is also projected Non-COVID surplus variance of \$5,000 in the Operating and Other Supplies account. The overall result is a projected deficit of (\$4,000) in this category.

**Travel, Training, Conference: \$9,000**

There has been a reduction to travel, training, and conference spending due to COVID. This has resulted in a projected year end surplus of \$6,000 related to COVID-19 and \$3,000 Non-COVID related. Overall, the projected surplus for this category is \$9,000.

## 2022 Operating Budget Variance (3rd Quarter)

### **Facility Operations-Labour INTERNAL: \$24,000**

Due to reduced use of facilities in early 2022, caretaking and general facility maintenance expenses were reduced. This has resulted in a projected year end surplus of \$24,000, wholly attributable to COVID-19.

### **Advertising Expenses: \$34,000**

Due to COVID-19, Transit Windsor continued reduced advertising through the first part of 2022. As we return to full service, regular advertising will resume for the remainder of the year to encourage increased ridership. The projected year end surplus of \$34,000 is entirely COVID related.

### **Vehicle Maintenance and Parts: (\$737,000)**

The vehicle maintenance and parts accounts are projected to have a year end COVID deficit of (\$737,000). The COVID deficit of (\$748,000) is largely due to the cost of driver barriers which are to be installed in the buses. The Non COVID surplus of \$11,000 can be attributed to the difference between the 2022 and 2020 budgets for this category, as per Safe Restart guidelines as previously discussed.

### **Program Supplies expenses: \$91,000**

Due to COVID-19, the required inventory of Smart Cards and special event tickets has been significantly less, resulting in a projected year end COVID related surplus of \$91,000.

### **Commissions Expense: \$65,000**

Transit Windsor pays commissions to third party vendors for the sale of passes and tickets. Reduced levels of ridership for the first three quarters of 2022 have contributed to the projected surplus of \$65,000, attributable to COVID-19. It is expected that Commissions Expense will return to near pre-pandemic levels for the balance of the year.

### **Fees and Service Charge Expenses: \$273,000**

Due to COVID-19 and the resulting border restrictions, there has been no Tunnel Bus service in 2022, but it is now scheduled to resume on November 20, 2022. The savings in tunnel toll charges will result in a projected COVID surplus variance of \$243,000. The balance of the projected surplus is a Non-COVID variance of \$30,000, caused by the Safe Restart Funding requirement to compare 2022 actuals to 2020 budget amounts, as stated above..

### **Motor Fuels and Oil and Lubricants: (\$944,000)**

Due to reduced services for the first part of 2022, there is a projected \$1,119,000 surplus in the fuel and oil and lubricant accounts, related to COVID-19. The projected Non-COVID impact due to increased prices for fuel, oil, and lubricants in 2022 is a deficit of (\$2,063,000). Overall, there is a projected deficit of (\$944,000) for these expenses.

### **Salary, Wages and Overtime: \$2,720,000**

Reduced services for the first three quarters of 2022 required fewer buses on the road. This has resulted in a projected surplus in the salary, wages and overtime accounts. The projected COVID related surplus is \$756,000, while the balance of \$1,964,000, is the projected Non-COVID surplus. The overall projected surplus for Salary, Wages and Overtime is \$2,720,000.

### **Convoy Costs: (\$42,000)**

A deficit of (\$42,000) is the result of the convoy / protest in early 2022 at the Windsor-Detroit Bridge, on Huron Church Road. The deficit includes costs for wages, fuel, and lost revenue.

### **Government Funding (COVID): \$832,000**

Transit Windsor will allocate the balance of \$832,000 from the Safe Restart Phase 3 funding to the operating budget. Safe Restart Funding was provided through the Federal and Provincial governments to mitigate pandemic-related deficits. This funding allowed us to show positive variances in 2020 and 2021, but with only a small balance left, we are projecting a deficit variance for 2022. No further Safe Restart funding announcements have yet been made for 2022.

## 2022 Operating Budget Variance (3rd Quarter)

### MITIGATING STEPS

Transit Windsor has worked hard in 2022 to continue to provide transit service amidst numerous challenges. Lower ridership in the first three quarters has led to both reduced revenues and expenses in 2022. However, since resuming full service on September 1, 2022, ridership has rebounded to near normal levels (90%+). Therefore, Transit Windsor is expecting a strong finish for the 4th quarter of 2022, and should see revenues near the averages for 2017-2019.

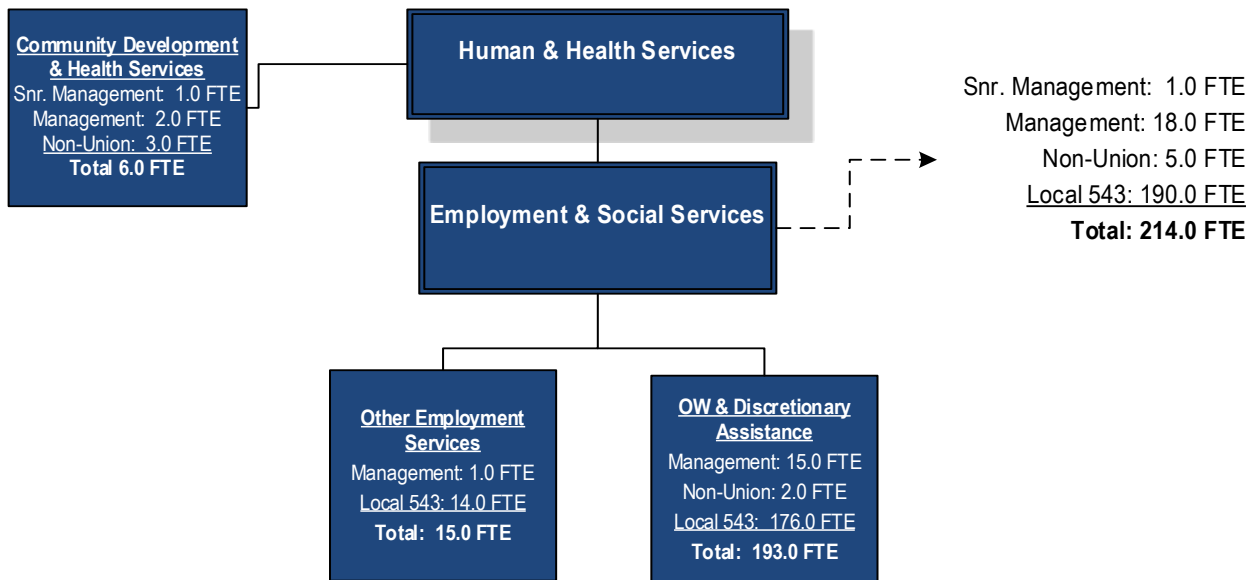
**2022 APPROVED OPERATING BUDGET**

**DESCRIPTION**

Health Services provides the latest information on the state of public health in the City and County and best practices for good health and illness and disease prevention. In addition, the service provides professional response to infection disease outbreaks and enforces violations of public health regulations.

Employment & Social Services provides basic financial, social and employment assistance for individuals who are in temporary financial need in Windsor, Essex County and Pelee Island.

**2022 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
<b>Administration - Employment &amp; Social Services</b>			
Commissioner - Human & Health Services	RFT	Sr. Management	1.0
Manager Social Policy & Planning	RFT	Management	1.0
Mgr, Administration - Social & Health Serv	RFT	Management	1.0
Executive Initiatives Coord.	RFT	Non-Union	1.0
Community Health Project Manager	RFT	Non-Union	1.0
Executive Administrative Assist	RFT	Non-Union	1.0
			<b>6.0</b>
<b>Other Employment Services</b>			
Supv, Employment	RFT	Management	1.0
Caseworker - Employment Services-Bilingual	RFT	Local 543	1.0
Caseworker - Employment Services	RFT	Local 543	6.0
Job Developer	RFT	Local 543	2.0
Resource Centre Greeter (Bilingual)	RFT	Local 543	1.0
Resource Centre Greeter	RFT	Local 543	1.0
Clerk Junior (Team)	RFT	Local 543	3.0
			<b>15.00</b>
<b>OW &amp; Discretionary Assistance</b>			
EXDir. Employment & Social Ser	RFT	Management	1.0
Mgr Customer Service	RFT	Management	1.0
Mgr Employment & Training Init	RFT	Management	1.0
Mgr Policy & Staff Develop	RFT	Management	1.0
Supervisor, Support Services	RFT	Management	1.0
Supv, Employment	RFT	Management	1.0
Supv, Ontario Works	RFT	Management	7.0
Supv, Ontario Works Bilingual	RFT	Management	1.0
Supervisor of Administration	RFT	Management	1.0
Co-ordinator, Social Planning	RFT	Non-Union	1.0
Coord, Staff Development	RFT	Non-Union	1.0
Eligibility Review Officer	RFT	Local 543	6.0
Administrative Assistant	RFT	Local 543	1.0
Caseworker - Employment Services	RFT	Local 543	14.0
Caseworker - Employment Services - Bilingual	RFT	Local 543	1.0
Caseworker Discretionary Benefits	RFT	Local 543	3.0
Clerk - Leamington	RFT	Local 543	2.0
Clerk Junior (File)	RFT	Local 543	4.0
Clerk Junior (Fin)	RFT	Local 543	1.0
Clerk Junior (Team)	RFT	Local 543	9.0
Clerk Junior (Team) - Bilingual	RFT	Local 543	1.0
Clerk Junior-Backup Receptionist (Bilingual)	RFT	Local 543	1.0
Clerk Steno Intermediate	RFT	Local 543	1.0

**2022 APPROVED STAFF ESTABLISHMENT**

<b>Position</b>	<b>Status</b>	<b>Profile</b>	<b>FTE</b>
Coord, Policy & Procedure	RFT	Local 543	1.0
Data Analyst	RFT	Local 543	3.0
Intake Receptionist	RFT	Local 543	2.0
Intake Receptionist - Bilingual	RFT	Local 543	1.0
Intake Service Representative	RFT	Local 543	5.0
Intake Service Representative Bilingual	RFT	Local 543	1.0
Intermediate Clerk	RFT	Local 543	3.0
Intermediate Clerk-S/S Finance	RFT	Local 543	1.0
Intermediate Receptionist Leam	RFT	Local 543	1.0
Job Developer	RFT	Local 543	4.0
Junior Clerk (ERO)	RFT	Local 543	1.0
Local Business Expert	RFT	Local 543	2.0
Ontario Works Caseworker	RFT	Local 543	98.0
Ontario Works Caseworker Bilingual	RFT	Local 543	2.0
Records & Supply Clerk	RFT	Local 543	1.0
Retroactive Budget Clerk	RFT	Local 543	2.0
Social Worker (BSW)	RFT	Local 543	2.0
Staff Trainer	RFT	Local 543	2.0
			<b>193.0</b>
			<b>214.0</b>

