



# 2024 BUDGET CITY OF WINDSOR

Budget Issue Detail (Public)



**Table of Contents**

**Administration & Representation**

CAO's Office..... 1

**Finance & City Treasurer**

Asset Planning..... 3  
Financial Planning..... 4  
Taxation & Financial Projects..... 10

**Corporate Services**

City Solicitor..... 19  
Communications & Customer Service..... 20  
Corporate Security..... 26  
Council Services..... 30  
Human Resources & Employee Relations..... 39  
Equity, Diversity & Inclusion..... 44  
Information Technology..... 47  
POA, Purchasing, Risk Management..... 57

**Economic Development**

Building Services..... 64  
Economic Development & Climate Change..... 71  
Planning & Development Services..... 75  
Transit Windsor..... 76

**Community Services**

Fire & Rescue..... 100  
Library Services..... 111  
Parks & Facilities..... 113  
Recreation & Culture..... 135

**Infrastructure Services**

Engineering..... 139  
Pollution Control..... 151  
Public Works..... 177

**Human & Health Services**

Employment & Social Services..... 212  
Housing & Children Services..... 218  
Huron Lodge..... 230

**Corporate**

Corporate Accounts..... 236

<b>Budget Issue #</b>	2024-0024	<b>Stage</b>	Recommended
<b>CLT Office</b>	Administration & Representation	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	CAO's Office	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Administration - CAO's Office	<b>Status</b>	Public

## Increase to Staff Appreciation and Recognition Budget

Employee attraction and retention have been identified as risks since 2016. In 2019, an internal audit review of HR’s recruiting processes and retention strategy offered insight into these risks by identifying various challenges including the recognition program having a minimal budget and limited resources. Early indications from another study currently underway further supports the need to promote and enhance a culture of recognition at the City. Addressing labour force challenges is not a simple task, especially given the fact that most factors are out of the City’s direct control. The breadth of issues affecting the City’s ability to recruit and retain talented staff requires a long-term multi-pronged approach; staff appreciation and recognition is just one of those prongs.

**Recommendation:** Recommended

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

### Issue Detail

The current budget for staff appreciation and recognition of \$12,214 does not go very far. This represents approximately \$5.90 per regular full-time employee.

Earlier this year, the Co-Chairs of the STAR Committee polled the surrounding towns and municipalities within Essex County as well as municipalities of similar size within Ontario regarding their annual budgets and programs for employee appreciation and recognition. Most have a recognition event for employees with long standing service, retirees, and awards of excellence. Some host annual bbqs, food truck events and end of year holiday party and some hold mini-appreciation events or provide tokens of appreciation throughout the year. Of the 12 towns, municipalities and regions that responded (Amherstburg, County of Essex, Essex, LaSalle, Tecumseh, Durham, Greater Sudbury, Guelph, Halton, Hamilton, London, Niagara Region), recognition and appreciation program budgets averaged \$40.32 per regular full-time employee.

While the City, through the STAR Committee, currently distributes years of service pins (for every five (5) years of service), provides a thank you for your service letter to retirees from the CAO, hosts the Employee Recognition Awards & Social and coordinates other small scale events and giveaways, it does not provide anything specific to welcome new hires to the Corporation. Studies have shown that a person’s decision to remain at a job isn’t cemented when they accept the new position. Many new hires take approximately six (6) months to confirm whether they want to stay, and a third leave within those first six (6) months. A strong onboarding process has been proven to increase the new hire retention rate and boost productivity. While a Welcome Kit for new hires is just a small component of a much larger onboarding process, it sends a clear message to new hires that “We are happy you are joining us, and we are putting in the effort to show you.”

From January 1, 2023 to August 31, 2023, the City hired approximately 400 new hires (excluding: Police, Crossing Guards, Roseland Staff, Co-ops/Internships and Student Lottery but does include: Rehires, Recreation Instructors and Life Guards). The STAR Committee is requesting a budget increase to provide a Welcome Kit for approximately 500 new hires each year. Each Welcome Kit would include items with the City’s logo on them such as a journal, pen, I.D. lanyard, drinkware (mug or reusable bottle), lapel pin, and a welcome letter from the Mayor and CAO tastefully packaged within a STAR logoed bag at an approximate cost of \$15,000 or \$30/Welcome Kit. The quote for Welcome Kit items is based on on-line quotes from various merchandise vendors in August 2023. Note: pricing could fluctuate based on availability and does not include logo set-up, taxes or delivery fees.



Additionally, instead of focusing much of the Committee’s efforts into November which has been designated as Employee Appreciation Month at the City, staff appreciation and recognition should be done daily, across the board. Other initiatives the STAR Committee would like to put forward to help create a culture of recognition should the overall staff appreciation and recognition budget increase include:

- Allocate additional funds towards the annual Employee Recognition Awards Event (current budget is \$5,000) - COVID brought increased rates for venues and catering so thinking outside the box, or even staying within the box, now comes at a higher cost.
- Allocate funds for an event for retirees only - Approximately 100 employees retire each year. While it is nice to have retirees attend the annual Employee Recognition Awards Event, not much of the event is dedicated to them nor do many of them attend. Coordinating a meal, whether it is a breakfast or dinner, for the retiree and a guest to attend, free of charge, with their Supervisor, Manager, Executive Director, Corporate Leadership Team Member and CAO helps show they were valued as an employee.
- Host more Meet & Greets, Coffee Breaks, Lunches with employees and the CAO/CLT.
- Sponsor more inter-departmental recognition and appreciation events (current budget is \$1,000 or up to \$100/event).
- Implement an online staff appreciation platform.
- Partner with Corporate Training to provide lunch and learn opportunities for various topics outside the norm, aimed at employee appreciation especially for managers who may not have the skills they need to effectively recognize employees.
- Surprise staff on breaks with brand name vendors such as the Tim Horton’s Mobile Coffee Stand, Kona Ice Truck, Dari de Lite Truck, etc. at various City facilities.
- Provide employees with store credit towards City branded merchandise as a prize for in-house contests or a job well done.
- Provide lower to no cost events for employees and their families to attend throughout the year.

The above initiatives are only a few ideas that the STAR Committee could implement should the overall budget be increased.

**Risk**

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

**Municipality Employee Recognition Budget Comparison**

	Average Budget per RFT (\$)
Surrounding Municipalities (5)	\$62.33
Similar Size Municipalities (7)	\$21.15
Total Municipalities (12)	\$40.32
City of Windsor (Current)	\$5.90
City of Windsor (with 2024 Increase)	\$24.17

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
CAO Administration	Operating and Other Supplies	37,800				
	<b>Total Expenses</b>	<b>37,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>37,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0238	<b>Stage</b>	Recommended
<b>CLT Office</b>	Finance & City Treasurer	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Asset Planning	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Corporate Energy	<b>Status</b>	Public

## Increase in Salary Recoveries in Asset Planning & Energy

An increase to internal staff recovery accounts is required to reflect the increase in salaries which are due to contractual grade and step changes. This issue will also set up a recovery for 10% of the Salary and Fringes of the Manager of Energy Initiatives from the Energy Reserve Fund.

**Recommendation:** Recommended

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

### Issue Detail

The various divisions of Asset Planning recover varying percentages of wages and fringe benefits for staff, depending on the work and projects they support. An increase in recoveries is being recommended to adjust for salary and fringe recoveries relating to full time staff in Capital and Reserves, Asset Planning and the Energy Initiatives areas. The adjustment for 2024 amounts to \$83,082 and is related to grade and step increases.

In addition to the above recovery increase and as a result of the Manager of Energy Initiatives key role in maintaining and forecasting the Energy Reserve, the Corporate Energy division is looking to establish a recovery for 10% of the salary and fringe cost of the Manager of Energy Initiatives from the Energy Reserve - Fund F188, in the amount of \$15,756.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Asset Planning	TRANSFER From Reserve Funds	(17,004)				
Capital & Reserves	Recovery of Fringes INTERNAL	(3,258)				
Capital & Reserves	Recovery of Salaries-INTERNAL	(9,875)				
Corporate Energy	Recovery of Fringes INTERNAL	(17,045)				
Corporate Energy	Recovery of Salaries-INTERNAL	(51,656)				
	<b>Total Revenues</b>	<b>(98,838)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(98,838)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0200	<b>Stage</b>	Recommended
<b>CLT Office</b>	Finance & City Treasurer	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Financial Planning	<b>Category</b>	[C] Contractual
<b>Division</b>	Performance Measurement	<b>Status</b>	Public

## Contractual Increase For MBNC Benchmarking Initiative

This issue is to account for the 2024 contractual increase for the MBNC Benchmarking Initiative in the amount of \$6,600. This increase in membership fees is the first for the program since 2017 and is reflective of inflationary changes.