**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>DIVISION</b>				
Community Development & Health Services	\$235,859	\$235,859	\$0	0.0%
Other Employment Services	\$0	\$11,571	\$11,571	n/a
OW & Discretionary Assistance	\$7,410,005	\$7,341,882	(\$68,123)	(0.9%)
Social Planning & Policy	\$0	\$0	\$0	n/a
<b>Total Net</b>	<b>\$7,645,864</b>	<b>\$7,589,312</b>	<b>(\$56,552)</b>	<b>(0.7%)</b>

Account	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
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**REVENUE**

**Grants & Subsidies**

6310 - Ontario Specific Grants	(\$102,437,797)	(\$87,028,222)	\$15,409,575	(15.0%)
6320 - Canada Specific Grants	(\$296,453)	(\$296,453)	\$0	0.0%

**Recovery of Expenditures**

6340 - Net County Cost	(\$3,898,116)	(\$4,005,730)	(\$107,614)	2.8%
6735 - Recovery Of Expenses EXTERNAL	(\$1,621,963)	(\$1,444,319)	\$177,644	(11.0%)
6740 - Recovery of Salaries-INTERNAL	(\$495,900)	(\$495,900)	\$0	0.0%
6742 - Recovery of Fringes INTERNAL	(\$163,325)	(\$163,325)	\$0	0.0%

**Transfers From Other Funds**

7054 - TRANSFER From Reserve Funds	\$0	(\$14,306)	(\$14,306)	n/a
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<b>Total Revenue</b>	<b>(\$108,913,554)</b>	<b>(\$93,448,255)</b>	<b>\$15,465,299</b>	<b>(14.2%)</b>
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**EXPENSES**

**Financial Expenses**

4540 - Bank Charges	\$44,200	\$44,200	\$0	0.0%
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**Minor Capital**

5125 - Computers - PCs	\$11,000	\$11,000	\$0	0.0%
5126 - Computer Software	\$11,856	\$11,856	\$0	0.0%
5130 - Furniture & Furnishings	\$85,350	\$85,350	\$0	0.0%

**Operating & Maintenance Supplies**

2010 - Office Supplies	\$137,475	\$137,475	\$0	0.0%
2060 - Computer Supplies	\$8,072	\$8,072	\$0	0.0%

**2022 APPROVED OPERATING BUDGET**

	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>\$ Budget Change</b>	<b>% Budget Change</b>
2180 - Program Supplies	\$6,500	\$6,500	\$0	0.0%
2310 - Food and confections	\$871	\$871	\$0	0.0%
2360 - Promotional Material & Product	\$5,200	\$5,200	\$0	0.0%
<b>Other Miscellaneous Expenditures</b>				
4020 - Membership Fees & Dues	\$29,656	\$29,656	\$0	0.0%
4050 - Training Courses	\$70,627	\$73,500	\$2,873	4.1%
4155 - Conference Registration	\$18,421	\$18,421	\$0	0.0%
<b>Purchased Services</b>				
2020 - Postage and Courier	\$160,022	\$160,022	\$0	0.0%
2085 - Publications and Manuals	\$6,652	\$6,652	\$0	0.0%
2609 - Mileage and car allowance	\$5,700	\$5,700	\$0	0.0%
2610 - Travel Expense	\$21,591	\$18,718	(\$2,873)	(13.3%)
2620 - Car Allowance	\$18,683	\$18,683	\$0	0.0%
2710 - Telephone Expenses	\$70,558	\$70,558	\$0	0.0%
2711 - Cell Phones	\$18,147	\$18,747	\$600	3.3%
2914 - Non-Occ Medical	\$10,000	\$10,000	\$0	0.0%
2915 - Consulting Services - External	\$15,000	\$15,000	\$0	0.0%
2916 - INTERNAL Services- non-salary	\$90,000	\$90,000	\$0	0.0%
2917 - Ergonomic Assessments	\$6,600	\$6,600	\$0	0.0%
2920 - Legal Services	\$160,226	\$160,226	\$0	0.0%
2925 - Computer Maintenance	\$187,820	\$183,300	(\$4,520)	(2.4%)
2940 - Advertising	\$17,000	\$17,000	\$0	0.0%
2950 - Other Prof Services-External	\$10,000	\$10,000	\$0	0.0%
2951 - INTERNAL Service Salary Allocn	\$1,730,440	\$1,746,903	\$16,463	1.0%
2980 - Contracted Services	\$179,293	\$179,293	\$0	0.0%
2990 - Business Meeting Expense	\$7,500	\$8,100	\$600	8.0%
3120 - Rental Expense EXTERNAL	\$20,425	\$20,425	\$0	0.0%
3140 - VehicleRent-Dedicated INTERNAL	\$4,000	\$4,000	\$0	0.0%
3145 - VehicleRent-TempOther INTERNAL	\$2,600	\$2,600	\$0	0.0%
3170 - Facility Rental INTERNAL	\$1,462,431	\$1,525,825	\$63,394	4.3%
3175 - Facility Rental EXTERNAL	\$113,100	\$113,100	\$0	0.0%
3180 - Computer Rental - INTERNAL	\$140,400	\$146,000	\$5,600	4.0%
<b>Salaries &amp; Benefits</b>				
8110 - Salary-Reg.Full Time	\$13,976,135	\$13,987,941	\$11,806	0.1%
8130 - Overtime - Salary	\$2,516	\$2,516	\$0	0.0%
8150 - Salary-Temporary	\$224,813	\$224,813	\$0	0.0%
8170 - Service Pay	\$23,985	\$18,265	(\$5,720)	(23.8%)
8210 - Meal Allowance	\$400	\$400	\$0	0.0%
8220 - Education Allowance	\$3,420	\$3,420	\$0	0.0%
8260 - Pre-Employment Medical	\$720	\$720	\$0	0.0%



**2022 APPROVED OPERATING BUDGET**

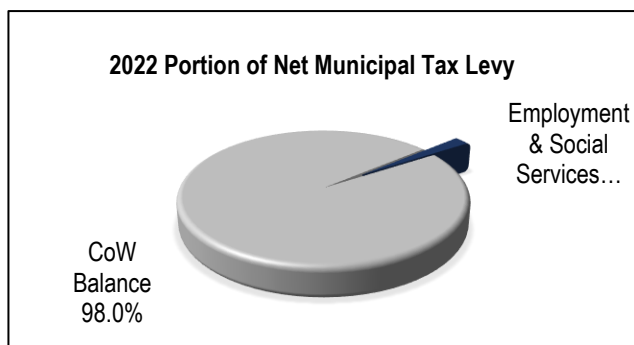
	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>\$ Budget Change</b>	<b>% Budget Change</b>
8380 - Workers Comp. - Admin.	\$7,081	\$7,081	\$0	0.0%
8381 - Workers Comp. - Medical	\$27,420	\$27,420	\$0	0.0%
8383 - Workers Comp. - Pension	\$5,000	\$5,000	\$0	0.0%
8384 - Workers Comp - Ergonomic	\$11,613	\$11,613	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$4,648,105	\$4,651,989	\$3,884	0.1%
<b>Transfers for Social Services</b>				
2290 - Social Dev-Corporate Overhead	\$2,383,046	\$2,383,046	\$0	0.0%
3531 - Other Mandatory Benefits	\$103,737	\$65,300	(\$38,437)	(37.1%)
3532 - Employ Transition - Mandatory	\$326,604	\$170,000	(\$156,604)	(47.9%)
3533 - Drugs	\$2,164	\$3,400	\$1,236	57.1%
3534 - Hearing Aids Mandatory	\$16,055	\$12,500	(\$3,555)	(22.1%)
3535 - Diabetic Supplies	\$15,810	\$9,600	(\$6,210)	(39.3%)
3536 - Medical Supplies	\$27,067	\$35,800	\$8,733	32.3%
3537 - Surgical Supplies	\$0	\$11,500	\$11,500	n/a
3538 - Medical Transportation	\$198,744	\$159,400	(\$39,344)	(19.8%)
3539 - Vision Care Dependant	\$28,637	\$17,600	(\$11,037)	(38.5%)
3540 - Indigent Transportation	\$46,454	\$10,300	(\$36,154)	(77.8%)
3541 - Wheelchair repairs	\$1,209	\$6,300	\$5,091	421.1%
3543 - Moving Expenses	\$1,008	\$0	(\$1,008)	(100.0%)
3546 - Funeral and Burial	\$1,143,539	\$1,312,175	\$168,636	14.7%
3551 - Dental Discretionary	\$804,698	\$470,075	(\$334,623)	(41.6%)
3553 - Dentures and Repairs	\$490,788	\$255,700	(\$235,088)	(47.9%)
3556 - Prosthetic Appliances	\$110,835	\$217,900	\$107,065	96.6%
3560 - Glasses and Vision Care	\$73,054	\$35,400	(\$37,654)	(51.5%)
3562 - Financial Assistance	\$80,717,147	\$65,689,200	(\$15,027,947)	(18.6%)
3563 - Transition Child Benefit	\$736,819	\$831,400	\$94,581	12.8%
3573 - Special Allowance	\$3,595,052	\$3,551,232	(\$43,820)	(1.2%)
3576 - Personal Needs Allowance	\$21,500	\$12,800	(\$8,700)	(40.5%)
3580 - Other - Non-Health	\$356,470	\$348,429	(\$8,041)	(2.3%)
3582 - Other Health Assistance	\$278,978	\$146,400	(\$132,578)	(47.5%)
3595 - SS Purchase of Service	\$85,800	\$95,800	\$10,000	11.7%
4230 - Special Projects-Social Servic	\$1,165,876	\$1,265,876	\$100,000	8.6%
<b>Utilities, Insurance &amp; Taxes</b>				
3210 - Building Insurance	\$2,033	\$2,033	\$0	0.0%
3230 - Liability Insurance	\$7,670	\$7,670	\$0	0.0%
<b>Total Expense</b>	<b>\$116,559,418</b>	<b>\$101,037,567</b>	<b>(\$15,521,851)</b>	<b>(13.3%)</b>
<b>Total Net</b>	<b>\$7,645,864</b>	<b>\$7,589,312</b>	<b>(\$56,552)</b>	<b>(0.7%)</b>

### 2022 Operating Budget Variance (3rd Quarter)


#### DEPARTMENTAL OVERVIEW

Employment & Social Services provides basic financial, social and employment assistance for individuals who are in temporary financial need in Windsor, Essex County and Pelee Island.