**Recommendation:** Recommended

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

### Issue Detail

This issue is to account for the 2024 contractual increase for the MBNC Benchmarking Initiative in the amount of \$6,600. This increase in membership fees is the first for the program since 2017 and is reflective of inflationary changes. The increase in membership fees for MBNC will not be required if issue 2024-0199 (Elimination of MBNC Initiative) is approved.

### Risk

By not accepting this budget reduction, the City will no longer be a member of MBNC Canada and will no longer have access to the performance metrics, peer data, expert panel network and the backend technical support that the Program Office provides. Additionally, with the elimination of the Corporate Strategic Plan reporting in 2011, the City will no longer provide formal, corporate-wide performance reporting to Council.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Perf Measurement & Fin Admin	Membership Fees & Dues	6,600				
	<b>Total Expenses</b>	<b>6,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>6,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0284	<b>Stage</b>	Recommended
<b>CLT Office</b>	Finance & City Treasurer	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Financial Planning	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Intergovernmental Funding	<b>Status</b>	Public

## Increase in Salary Recoveries in Financial Planning

An increase to internal staff recovery accounts is required to reflect the increase in salaries which are due to contractual grade and step changes within Financial Planning

**Recommendation:** Recommended

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

### Issue Detail

The various divisions of Financial Planning recover varying percentages of wages and fringe benefits for staff, depending on the work and projects they support. An increase in recoveries is being recommended to adjust for salary and fringe recoveries relating to an FPA role from Sewer Surcharge as well as various positions within the Intergovernmental Subsidies division.

For 2024, a new recovery is being brought forth from program related funding for the Coordinator of Intergovernmental Funding & Financial Administration.

The total increase in recoveries for 2024 amounts to \$158,927.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Intergovernmental Subsidies	Recovery Of Expenses EXTERNAL	(3,920)				
Intergovernmental Subsidies	Recovery of Fringes INTERNAL	(37,355)				
Intergovernmental Subsidies	Recovery of Salaries-INTERNAL	(113,182)				
Perf Measurement & Fin Admin	Sewer Surcharge Recoveries	(4,470)				
	<b>Total Revenues</b>	<b>(158,927)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Perf Measurement & Fin Admin (F028)	TRANSFER to Current Fund				4,470	
	<b>Total Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,470</b>	<b>0</b>
	<b>Net Total</b>	<b>(158,927)</b>	<b>0</b>	<b>0</b>	<b>4,470</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0197	<b>Stage</b>	Recommended
<b>CLT Office</b>	Finance & City Treasurer	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Financial Planning	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Budget Development & Control	<b>Status</b>	Public

## One-Time Funding of Financial Analyst - Financial Planning

One-time funding is required for a Financial Analyst (Economic Development & Innovation and Corporate Services) to assist with the increasing financial workload and support required for these areas. These areas have seen a significant amount of growth and change over recent years, resulting in a greater need for enhanced financial support. There will be a negative impact to the timeliness and accuracy of recoveries from Capital projects/external parties, along with proper revenue recording if funding for this position is not approved. Providing financial analyst support for the Economic Development & Innovation and Corporate Services areas will afford financial support consistent with the other operational departments.

**Recommendation:** Recommended

**One-Time Funding:** \$77,947 (Budget Stabilization Reserve)

### Issue Detail

The Financial Planning Department has seen a significant increase in the number of reconciliations, financial summaries, ad hoc analysis, business cases, grant submissions and detailed reports requested for these departments. These additional responsibilities have added a significant amount of work to the day to day tasks that the Financial Planning Administrators (FPA's), who support the departments, are required to do. The added support of a Financial Analyst taking care of the routine and recurring tasks would allow the FPA's to work on more complex matters, such as detailed Council report review/analysis, along with specific ad hoc analysis and business cases.

With a corporate focus on the modernization of the Information Technology and Human Resource departments, the FPA's responsible for these areas has significantly increased. The assistance of a Financial Analyst to help with routine financial transactions within these areas will allow the FPA's to focus on strategic issues that have come forth through the external consultant reviews for these areas.

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

- Monthly bank reconciliations and settlements
- Monthly reallocations of accounts to correct chart field
- Monthly labour salary distribution and recoveries from Capital projects and reserves
- Prepare recurring monthly journal entries
- Reconcile leases
- Capital project analysis and tracking
- User Fee Analysis & Update
- Monthly financial variances packages

By not accepting this service enhancement, there is the potential for a negative impact to the quality of the financial support provided to these areas and to the health and safety of our existing staff.



Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Budget Development & Fin Admin	TRANSFER From Reserve Funds	(77,947)				
	<b>Total Revenues</b>	<b>(77,947)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Budget Control&Financial Admin	Other Pay	77,947				
	<b>Total Expenses</b>	<b>77,947</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0198	<b>Stage</b>	Recommended
<b>CLT Office</b>	Finance & City Treasurer	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Financial Planning	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Financial Support	<b>Status</b>	Public

## One-Time Funding for a Financial Analyst Position - Parks & Recreation Support

The temporary full time Financial Analyst-Parks & Recreation position has been filled since July 2021 and funded from the Budget Stabilization Reserve. The position has proven to be very valuable to both the Financial Planning and Operations teams that need additional financial support following an increase in the number of City assets and events. Based on the positive feedback received from Finance and Operational staff and efficiencies gained, a request is submitted again in 2024 for one-time funding for this position.

**Recommendation:** Recommended

**One-Time Funding:** \$92,620 (Budget Stabilization Reserve)

### Issue Detail

With a combined annual operating budget of \$35M and 42 capital projects with a 10-year budget of \$100M, the Parks and Recreation & Culture departments are two of the largest and most public facing operating divisions at the City. The departments have seen a significant amount of growth and change in the past decade, resulting in a greater need for enhanced financial administration support. Large venues such as the WFCU Centre and the Windsor International Aquatic Training Centre (WIATC) & Adventure Bay are examples where, although the consolidation of facilities resulted in operational and cost efficiencies, the size and complexity of these facilities have increased the overall workload with respect to financial support. In addition, the departments switched over to a new software scheduling program (ActiveNet) to record revenues through recreation programs and facility rentals. Both departments have complex and diverse revenues sources, high profile capital projects requiring extensive revenues and expenses reporting, and a high volume of interactions with other departments with costs and revenues requiring diligent and time sensitive tracking and reallocations to produce accurate financial reports.

There are two Financial Planning Administrator (FPAs) supporting the departments and they have seen a significant increase in the number of Council reports requiring financial review, Ward projects, grant submissions, high-profile Enhanced Capital Projects (i.e. Peche Island, Bright Lights, Open Streets, etc.), business cases, and ad hoc financial reports requests from the operational teams. These responsibilities are in addition to monthly clerical tasks they also perform such as reconciliations, expense and revenues reallocations, and operating and capital financial summaries preparation.

Due to the increased workload of the FPAs, one-time funding for a temporary full-time Financial Analyst (FA) position was first approved in 2021. The position was filled in September 2021 but due to retention (temporary nature of the position) and recruitment issues, the FA position was unfilled for the first half of 2022. The present incumbent started in July 2022 and its Manager of Financial Planning has received excellent feedback from Finance and Operations staff who have confirmed that the position is a tremendous asset on the team. The FA position also offers benefits to the health and safety and retention of existing staff in reducing overtime hours for the FPAs. A year over year analysis shows that overtime hours in the first 2 quarters of 2023 was 34% lower at 10 hours per month per staff than the same period in 2022 at 16 hours per month per staff, when the FA was vacant. The FPA & FA corporate structure is currently in place in other large complex operational areas such as engineering, public works and human and employment services. This structure has been very successful in providing timely and accurate financial support and oversight on an ongoing basis in addition to during vacation, medical leave and gapping of other members of the Financial Planning team.

As such, one-time funding is being requested again in 2024 to ensure the continuity of this valuable financial support position.

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

- WFCU/Global monthly bank reconciliations and settlements
- ActiveNet reconciliations, refunds, gifts cards, deferred revenue and accounts receivables
- Monthly reallocations of accounts to correct chartfield
- Monthly labour salary distribution and recoveries from Capital projects
- Prepare recurring monthly journal entries
- Reconcile leases
- Capital project analysis and tracking
- User Fee Analysis & Update
- After school program grants allocation
- Monthly financial variances packages

By not accepting the recommendation of continued one-time funding, there is the potential for a negative impact to the quality of the financial support provided to two critical Departments and to the health and safety of our existing staff.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Budget Control&Financial Admin	Other Pay	92,620				
	<b>Total Expenses</b>	<b>92,620</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Budget Control&Financial Admin	TRANSFER From Reserve Funds	(92,620)				
	<b>Total Revenues</b>	<b>(92,620)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0204	<b>Stage</b>	Recommended
<b>CLT Office</b>	Finance & City Treasurer	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Taxation & Financial Projects	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Taxation & Taxpayer Support	<b>Status</b>	Public

## Increase to Mortgage Account Administration Fee

Increase of the budgeted revenue earned from the Mortgage Account Administration Fee which was implemented in 2020. This annual fee of \$30 per tax account was set up to recover the costs associated with the administration process for the acceptance of property tax payments from financial institutions. As a service enhancement to taxpayers, those property owners who have their taxes paid by financial institutions, now receive a property tax bill for their records. Administration is recommending an increase to the annual fee from \$30 to \$40 per tax account based on the reduced volume of users.