Financial Summary	2019	2020	2021	2022
Annual Revenue Budget	(\$109,838,509)	(\$108,882,445)	(\$108,913,554)	(\$93,448,255)
Annual Expense Budget	\$117,503,235	\$116,969,007	\$116,559,418	\$101,037,567
<b>Annual Net Budget</b>	<b>\$7,664,726</b>	<b>\$8,086,562</b>	<b>\$7,645,864</b>	<b>\$7,589,312</b>
<b>Annual Net Variance</b>	<b>\$346,682</b>	<b>\$1,673,697</b>	<b>\$1,568,805</b>	<b>\$1,049,000</b>
<b>Variance as a % of Gross Budget</b>	<b>0.3%</b>	<b>1.4%</b>	<b>1.3%</b>	<b>1.0%</b>



**2022 Budgeted Full Time Equivalent (FTE)**



Senior Management:	1.0	FTE
Management:	18.0	FTE
Non-Union	5.0	FTE
Local 543	190.0	FTE
<b>Total</b>	<b>214.0</b>	<b>FTE</b>

#### VARIANCE SUMMARY

Description	COVID Variance	NON-COVID Variance	OVERALL Variance
<b>CDHO &amp; Social Policy &amp; Planning</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ontario Works (OW) Program Delivery:</b>	<b>\$67,000</b>	<b>\$982,000</b>	<b>\$1,049,000</b>
Salary and Benefit (OW)	\$67,000	\$628,000	\$695,000
Employment Related Costs (OW)	\$0	\$372,000	\$372,000
Other Miscellaneous Expenses (OW)	\$0	(\$18,000)	(\$18,000)
<b>Other Employment Services</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>100% Municipal Assistance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Total</b>	<b>\$67,000</b>	<b>\$982,000</b>	<b>\$1,049,000</b>

**2022 Operating Budget Variance (3rd Quarter)**

**VARIANCE DESCRIPTION**

*The total departmental projected year-end variance is:* **\$1,049,000** **Surplus**

**Human & Health Services Office - \$0**

Human & Health Services Office is projected to end the year on budget.

**Ontario Works (OW) Program Delivery - \$1,049,000**

Ontario Works Program Delivery is projected to end the year with a net City surplus of \$1,049,000 comprised of the following: Staffing costs are projected to be lower than budget by \$695,000 net City mainly as a result of gapping. COVID-19 related salary surplus accounts for \$67,000. Lower Employment Related Expenses (ERE) are projected to add \$372,000 to the surplus. OW caseload sizes are currently below pre-pandemic levels and as a result the number of bus passes and employment supports are lower than budgeted. The projected surplus for Salary and ERE expenses was offset by higher costs (\$18,000) in other miscellaneous accounts such as Consulting Services and Internal Program Support.

**Other Employment Services - \$0**

Other Employment Services, which include Employment Ontario Programs funded by Ministry of Labour, Training and Skills Development, are projected to be on budget.

**100% Municipal Assistance and OW Financial Assistance - 0**

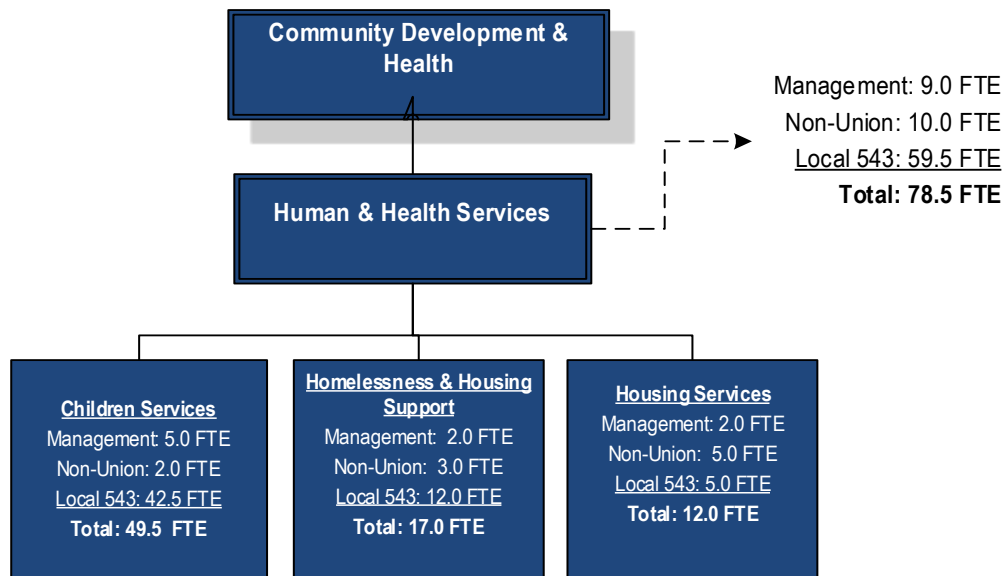
100% Municipal Assistance and OW Financial Assistance programs are projected to be on budget.

**2022 APPROVED OPERATING BUDGET**

**DESCRIPTION**

The City of Windsor is the Consolidated Municipal Service Manager (CMSM) for Children's Services in Windsor and Essex County. CMSMs are the designated child care and early years service system managers responsible for planning and managing licensed child care services and EarlyON Child and Family Centres in their communities.

**2022 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2022 APPROVED STAFF ESTABLISHMENT**

<b>Position</b>	<b>Status</b>	<b>Profile</b>	<b>FTE</b>
<b>Children Services</b>			
Manager of Children Services	RFT	Management	1.0
Supv, Childrens Serv Systems	RFT	Management	1.0
Supv, EarlyON Chld&Fam Centres	RFT	Management	1.0
Supervisor, Child Care Subsidy	RFT	Management	1.0
Supv, Program & Policy	RFT	Management	1.0
Early Years Co-Ordinator	RFT	Non-Union	1.0
Professional Development Coordinator	RFT	Non-Union	1.0
Bilingual Early Literacy Specialist	RFT	Local 543	1.0
Caseworker (Children's Serv)	RFT	Local 543	8.0
Caseworker (Children's Serv) Bilingual	RFT	Local 543	1.0
Child Care Data Analysis Coord	RFT	Local 543	1.0
Children's Service System Analyst	RFT	Local 543	2.0
Clerk Steno Intermediate	RFT	Local 543	1.0
Contract Clerk	RFT	Local 543	1.0
Early Learning Initiatives Clerk Bilingual	RFT	Local 543	1.0
Early ON CFC-Data Analysis Coor	RFT	Local 543	1.0
Early Years Program Development Officer	RFT	Local 543	1.0
Intake Clerk - Bilingual	RFT	Local 543	1.0
Intermediate Clerk Steno	RFT	Local 543	4.0
OEY Early Childhood Educator	RFT	Local 543	4.0
OEY Early Childhood Educator	RPT	Local 543	11.5
Program Analyst	RFT	Local 543	2.0
Program and Policy Clerk	RFT	Local 543	1.0
Special Projects Co-ordinator	RFT	Local 543	1.0
			<b>49.5</b>
<b>Homelessness &amp; Housing Support</b>			
Mgr, Homelessness & Housing Support	RFT	Management	1.0
Supv, Housing Support	RFT	Management	1.0
Social Housing Analyst	RFT	Non-Union	1.0
Coordinator, Housing Admin & Develop	RFT	Non-Union	1.0
Emergency Planning Officer	RFT	Non-Union	1.0
Caseworker - Housing Support - Bilingual	RFT	Local 543	1.0
Caseworker - Housing Support	RFT	Local 543	6.0
Social Worker (BSW)	RFT	Local 543	2.0
Program Development Officer	RFT	Local 543	1.0
Special Projects Coordinator	RFT	Local 543	1.0
Clerk Steno Intermediate	RFT	Local 543	1.0
			<b>17.0</b>

**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
<b>Housing Services</b>			
ExDir, Housing & Children Serv	RFT	Management	1.0
Manager Social & Affordable Housing	RFT	Management	1.0
Coord, Housing Admin & Policy	RFT	Non-Union	1.0
Coordinator, Housing Administration & Development	RFT	Non-Union	4.0
Program Development Officer	RFT	Local 543	2.0
Maint/Technical Support Person	RFT	Local 543	1.0
Administrative Assistant	RFT	Local 543	1.0
Social Investment Data & Research			1.0
Analyst/Special Projects Development	RFT	Local 543	
			<b>12.0</b>
			<b>78.5</b>

**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>DIVISION</b>				
Children's Services	\$2,672,660	\$2,633,296	(\$39,364)	(1.5%)
Homelessness & Housing Support	\$1,260,691	\$2,556,979	\$1,296,288	102.8%
Housing Services	\$8,363,239	\$8,708,738	\$345,499	4.1%
<b>Total Net</b>	<b>\$12,296,590</b>	<b>\$13,899,013</b>	<b>\$1,602,423</b>	<b>13.0%</b>

Account	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
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**REVENUE**

**Grants & Subsidies**

6310 - Ontario Specific Grants	(\$67,321,184)	(\$73,188,923)	(\$5,867,739)	8.7%
6320 - Canada Specific Grants	(\$5,085,556)	(\$9,032,681)	(\$3,947,125)	77.6%

**Recovery of Expenditures**

6340 - Net County Cost	(\$6,852,844)	(\$7,005,190)	(\$152,346)	2.2%
6735 - Recovery Of Expenses EXTERNAL	(\$2,126,480)	(\$2,216,480)	(\$90,000)	4.2%
6740 - Recovery of Salaries-INTERNAL	(\$1,247,061)	(\$1,336,231)	(\$89,170)	7.2%
6742 - Recovery of Fringes INTERNAL	(\$411,530)	(\$440,957)	(\$29,427)	7.2%

**Transfers From Other Funds**

7054 - TRANSFER From Reserve Funds	(\$599,859)	(\$90,000)	\$509,859	(85.0%)
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<b>Total Revenue</b>	<b>(\$83,644,514)</b>	<b>(\$93,310,462)</b>	<b>(\$9,665,948)</b>	<b>11.6%</b>
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**EXPENSES**

**Financial Expenses**

4540 - Bank Charges	\$250	\$250	\$0	0.0%
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**Minor Capital**

2220 - Maintenance Parts & Materials	\$3,510	\$677	(\$2,833)	(80.7%)
2530 - Equipment Repairs	\$205	\$36	(\$169)	(82.4%)
5111 - Machinery & Equipment -Non TCA	\$500	\$11,797	\$11,297	2259.4%
5125 - Computers - PCs	\$6,237	\$4,196	(\$2,041)	(32.7%)
5126 - Computer Software	\$7,931	\$6,343	(\$1,588)	(20.0%)
5130 - Furniture & Furnishings	\$29,215	\$5,349	(\$23,866)	(81.7%)

**2022 APPROVED OPERATING BUDGET**

	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>\$ Budget Change</b>	<b>% Budget Change</b>
<b>Operating &amp; Maintenance Supplies</b>				
2010 - Office Supplies	\$44,400	\$41,763	(\$2,637)	(5.9%)
2060 - Computer Supplies	\$0	\$182	\$182	n/a
2145 - Housekeeping Supplies	\$140	\$0	(\$140)	(100.0%)
2170 - Operating and Other Supplies	\$132,231	\$8,736	(\$123,495)	(93.4%)
2180 - Program Supplies	\$27,710	\$60,465	\$32,755	118.2%
2310 - Food and confections	\$308,092	\$328,564	\$20,472	6.6%
2360 - Promotional Material & Product	\$67,764	\$137,864	\$70,100	103.4%
2970 - Building Maintenance	\$764	\$277	(\$487)	(63.7%)
3176 - Facility Opns-Labour INTERNAL	\$0	\$219	\$219	n/a
<b>Other Miscellaneous Expenditures</b>				
4020 - Membership Fees & Dues	\$19,229	\$28,534	\$9,305	48.4%
4050 - Training Courses	\$20,467	\$19,184	(\$1,283)	(6.3%)
4071 - Social Housing Transfer Other	\$178,000	\$178,000	\$0	0.0%
4155 - Conference Registration	\$6,775	\$2,627	(\$4,148)	(61.2%)
<b>Purchased Services</b>				
2020 - Postage and Courier	\$3,935	\$2,611	(\$1,324)	(33.6%)
2070 - Imaging & Printing External	\$1,291	\$3,541	\$2,250	174.3%
2085 - Publications and Manuals	\$5,868	\$0	(\$5,868)	(100.0%)
2215 - Bldg Maintenance Services	\$9,557	\$11,378	\$1,821	19.1%
2609 - Mileage and car allowance	\$18	\$0	(\$18)	(100.0%)
2610 - Travel Expense	\$16,013	\$12,774	(\$3,239)	(20.2%)
2620 - Car Allowance	\$5,702	\$6,118	\$416	7.3%
2710 - Telephone Expenses	\$26,122	\$23,782	(\$2,340)	(9.0%)
2711 - Cell Phones	\$7,411	\$11,039	\$3,628	49.0%
2810 - Parking, Permits and Passes	\$0	\$23	\$23	n/a
2914 - Non-Occ Medical	\$20	\$2,520	\$2,500	12500.0%
2916 - INTERNAL Services- non-salary	\$5,000	\$0	(\$5,000)	(100.0%)
2920 - Legal Services	\$93,747	\$94,632	\$885	0.9%
2925 - Computer Maintenance	\$37,444	\$37,924	\$480	1.3%
2927 - Computer & SW Maint-External	\$15,000	\$15,000	\$0	0.0%
2940 - Advertising	\$50,593	\$46,687	(\$3,906)	(7.7%)
2950 - Other Prof Services-External	\$730,061	\$969,468	\$239,407	32.8%
2951 - INTERNAL Service Salary Allocn	\$2,155,187	\$2,473,604	\$318,417	14.8%
2990 - Business Meeting Expense	\$15,732	\$6,053	(\$9,679)	(61.5%)
3120 - Rental Expense EXTERNAL	\$1,878	\$1,254	(\$624)	(33.2%)
3150 - Vehicle Rental - External	\$80	\$80	\$0	0.0%
3170 - Facility Rental INTERNAL	\$403,268	\$413,178	\$9,910	2.5%
3175 - Facility Rental EXTERNAL	\$5,987	\$6,285	\$298	5.0%
3180 - Computer Rental - INTERNAL	\$31,904	\$32,904	\$1,000	3.1%



**2022 APPROVED OPERATING BUDGET**

	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>\$ Budget Change</b>	<b>% Budget Change</b>
<b>Salaries &amp; Benefits</b>				
8110 - Salary-Reg.Full Time	\$4,596,378	\$4,783,963	\$187,585	4.1%
8115 - Salary-Reg.Part Time	\$703,473	\$701,828	(\$1,645)	(0.2%)
8130 - Overtime - Salary	\$27,974	\$38,297	\$10,323	36.9%
8140 - Overtime - Wages	\$2,257	\$61	(\$2,196)	(97.3%)
8150 - Salary-Temporary	\$19,113	\$19,113	\$0	0.0%
8170 - Service Pay	\$5,200	\$4,550	(\$650)	(12.5%)
8190 - Other Pay	\$472,312	\$320,464	(\$151,848)	(32.1%)
8192 - Shift Differential	\$351	\$393	\$42	12.0%
8210 - Meal Allowance	\$450	\$1,740	\$1,290	286.7%
8220 - Education Allowance	\$1,993	\$683	(\$1,310)	(65.7%)
8380 - Workers Comp. - Admin.	\$5,381	\$7,596	\$2,215	41.2%
8381 - Workers Comp. - Medical	\$11,408	\$17,653	\$6,245	54.7%
8382 - Workers Comp. - Salary	\$16,796	\$29,537	\$12,741	75.9%
8383 - Workers Comp. - Pension	\$978	\$483	(\$495)	(50.6%)
8399 - Fringe Benefits (Dept.)	\$1,646,495	\$1,708,098	\$61,603	3.7%
<b>Transfers for Social Services</b>				
2290 - Social Dev-Corporate Overhead	\$381,170	\$381,170	\$0	0.0%
3510 - Hostels	\$6,738,884	\$6,907,884	\$169,000	2.5%
3569 - Repairs and Maintenance	\$2,000,000	\$855,487	(\$1,144,513)	(57.2%)
3571 - General Operating -CC-B	\$0	\$10,830,995	\$10,830,995	n/a
3572 - Fee Subsidy -CC	\$16,132,768	\$13,172,950	(\$2,959,818)	(18.3%)
3574 - Special Needs Res-CC	\$4,690,398	\$5,012,822	\$322,424	6.9%
3575 - Ontario Works Formal-CC	\$1,549,230	\$938,773	(\$610,457)	(39.4%)
3578 - General Operating -CC-A	\$14,704,066	\$9,351,800	(\$5,352,266)	(36.4%)
3584 - Pay Equity -CC	\$407,919	\$407,919	\$0	0.0%
3585 - Capacity Building-CC	\$208,547	\$218,503	\$9,956	4.8%
3589 - Play-based Material & Equipmnt	\$1,855,950	\$1,223,800	(\$632,150)	(34.1%)
3595 - SS Purchase of Service	\$90,045	\$3,689,486	\$3,599,441	3997.4%
3600 - Wage Enhancement	\$5,132,145	\$5,132,145	\$0	0.0%
3604 - CC Gen Oper-Home CC Ctr	\$255,300	\$255,300	\$0	0.0%
4070 - Social Housing Transfers	\$12,944,414	\$12,944,413	(\$1)	(0.0%)
4072 - CHPI City	\$705,104	\$705,104	\$0	0.0%
4073 - CHPI County	\$14,926	\$14,926	\$0	0.0%
4074 - Rent Supplement	\$3,789,974	\$3,836,704	\$46,730	1.2%
4230 - Special Projects-Social Servic	\$12,326,555	\$18,661,610	\$6,335,055	51.4%

**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>Utilities, Insurance &amp; Taxes</b>				
3210 - Building Insurance	\$6,103	\$6,103	\$0	0.0%
3230 - Liability Insurance	\$21,809	\$21,204	(\$605)	(2.8%)
	<b>\$95,941,104</b>	<b>\$107,209,475</b>	<b>\$11,268,371</b>	<b>11.7%</b>
	<b>\$12,296,590</b>	<b>\$13,899,013</b>	<b>\$1,602,423</b>	<b>13.0%</b>

**2022 Operating Budget Variance (3rd Quarter)**

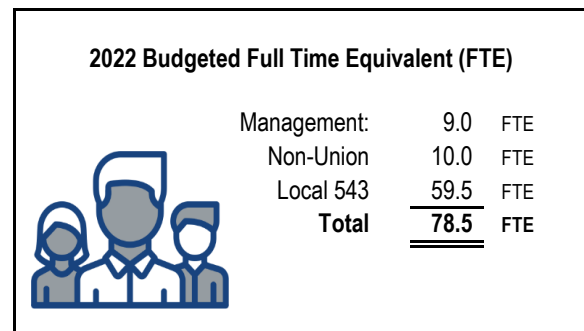
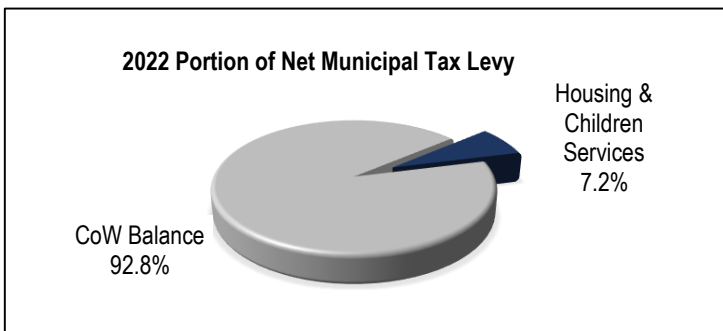
**DEPARTMENTAL OVERVIEW**

Social Housing administers program requirements and funding for 7,800 units including over 34 social housing providers in Windsor and Essex County. The division administers various programs related to homelessness and works with residents in Emergency Shelters and Housing with Supports Homes to ensure basic needs are met and provides assistance with transition back into the community.

The City of Windsor is the Consolidated Municipal Service Manager (CMSM) for Children's Services in Windsor and Essex County. CMSMs are the designated child care and early years service system managers responsible for planning and managing licensed child care services and EarlyON Child and Family Centres in their communities.

Financial Summary	2019	2020	2021	2022
Annual Revenue Budget	(\$97,771,797)	(\$97,404,344)	(\$91,607,808)	(\$101,618,222)
Annual Expense Budget	\$121,414,027	\$121,172,301	\$116,465,816	\$129,200,728
<b>Annual Net Budget</b>	<b>\$23,642,230</b>	<b>\$23,767,957</b>	<b>\$24,858,008</b>	<b>\$27,582,506</b>
<b>Annual Net Variance</b>	<b>\$50,377</b>	<b>\$1,664,625</b>	<b>\$43,423</b>	<b>(\$1,403,000)</b>
<b>Variance as a % of Gross Budget</b>	<b>0.0%</b>	<b>1.4%</b>	<b>0.0%</b>	<b>(1.1%)</b>

Annual Net Budget Amount includes funding for the Windsor Essex County Housing Corporation



**VARIANCE SUMMARY**

Description	COVID Variance	NON-COVID Variance	OVERALL Variance
WEHC Additional Expenditures and Revenue Loss	\$0	(\$1,843,000)	(\$1,843,000)
Non-Profit Lower Subsidy Payments	\$0	\$477,000	\$477,000
Federal Block Funding Loss	\$0	(\$568,000)	(\$568,000)
Housing Serv. / WEHC County Rev. Increase	\$0	\$112,000	\$112,000
Housing Services Administration	\$0	\$169,000	\$169,000
Homelessness Prevention Plan (HPP)	\$0	\$0	\$0
Covid-19 Expenditures (Homelessness & Childcare)	\$16,928,000	\$0	\$16,928,000
Covid-19 Revenue (Homelessness & Childcare)	(\$16,928,000)	\$0	(\$16,928,000)
Emergency Preparedness	\$0	\$0	\$0
Children's Services	\$0	\$0	\$0
Pathway to Potential Surplus	\$185,000	\$65,000	\$250,000
<b>Net Total</b>	<b>\$185,000</b>	<b>(\$1,588,000)</b>	<b>(\$1,403,000)</b>

**2022 Operating Budget Variance (3rd Quarter)**

**VARIANCE DESCRIPTION**

*The total departmental projected year-end variance is:* **(\$1,403,000) Deficit**

As detailed below, a combined year-end City deficit of **(\$1,403,000)** is currently being projected for Housing and Children's Services and Windsor Essex Community Housing Corporation (WECHC).

**Housing Services and WECHC** combined is projecting a net city deficit of **(\$1,653,000)**. WECHC is projecting a net city subsidy deficit of **(\$1,843,000)** as a result of increased maintenance and unit restoration costs in the portfolio. General Revenue (rent and other income) has increased (vs budget) but this is outweighed by cost increases experienced in maintenance and repairs as a result of both increasing vacancy repairs as well as increased supplier/contractor pricing. WECHC is also seeing an increase in consumption in utilities when compared to previous years.

Adding to this deficit is a net City deficit of **(\$568,000)** due to the loss of Federal Block Funding from the Federal government for both WECHC and Non Profit Housing. Offsetting these deficits is a net city subsidy surplus of **\$477,000** due to lower mandated subsidy payments being required by service providers in 2022, as well as from the reconciliation of service provider fiscal year-end reports. Also offsetting the WECHC subsidy deficit is a projected net city surplus of **\$112,000** due to higher than budgeted County revenue and **\$169,000** due to staff gapping.

**The Homelessness Prevention Plan (HPP)** budget is not projecting a city variance at this time.

**COVID-19** expenditures related to Homelessness and Childcare provincial/federal programs will be fully offset by Federal and Provincial Covid-19 funding to support service providers in continuing to deliver critical services, purchase protective equipment, hire additional staff, enhance cleaning and infection prevention, and increase shelter capacity.

**Emergency Preparedness** is not projecting a city variance at this time.

**Children's Services** budget is not projecting a city variance at this time.

**Pathway to Potential (P2P)** budget is projecting a City surplus of **\$250,000** primarily due to the ripple effect of COVID-19 and gradual return to pre-COVID utilization of transit, recreation, culture and art programs. Although the City's Recreation Department has resumed programming, the slow return to recreational activities by P2P-eligible families is leading to a surplus. Pathway to Potential, in partnership with the Recreation and Communication Departments continues to promote the low-income discount through a multimodal media campaign to ensure families are aware in addition to Recreation's new Centralized Registration and Intake Line. Recreation expanded access to summer day camp programming to seven locations and P2P doubled the number of weeks eligible families can benefit. Additionally, Adventure Bay reopened during the summer and P2P sponsored a special summer and fall membership rate for eligible families after a two year hiatus. Transit Windsor was operating at a reduced service level earlier this year which resulted in lower ridership and resumed to their full-service level in September. Demand for affordable bus passes has not returned to pre-pandemic amounts. Transit Windsor and P2P continue to work together to increase awareness of the Affordable Pass Program (APP) through new awareness campaigns. Any P2P Recreation or APP saving being projected in Housing & Children's Services, will be offset by corresponding revenue losses in Recreation and Transit departments.

**2022 Operating Budget Variance (3rd Quarter)**

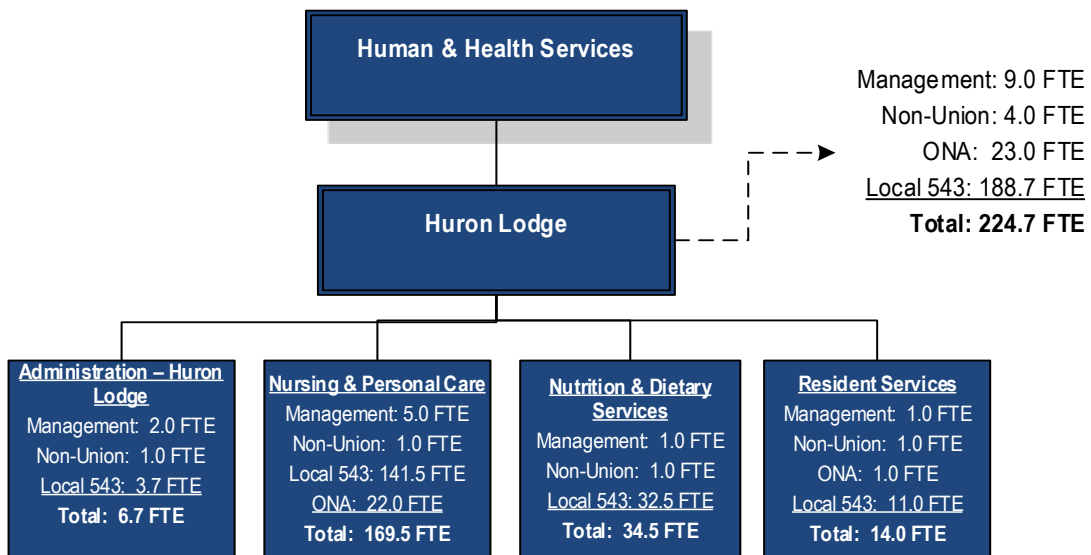
**Mitigating Steps** - Windsor Essex Community Housing Corporation (WECHC) is currently initiating an Internal Working Group across all departments to determine more efficient methods to deal with the rising cost of unit restorations. A partnership with a local agency is in the pilot phase to assist with unit restoration and lower labour costs. In addition, WECHC is making every effort to work with existing tenancies to avoid evictions that could result in increased turnover costs. Every effort is being made to re-rent vacancies in a timely manner to increase revenue. With respect to the increasing cost of utilities, WECHC is in discussions with a vendor to enroll in a program that will stabilize costs and could result in overall savings in utilities costs.

**2022 APPROVED OPERATING BUDGET**

**DESCRIPTION**

Huron Lodge is a long-term care facility committed to providing compassionate, quality care in a home-like setting for those who require 24-hour nursing and personal care.

**2022 ORGANIZATION STRUCTURE (BUDGETED FTE's)**



**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
<b>Administration - Huron Lodge</b>			
ExDir, Long Term Care/Admin	RFT	Management	1.0
Manager, Resident & Corporate Services	RFT	Management	1.0
Administrative Assistant	RFT	Non-Union	1.0
Resident Financial Coordinator	RFT	Local 543	1.0
Clerk Steno Senior	RFT	Local 543	1.0
Administrative Clerk	RFT	Local 543	1.0
Junior Clerk Typist	RFT	Local 543	0.7
			<b>6.7</b>
<b>Nursing &amp; Personal Care</b>			
Director of Care	RFT	Management	1.0
Assistant Director of Care	RFT	Management	2.0
Clinical Care Supervisor	RFT	Management	1.0
Infection Control Officer	RFT	Management	1.0
Coordinator of Attendance & Schedules	RFT	Non-Union	1.0
Registered Nurse	RFT	ONA	13.0
Registered Practical Nurse	RFT	Local 543	16.0
Personal Support Worker	RFT	Local 543	69.0
Med Transcript/Admin Asst	RFT	Local 543	1.0
Time Keeper & Resource Clerk	RFT	Local 543	2.0
Registered Nurse	RPT	ONA	9.0
Registered Practical Nurse	RPT	Local 543	9.5
Personal Support Worker	RPT	Local 543	44.0
			<b>169.5</b>
<b>Nutrition &amp; Dietary Services</b>			
Supervisor Dietary Services & Nutrition Manager	RFT	Management	1.0
Coordinator Dietary Services & Nutrition Supervisor	RFT	Non-Union	1.0
Cook	RFT	Local 543	4.0
Nutritional Administrative Asst	RFT	Local 543	1.0
Time Keeper & Resource Clerk	RFT	Local 543	1.0
Kitchen Staff II	RFT	Local 543	15.0
Kitchen Staff II	RPT	Local 543	11.5
			<b>34.5</b>
<b>Resident Services</b>			
Mgr, Resident Services	RFT	Management	1.0
Registered Dietician	RFT	Non-Union	1.0
Staff Development Coordinator	RFT	ONA	1.0
Social Worker	RFT	Local 543	2.0
Entertain. & Activities Coord.	RFT	Local 543	1.0
Adjuvant	RFT	Local 543	1.0
Therapeutic Recreation Aide	RFT	Local 543	5.0

**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
Recreation Aide/Volunteer Coordinator	RFT	Local 543	1.0
Therapeutic Recreation Aide	RPT	Local 543	1.0
			<b>14.0</b>
			<b>224.7</b>



**2022 APPROVED OPERATING BUDGET**

	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>DIVISION</b>				
Administration - Huron Lodge	(\$16,130,159)	(\$16,253,072)	(\$122,913)	0.8%
Nursing & Personal Care	\$15,896,361	\$16,153,395	\$257,034	1.6%
Nutrition & Dietary Services	\$3,398,587	\$3,534,535	\$135,948	4.0%
Program Services	\$3,374,278	\$3,336,604	(\$37,674)	(1.1%)
Resident Services	\$1,589,498	\$1,690,617	\$101,119	6.4%
<b>Total Net</b>	<b>\$8,128,565</b>	<b>\$8,462,079</b>	<b>\$333,514</b>	<b>4.1%</b>

Account	2021 Budget	2022 Budget	\$ Budget Change	% Budget Change
<b>REVENUE</b>				
<b>Grants &amp; Subsidies</b>				
6310 - Ontario Specific Grants	(\$11,934,713)	(\$12,297,037)	(\$362,324)	3.0%
<b>Other Miscellaneous Revenue</b>				
6990 - Other General Revenue	(\$26,502)	(\$26,502)	\$0	0.0%
<b>Recovery of Expenditures</b>				
6735 - Recovery Of Expenses EXTERNAL	(\$45,000)	(\$45,000)	\$0	0.0%
<b>Transfers From Other Funds</b>				
7054 - TRANSFER From Reserve Funds	(\$391,849)	(\$84,655)	\$307,194	(78.4%)
<b>User Fees, Permits &amp; Charges</b>				
6417 - Lease & Rental Revenue	(\$22,400)	(\$22,400)	\$0	0.0%
6460 - Sale Of Goods & Services	(\$4,000)	(\$4,000)	\$0	0.0%
6970 - H.L. Residents Revenue	(\$5,579,654)	(\$5,579,654)	\$0	0.0%
<b>Total Revenue</b>	<b>(\$18,004,118)</b>	<b>(\$18,059,248)</b>	<b>(\$55,130)</b>	<b>0.3%</b>

**EXPENSES**

**Minor Capital**

2150 - Minor Apparatus & Tools	\$13,000	\$13,000	\$0	0.0%
2220 - Maintenance Parts & Materials	\$85,350	\$85,350	\$0	0.0%
5110 - Machinery & Equipment - TCA	\$1,000	\$1,000	\$0	0.0%
5111 - Machinery & Equipment -Non TCA	\$8,203	\$8,203	\$0	0.0%
5125 - Computers - PCs	\$2,052	\$2,052	\$0	0.0%

**2022 APPROVED OPERATING BUDGET**

	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>\$ Budget Change</b>	<b>% Budget Change</b>
5126 - Computer Software	\$55,561	\$55,561	\$0	0.0%
<b>Operating &amp; Maintenance Supplies</b>				
2010 - Office Supplies	\$33,640	\$33,640	\$0	0.0%
2170 - Operating and Other Supplies	\$76,160	\$76,160	\$0	0.0%
2176 - Nursing Supplies	\$164,301	\$164,301	\$0	0.0%
2180 - Program Supplies	\$28,120	\$28,120	\$0	0.0%
2310 - Food and confections	\$819,841	\$819,841	\$0	0.0%
<b>Other Miscellaneous Expenditures</b>				
4020 - Membership Fees & Dues	\$30,130	\$31,675	\$1,545	5.1%
4050 - Training Courses	\$114,848	\$114,848	\$0	0.0%
4155 - Conference Registration	\$1,847	\$1,847	\$0	0.0%
<b>Purchased Services</b>				
2020 - Postage and Courier	\$3,250	\$3,250	\$0	0.0%
2085 - Publications and Manuals	\$1,000	\$1,000	\$0	0.0%
2215 - Bldg Maintenance Services	\$2,402,359	\$2,362,036	(\$40,323)	(1.7%)
2610 - Travel Expense	\$2,300	\$2,300	\$0	0.0%
2620 - Car Allowance	\$700	\$700	\$0	0.0%
2711 - Cell Phones	\$4,252	\$4,252	\$0	0.0%
2920 - Legal Services	\$250	\$250	\$0	0.0%
2925 - Computer Maintenance	\$34,616	\$35,096	\$480	1.4%
2940 - Advertising	\$100	\$100	\$0	0.0%
2950 - Other Prof Services-External	\$442,451	\$442,451	\$0	0.0%
2980 - Contracted Services	\$64,003	\$64,003	\$0	0.0%
2990 - Business Meeting Expense	\$500	\$500	\$0	0.0%
3120 - Rental Expense EXTERNAL	\$8,300	\$8,300	\$0	0.0%
3180 - Computer Rental - INTERNAL	\$16,200	\$17,000	\$800	4.9%
3250 - Licenses	\$500	\$500	\$0	0.0%
<b>Salaries &amp; Benefits</b>				
8110 - Salary-Reg.Full Time	\$10,171,874	\$10,479,437	\$307,563	3.0%
8115 - Salary-Reg.Part Time	\$4,857,704	\$4,937,668	\$79,964	1.6%
8130 - Overtime - Salary	\$148,377	\$148,377	\$0	0.0%
8150 - Salary-Temporary	\$88,622	\$88,622	\$0	0.0%
8170 - Service Pay	\$16,185	\$15,730	(\$455)	(2.8%)
8190 - Other Pay	\$566,829	\$486,145	(\$80,684)	(14.2%)
8192 - Shift Differential	\$176,341	\$176,341	\$0	0.0%
8210 - Meal Allowance	\$2,500	\$2,500	\$0	0.0%
8260 - Pre-Employment Medical	\$100	\$100	\$0	0.0%
8290 - Clothing - Uniforms	\$23,200	\$24,400	\$1,200	5.2%
8380 - Workers Comp. - Admin.	\$105,500	\$105,500	\$0	0.0%

**2022 APPROVED OPERATING BUDGET**

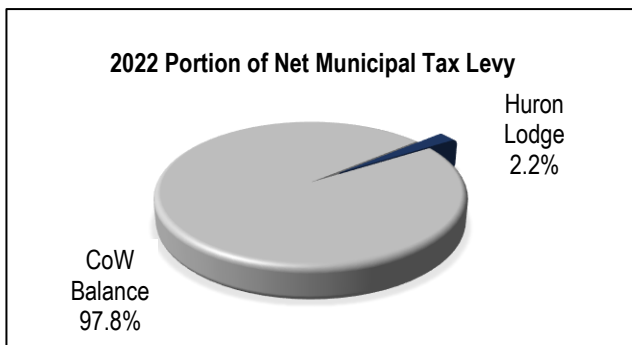
	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>\$ Budget Change</b>	<b>% Budget Change</b>
8381 - Workers Comp. - Medical	\$37,000	\$37,000	\$0	0.0%
8382 - Workers Comp. - Salary	\$91,100	\$91,100	\$0	0.0%
8383 - Workers Comp. - Pension	\$149,800	\$149,800	\$0	0.0%
8399 - Fringe Benefits (Dept.)	\$4,245,286	\$4,361,191	\$115,905	2.7%
<b>Transfers for Social Services</b>				
3536 - Medical Supplies	\$143,112	\$143,112	\$0	0.0%
<b>Transfers to Reserves &amp; Capital Funds</b>				
4245 - TRANSFER to Capital Fund	\$203,000	\$203,000	\$0	0.0%
<b>Utilities, Insurance &amp; Taxes</b>				
3010 - Utilities	\$654,474	\$657,123	\$2,649	0.4%
3210 - Building Insurance	\$32,233	\$32,233	\$0	0.0%
3230 - Liability Insurance	\$4,612	\$4,612	\$0	0.0%
<b>Total Expense</b>	<b>\$26,132,683</b>	<b>\$26,521,327</b>	<b>\$388,644</b>	<b>1.5%</b>
<b>Total Net</b>	<b>\$8,128,565</b>	<b>\$8,462,079</b>	<b>\$333,514</b>	<b>4.1%</b>

**2022 Operating Budget Variance (3rd Quarter)**


**DEPARTMENTAL OVERVIEW**

*Huron Lodge is a long-term care facility committed to providing compassionate, quality care in a home-like setting for those who require 24-hour nursing and personal care.*

Financial Summary	2019	2020	2021	2022
Annual Revenue Budget	(\$16,508,537)	(\$16,950,506)	(\$18,004,118)	(\$18,059,248)
Annual Expense Budget	\$23,995,061	\$24,747,809	\$26,132,683	\$26,521,327
<b>Annual Net Budget</b>	<b>\$7,486,524</b>	<b>\$7,797,303</b>	<b>\$8,128,565</b>	<b>\$8,462,079</b>
<b>Annual Net Variance</b>	<b>\$2,296</b>	<b>\$1,033,330</b>	<b>\$522,202</b>	<b>\$570,000</b>
<b>Variance as a % of Gross Budget</b>	<b>0.0%</b>	<b>4.2%</b>	<b>2.0%</b>	<b>2.1%</b>



**2022 Budgeted Full Time Equivalent (FTE)**



Management:	9.0	FTE
Non-Union	4.0	FTE
ONA:	23.0	FTE
Local 543	188.7	FTE
<b>Total</b>	<b>224.7</b>	<b>FTE</b>

**VARIANCE SUMMARY**

Description	COVID Variance	NON-COVID Variance	OVERALL Variance
Ministry of Long-Term Care Funding	\$1,100,000	\$2,100,000	\$3,200,000
Equipment Purchases	(\$15,000)	(\$80,000)	(\$95,000)
Supplies	(\$145,000)	(\$35,000)	(\$180,000)
Building and Equipment Maintenance	(\$50,000)	(\$250,000)	(\$300,000)
Purchased Services	(\$300,000)	(\$20,000)	(\$320,000)
Accommodation Revenue	(\$50,000)	(\$425,000)	(\$475,000)
Salary	(\$540,000)	(\$720,000)	(\$1,260,000)
<b>Net Total</b>	<b>\$0</b>	<b>\$570,000</b>	<b>\$570,000</b>

**2022 Operating Budget Variance (3rd Quarter)**

**VARIANCE DESCRIPTION**

*The total departmental projected year-end variance is:* **\$570,000**      **Surplus**

**Ministry of Long-Term Care (MLTC) Funding: \$3,200,000**

Huron Lodge is expecting to end the year with a surplus in the Ministry of Long-Term Care (MLTC) funding account primarily due to COVID-19 funding in the amount of \$1,100,000 for incremental costs due to the pandemic and \$1,900,000 in the Staffing Supplement Funding to increase direct care staffing hours. The MLTC is committing to increase the direct care hours to four hours per resident per day by March 2025. The department will request council to annualize this funding with an increase to the staff establishment for 2023.. The department expects additional funding of approximately \$200,000 to support the implementation medication safety and per diem increases.

**Equipment Purchases : (\$95,000)**

To operate under COVID-19 legislation, the department continuously purchases various types of equipment in response to operating in the pandemic and outbreak environment including equipment to facilitate isolation, equipment to enable infection control, and dietary equipment to facilitate the required 2 metre distance during meal times. The majority of the variance is not COVID-19 related as it is attributed to tablets purchased for medication safety which are fully offset by the surplus in the MLTC Funding category explained above.

**Supplies : (\$180,000)**

In order to prevent the spread of COVID-19 and adhere to the additional COVID-19 legislation, additional supplies relating to PPE, and sanitizing agents are being purchased in order to protect all staff, residents and visitors of Huron Lodge. Other supplies such as paper products for in-room dining resident who are in isolation. The costs of these supplies was exceptionally high in the first and second quarter due to the outbreak status of the home. Unrelated to COVID-19, vendors have informed Huron Lodge of increases in product prices used in daily operations and this could increase the supplies variance further.

**Building and Equipment Maintenance : (\$300,000)**

The majority of this projected variance is attributed to Non-COVID-19 related major emergency repairs to the chillers in order to maintain the legislated air conditioning requirements of the Act in the amount of (\$200,000). Also adding to the deficit are Non-COVID-19 related costs of approximately (\$50,000) related to hydro shut offs as a result of the Cabana Road construction.

**Purchased Services: (\$320,000)**

Huron Lodge incurs additional costs for purchased services due to COVID-19 in the form of additional caretaking services for infection prevention and control and security services for COVID-19 testing and adherence activities which are expected to cause a variance of (\$300,000). Additionally, a wound care nurse purchased service contract has been established in order to increase resident direct care hours and address the immediate need of resident wounds and is fully funded from the additional MLTC funding amounting to an estimated (\$20,000).

**Accommodation Revenue: (\$475,000)**

Historically, accommodation rates increase by the consumer price index and occur annually and the department increased the budget accordingly as there was no indication that time the MLTC would defer rate increases. Additionally, there was an overwhelming number of discharged residents and the inability to admit new residents due to the outbreak status of the home in the first and second quarter of 2022. Approximately \$50,000 in the MLTC funding surplus funding may offset a portion of the deficit in this account which was due to COVID-19.

**2022 Operating Budget Variance (3rd Quarter)****Salary Accounts: (\$1,260,000)**

Salary accounts are projected to end the year with a negative variance of (\$1,260,000). The estimated deficit in salaries is predominately due to Non-Covid-19 Salary. The Non-COVID-19 variance is attributed to the expenditures related to increasing staffing levels to meet the targets of direct care hours per resident per day set by the MLTC and outlined in S172/2021 CR35/2022. This negative variance is offset by the non-Covid surplus in the MLTC funding category. Huron Lodge will bring forward a request for council to increase the staff establishment with the Staffing Supplement Funding in order to meet the targets set by the MLTC, address resident need and with no cost to the corporation. The estimated COVID-19 deficit in salaries is mostly related to the deployed staff from other departments and are offset with COVID-19 funding from the MLTC.

**MITIGATING STEPS**

The department is actively working with Human Resources to fill the positions that have been in added in recent years in order to use the new Staffing Supplement Funding and meet the targets set out by the province. The department will request council to increase the funding budget and increase the staffing complement in order to meet the next target level set out by the Ministry.

Huron Lodge continues to closely monitor expenses and identify, as much as possible, areas for savings. The process of comparing prices for PPE and other required supplies is ongoing with the support from Purchasing and Facilities. The department uses employees who are on modified duties to the full extent of their capabilities.

At any time, the MLTC may increase restrictions which will likely result in negative variances in various expense categories. Huron Lodge continues to provide the most up-to-date expense data to the MLTC which historically has triggered additional funding beyond the initial cash-flow for COVID-19 funding.

## **2022 APPROVED OPERATING BUDGET**

### **DESCRIPTION**

The Corporate Finance section encompasses a number of financial revenue and expense accounts which are not directly attributable to specific departments of the Corporation. The budgets contained in this section relate to expenditures incurred or revenues generated that impact on the Corporation as a whole as opposed to a specific department.

The Corporate Human Resources section encompasses a number of personnel related revenues and expenditures accounts which are not directly attributable to specific departments of the Corporation. The budgets contained in this section relate to expenditures incurred or revenues generated that impact on the Corporation as a whole as opposed to a specific department.

**2022 APPROVED STAFF ESTABLISHMENT**

Position	Status	Profile	FTE
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*Not Applicable*



**2022 APPROVED OPERATING BUDGET**

	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>\$ Budget Change</b>	<b>% Budget Change</b>
<b>DIVISION</b>				
Banking & Interest Charges	(\$9,335,204)	(\$9,335,204)	\$0	0.0%
Corporate Expense Accounts	\$12,641,870	\$15,877,344	\$3,235,474	25.6%
Corporate Revenue Accounts	(\$34,375,415)	(\$35,123,286)	(\$747,871)	(2.2%)
Debt Charges	\$2,380,372	\$0	(\$2,380,372)	(100.0%)
Fringe Benefits	(\$5,518,670)	(\$7,107,157)	(\$1,588,487)	(28.8%)
Fund Transfers	\$64,180,718	\$67,599,152	\$3,418,434	5.3%
Leases	\$3,440,594	\$3,591,594	\$151,000	4.4%
Taxation - Levy	\$1,686,000	\$936,000	(\$750,000)	44.5%
Taxation - Other	(\$2,138,000)	(\$2,138,000)	\$0	0.0%
Taxation -PIL Other	(\$1,960,000)	(\$1,960,000)	\$0	0.0%
<b>Total Net</b>	<b>\$31,002,265</b>	<b>\$32,340,443</b>	<b>\$1,338,178</b>	<b>4.3%</b>

<b>Account</b>	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>\$ Budget Change</b>	<b>% Budget Change</b>
<b>REVENUE</b>				
<b>Grants &amp; Subsidies</b>				
6310 - Ontario Specific Grants	(\$23,137,892)	(\$23,122,392)	\$15,500	(0.1%)
<b>Investment Income &amp; Dividends</b>				
6530 - Investment Income - Own Funds	(\$1,100,000)	(\$1,100,000)	\$0	0.0%
6540 - Bank Deposit Interest Earned	(\$7,813,672)	(\$7,813,672)	\$0	0.0%
6560 - Dividends	(\$6,000,000)	(\$6,000,000)	\$0	0.0%
6985 - Casino Hosting Fee	(\$10,819,927)	(\$10,819,927)	\$0	0.0%
<b>Other Miscellaneous Revenue</b>				
6990 - Other General Revenue	(\$2,800,000)	(\$3,570,000)	(\$770,000)	27.5%
<b>Recovery of Expenditures</b>				
6995 - Automated Fringes Recovery	(\$78,043,011)	(\$80,821,297)	(\$2,778,286)	3.6%
<b>Taxes - Education</b>				
6060 - Main Tax Levy - Public Eng.	(\$28,452,334)	(\$28,475,880)	(\$23,546)	0.1%
6070 - Main Tax Levy - Public Frch.	(\$610,416)	(\$610,416)	\$0	0.0%
6080 - Main Tax Levy - Separate Eng.	(\$18,924,762)	(\$18,924,762)	\$0	0.0%
6090 - Main Tax Levy - Sep Frch.	(\$4,202,939)	(\$4,202,939)	\$0	0.0%

**2022 APPROVED OPERATING BUDGET**

	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>\$ Budget Change</b>	<b>% Budget Change</b>
<b>Taxes - Municipal (Incl. Grants in Lieu)</b>				
6010 - Main Municipal Tax Levy	\$1,915,000	\$1,915,000	\$0	0.0%
6011 - Mun. Tax Addition - Curr Yr	(\$143,000)	(\$2,343,000)	(\$2,200,000)	1538.5%
6012 - Mun. Tax Addition - Prior Yr	\$0	(\$1,200,000)	(\$1,200,000)	n/a
6099 - Hospital Tax Levy	(\$3,875,000)	(\$3,875,000)	\$0	0.0%
6110 - Lieu Payments General	(\$1,995,000)	(\$1,995,000)	\$0	0.0%
<b>Transfers From Other Funds</b>				
7054 - TRANSFER From Reserve Funds	(\$4,721,464)	(\$4,571,464)	\$150,000	(3.2%)
7055 - TRANSFER From Current Funds	(\$100,000)	(\$100,000)	\$0	0.0%
<b>User Fees, Permits &amp; Charges</b>				
6510 - Penalty - Taxes Receivable	(\$4,212,302)	(\$4,212,302)	\$0	0.0%
6520 - Penalty - Accounts Receivable	(\$100,000)	(\$100,000)	\$0	0.0%
6550 - Foreign Exchange	(\$500,000)	(\$500,000)	\$0	0.0%
6650 - User Fees- External	(\$188,063)	(\$188,063)	\$0	0.0%
6651 - Fees and Recoveries INTERNAL	(\$12,948,740)	(\$13,285,955)	(\$337,215)	2.6%
<b>Total Revenue</b>	<b>(\$208,773,522)</b>	<b>(\$215,917,069)</b>	<b>(\$7,143,547)</b>	<b>3.4%</b>

**EXPENSES**

**Financial Expenses**

4510 - Debt Principal	\$5,070,423	\$2,690,051	(\$2,380,372)	(46.9%)
4530 - Temporary Financing Costs	\$3,490,000	\$3,490,000	\$0	0.0%
4540 - Bank Charges	\$5,000	\$5,000	\$0	0.0%
4550 - Foreign Exchange	\$500,000	\$500,000	\$0	0.0%
4555 - Tax Reductions - Prior Year	\$1,286,000	\$2,720,000	\$1,434,000	111.5%
4575 - Tax Reductions - Current Year	\$0	\$1,236,000	\$1,236,000	n/a
4585 - Bad Debt Expense	\$100,000	\$100,000	\$0	0.0%

**Minor Capital**

2220 - Maintenance Parts & Materials	\$50,000	\$50,000	\$0	0.0%
5126 - Computer Software	\$450,000	\$450,000	\$0	0.0%

**Purchased Services**

2710 - Telephone Expenses	\$7,000	\$7,000	\$0	0.0%
2915 - Consulting Services - External	\$400,000	\$400,000	\$0	0.0%
2927 - Computer & SW Maint-External	\$770,355	\$770,355	\$0	0.0%
2950 - Other Prof Services-External	\$758,020	\$1,081,900	\$323,880	42.7%
2951 - INTERNAL Service Salary Allocn	\$619,880	\$619,881	\$1	0.0%
2981 - Agreements	\$1,350,568	\$1,343,882	(\$6,686)	(0.5%)
2995 - Other Purchased Services	\$2,418,135	\$2,418,135	\$0	0.0%

**2022 APPROVED OPERATING BUDGET**

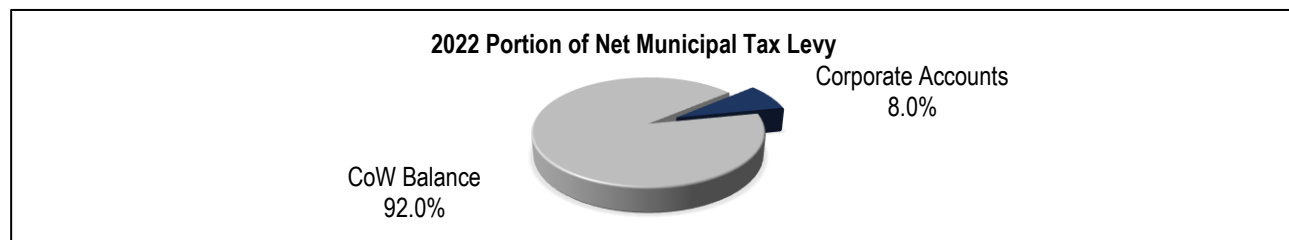
	<b>2021 Budget</b>	<b>2022 Budget</b>	<b>\$ Budget Change</b>	<b>% Budget Change</b>
3250 - Licenses	\$18,000	\$18,000	\$0	0.0%
<b>Salaries &amp; Benefits</b>				
8181 - LTD Wages	\$2,653,880	\$2,480,000	(\$173,880)	(6.6%)
8190 - Other Pay	\$3,208,024	\$7,156,675	\$3,948,651	123.1%
8310 - Pensions - Contributory	\$24,200,000	\$24,750,000	\$550,000	2.3%
8340 - Group Life Insurance	\$1,983,700	\$2,033,700	\$50,000	2.5%
8345 - LTD Plan	\$70,000	\$70,000	\$0	0.0%
8350 - Sick Leave Gratuity	\$1,000,000	\$660,000	(\$340,000)	(34.0%)
8360 - Unemployment Insurance	\$3,600,000	\$3,600,000	\$0	0.0%
8370 - Canada Pension Plan	\$9,000,000	\$9,700,000	\$700,000	7.8%
8390 - Employer Health Tax	\$4,800,000	\$4,900,000	\$100,000	2.1%
8395 - Health Coverage	\$24,425,440	\$24,485,440	\$60,000	0.2%
8397 - Fringe Benefit Allocation	\$881,090	\$0	(\$881,090)	(100.0%)
<b>Transfers to Education Entities</b>				
3610 - School Brd Pymts - Public Eng.	\$28,263,891	\$28,287,437	\$23,546	0.1%
3620 - School Brd Pymts - Separ. Eng.	\$18,946,714	\$18,946,714	\$0	0.0%
3630 - School Brd Pymts - Public Fren	\$628,993	\$628,993	\$0	0.0%
3640 - School Brd Pymts - Separ. Fren	\$4,350,853	\$4,350,853	\$0	0.0%
<b>Transfers to External Agencies</b>				
4145 - Grants from City	\$1,550,090	\$1,550,090	\$0	0.0%
<b>Transfers to Reserves &amp; Capital Funds</b>				
4245 - TRANSFER to Capital Fund	\$1,216,537	\$1,348,981	\$132,444	10.9%
4248 - TRANSFER to Reserve Account	\$370,650	\$360,000	(\$10,650)	(2.9%)
4250 - TRANSFER to Reserve Fund	\$88,793,771	\$92,484,058	\$3,690,287	4.2%
<b>Utilities, Insurance &amp; Taxes</b>				
3010 - Utilities	\$2,512,860	\$2,538,454	\$25,594	1.0%
3210 - Building Insurance	\$25,913	\$25,913	\$0	0.0%
<b>Total Expense</b>	<b>\$239,775,787</b>	<b>\$248,257,512</b>	<b>\$8,481,725</b>	<b>3.5%</b>
<b>Total Net</b>	<b>\$31,002,265</b>	<b>\$32,340,443</b>	<b>\$1,338,178</b>	<b>4.3%</b>

**2022 Operating Budget Variance (3rd Quarter)**

**DEPARTMENTAL OVERVIEW**

The Corporate Accounts encompass a number of financial revenue and expense accounts which are not directly attributable to specific departments of the Corporation. The budgets contained in this section relate to expenditures incurred or revenues generated that impact on the Corporation as a whole as opposed to a specific department.

<b>Financial Summary</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Annual Revenue Budget	(\$216,031,073)	(\$217,748,697)	(\$131,127,456)	(\$135,372,275)
Annual Expense Budget	\$237,806,759	\$242,097,940	\$162,129,721	\$167,712,718
<b>Annual Net Budget</b>	<b>\$21,775,686</b>	<b>\$24,349,243</b>	<b>\$31,002,265</b>	<b>\$32,340,443</b>
<b>Annual Net Variance</b>	<b>\$1,682,005</b>	<b>\$3,648,165</b>	<b>\$2,491,934</b>	<b>\$870,000</b>
<b>Variance as a % of Gross Budget</b>	<b>0.7%</b>	<b>1.5%</b>	<b>1.5%</b>	<b>0.5%</b>



**VARIANCE SUMMARY**

<b>Description</b>	<b>COVID Variance</b>	<b>NON-COVID Variance</b>	<b>OVERALL Variance</b>
Interest Revenue		\$2,000,000	\$2,000,000
YQG & Windsor-Detroit Tunnel Dividends	(\$2,000,000)	\$0	(\$2,000,000)
Corporate Utilities	\$0	(\$785,000)	(\$785,000)
Property Tax Levy	(\$142,000)	\$0	(\$142,000)
Capital Interest Income	\$0	\$733,000	\$733,000
Corporate Salary & Wage Provision	\$0	\$1,000,000	\$1,000,000
Fringe Benefits	\$0	\$0	\$0
Other Miscellaneous	\$0	\$64,000	\$64,000
<b>Net Total</b>	<b>(\$2,142,000)</b>	<b>\$3,012,000</b>	<b>\$870,000</b>

**2022 Operating Budget Variance (3rd Quarter)**

**VARIANCE DESCRIPTION**

*The total departmental projected year-end variance is:* **\$870,000**      **Deficit**

**Interest Revenue: \$2,000,000**

A \$2M surplus in interest revenue is being projected in Q3 due to the timing impacts of a rising interest rates environment on liquid holdings and the renewal of maturities.

**YQG and Windsor Detroit Border Link Dividends: (\$2,000,000)**

Cross border and air travel have been severely restricted during the pandemic and its recovery stage, resulting in significant revenue losses for tunnel tolls and airport operations. As the recovery period is ongoing, it is anticipated that the \$2 Million in dividends received from these entities will not be realized in 2022.

**Corporate Utilities: (\$785,000)**

A Projected deficit of (\$785,000) related to Corporate Utilities is being driven by a combination of the return to pre-pandemic consumption levels and rate pressures.

Electricity: (\$416,000)

A Projected deficit of (\$416,000) in Electricity is being driven by the return to pre-pandemic consumption levels.

Water: (\$681,000)

A Projected deficit of (\$681,000) in Water is being driven by the return to pre-pandemic consumption levels and rate pressures

Natural Gas: \$62,000

A Projected surplus of \$62,000 in Natural is being driven by lower than expected consumption trends

District Energy: \$250,000

A projected surplus of \$250,000 in District Energy is being driven by higher budgeted rates vs YTD actuals rates

**Property Tax Levy: (\$142,000)**

A year-end deficit of approximately (\$142,000) is projected in the Institutional Levy due to Heads & Beds

**Capital Interest Income: \$733,000**

A year-end surplus of \$733,000 is mainly due to increasing interest rates resulting from the Bank of Canada's rate increases in 2022.

**Corporate Salary & Wage Provision: \$1,000,000**

The Corporate Provision account is projected to end the year with a surplus of approximately \$1,000,000. This budget contains provisions for JJE, unanticipated WSIB costs, an overtime provision for eligible non-union members, and a general contingency provision. This account contains provisions and accruals for various collective agreements that have been updated to reflect expected costs for the current year. It should be noted that the surplus in this account is offset by various deficits experienced across various line items in departmental budgets.

**Fringe Benefits \$0**

Although a total deficit of (\$650,000) is being projected for all Fringe Benefit Departments, any deficit's will be mitigated by a transfer from the Fringe Stabilization Reserve

### 2022 Operating Budget Variance (3rd Quarter)

GreenShield (\$1,300,000): A projected deficit of (\$1,300,000) is being estimated for Greenshield due to the gap between the budget and premium costs. 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 healthy surpluses received in the previous few years which has offset the variance between the budget and the premiums costs. In 2022, the surplus is not projected to materialize as it has in the previous few years, which is resulting in a projected deficit.

Group Life Insurance \$700,000: Group Life Insurance is projecting a \$700,000 surplus due to the less than average death claims.

Short Term Disability (Transit Windsor) (\$345,000): A deficit is being projected for STD due to the larger number and more lengthy claims. Since 2020 the monthly average cost of claims has risen significantly from an average of \$55,000 over the last two years to \$80,000 in 2022, which would include COVID-19 claims.

Long Term Disability Payments \$100,000: A surplus of \$100,000 is being projected for LTD Payments due to the unpredictability of the number of employees who are expected to be approved for LTD in a given year, the amount of their LTD benefit and the length of time they are claiming the benefit.

Misc. \$195,000: Other Fringe Accounts have small non-material surpluses and deficits which total \$195,000.

**Other Miscellaneous: (\$64,000)**

A year-end deficit of approximately (\$64,000) is being projected in Other Miscellaneous items within the Corporate Accounts budget.

	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	2019 Budget	2020 Budget	2021 Budget	2022 Budget	\$ Budget Change Over PY	% Budget Change Over PY
<b>Agencies</b>												
Land Ambulance	\$8,931,840	\$8,931,840	\$9,412,640	\$9,467,170	\$10,017,490	\$11,316,920	\$11,897,560	\$12,007,430	\$12,272,240	\$12,379,200	\$106,960	0.87%
Windsor Essex County Health Unit	\$2,436,703	\$2,436,703	\$2,705,896	\$2,760,015	\$2,869,938	\$2,984,736	\$3,132,187	\$3,445,406	\$3,637,406	\$3,803,275	\$165,869	4.56%
Essex Region Conservation Authority	\$1,457,004	\$1,457,004	\$1,457,004	\$1,519,186	\$1,559,186	\$1,604,570	\$1,642,964	\$1,642,964	\$1,725,250	\$1,751,944	\$26,694	1.55%
Windsor-Essex Economic Development Corp.	\$1,190,472	\$1,190,472	\$1,190,472	\$1,190,472	\$1,190,472	\$1,190,472	\$1,190,472	\$1,291,661	\$1,291,661	\$1,291,661	\$0	0.00%
Handi-Transit	\$966,500	\$966,500	\$971,002	\$971,002	\$971,002	\$971,002	\$1,052,638	\$1,074,649	\$1,098,049	\$1,098,049	\$0	0.00%
Life After Fifty	\$118,934	\$118,934	\$118,934	\$118,934	\$142,438	\$142,438	\$142,438	\$172,438	\$172,438	\$172,438	\$0	0.00%
Windsor Symphony	\$125,000	\$0	\$0	\$125,000	\$125,000	\$125,000	\$150,000	\$150,000	\$150,000	\$150,000	\$0	0.00%
The Safety Village	\$0	\$0	\$91,250	\$91,250	\$91,250	\$91,250	\$91,250	\$91,250	\$91,250	\$91,250	\$0	0.00%
Arts Council Windsor & Region	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$0	0.00%
Artcite, Inc.	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$0	0.00%
	<b>\$15,246,453</b>	<b>\$15,121,453</b>	<b>\$15,967,198</b>	<b>\$16,263,029</b>	<b>\$16,986,776</b>	<b>\$18,446,388</b>	<b>\$19,319,509</b>	<b>\$19,895,798</b>	<b>\$20,458,294</b>	<b>\$20,757,817</b>	<b>\$299,523</b>	<b>1.46%</b>
<b>Boards</b>												
Windsor Polcie Services	\$72,282,957	\$73,782,958	\$77,683,763	\$79,444,014	\$82,437,022	\$83,943,525	\$88,737,654	\$92,126,606	\$93,932,409	\$96,977,437	\$3,045,028	3.24%
Windsor Essex Community Housing Corporation	\$7,705,583	\$9,544,099	\$10,286,599	\$10,886,871	\$11,554,076	\$11,921,934	\$12,125,479	\$12,083,421	\$12,561,418	\$13,683,493	\$1,122,075	8.93%
	<b>\$79,988,540</b>	<b>\$83,327,057</b>	<b>\$87,970,362</b>	<b>\$90,330,885</b>	<b>\$93,991,098</b>	<b>\$95,865,459</b>	<b>\$100,863,133</b>	<b>\$104,210,027</b>	<b>\$106,493,827</b>	<b>\$110,660,930</b>	<b>\$4,167,103</b>	<b>3.91%</b>
	<b>\$95,234,993</b>	<b>\$98,448,510</b>	<b>\$103,937,560</b>	<b>\$106,593,914</b>	<b>\$110,977,874</b>	<b>\$114,311,847</b>	<b>\$120,182,642</b>	<b>\$124,105,825</b>	<b>\$126,952,121</b>	<b>\$131,418,747</b>	<b>\$4,466,626</b>	<b>3.52%</b>