**Recommendation:** Recommended

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

### Issue Detail

In 2020, the City implemented the Mortgage Account Administration Fee which is charged to financial institutions that remit property taxes on behalf of their mortgage clients. Payments for the taxes are withheld by the financial institution, typically in conjunction with mortgage payments, and are remitted to the City on the required due dates. At each billing cycle, the Tax Division prepares and sends each financial institution a property tax account listing and payment amounts. The institution is responsible to identify any new property tax accounts and remove any accounts for which they are no longer responsible. A revised listing, and accompanying payment is then provided to the department. This must then be reconciled and uploaded to the property tax AMANDA system prior to each payment due date. Property owners who take part in this program are provided with a property tax bill for their records. Over the past year, a few of the major financial institutions have discontinued the service of remitting property taxes on behalf of their mortgage clients. This has affected our mortgage account administration fee revenue. To mitigate the drop in revenue Administration is recommending an increase to the annual fee from \$30 to \$40 per tax account based on the reduced volume of users.

### Performance Indicators

This fee was implemented in 2020 with revenue for account 6650 budgeted at \$280,500. The budget was increased in 2021 based on 2020 actuals of \$557,850. In 2022 and (projected for) 2023, the account has been in a deficit due to the decrease in volume. Increasing the fee and adjusting the volume of transactions down should mitigate future deficit. Thus, Administration recommends an increase to the budget of \$41,190.

### Risk

There is a risk that financial institutions will not accept this charge passing on the charge to each of their customers. This may result in customers choosing to remit their property taxes on their own.

### 5 Year Budget History

Year	Budget	Actual	Variance	% Earned
2019	(\$25,500)	(\$31,145)	\$5,645	122.1%
2020	(\$280,500)	(\$557,850)	\$277,350	198.9%
2021	(\$601,871)	(\$562,170)	(\$39,701)	93.4%
2022	(\$608,474)	(\$513,030)	(\$95,444)	84.3%
2023*	(\$608,474)	(\$484,793)*	(\$123,681)*	79.7%*

\* 2023 Q3 Year-End Projection

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Property Valuation & Administr	User Fees- External	(41,190)				
	<b>Total Revenues</b>	<b>(41,190)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(41,190)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0217	<b>Stage</b>	Recommended
<b>CLT Office</b>	Finance & City Treasurer	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Taxation & Financial Projects	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Taxation & Taxpayer Support	<b>Status</b>	Public

## New User Fee - Property Tax Arrears Notice

Introduce an arrears statement to be mailed to property owners two times per year where there is an overdue balance. The proposed fee is \$10 per statement resulting in an increase of revenue of \$34,000 to the Property Tax Department in 2024.

**Recommendation:** Recommended

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

### Issue Detail

Administration has received requests from property owners to have reminder statements mailed in order to inform them of overdue amounts on their tax account(s). The current property tax software AmandaTax does not support this functionality. In 2024 a new property tax software CentralSquare will be implemented and will offer enhanced capabilities including the ability to issue arrears notices. As these will be paper notices mailed through Canada Post there will be increased costs including postage, stationery and staff time to generate, print, sort and mail the notices.

The proposed user fee is \$10 per statement. It is estimated that increased postage fees will be \$1.00 per statement and stationery will be \$0.50 per statement. Labour time to generate, print, sort and mail these notices will be absorbed by current staffing levels.

In 2024 the estimated volume is 4,000 notices in November 2024.

Revenue - 4,000 x \$10 = \$40,000  
 Less Postage - 4,000 x \$1.00 = \$4,000  
 Less Stationery - 4,000 x \$0.50 = \$2,000  
 Net Total \$34,000

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Taxation & Taxpayer Support	Imaging & Printing External	2,000				
Taxation & Taxpayer Support	Postage and Courier	4,000				
	<b>Total Expenses</b>	<b>6,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Taxation & Taxpayer Support	Letters of Default	(40,000)				
	<b>Total Revenues</b>	<b>(40,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(34,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0218	<b>Stage</b>	Recommended
<b>CLT Office</b>	Finance & City Treasurer	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Taxation & Financial Projects	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Taxation & Taxpayer Support	<b>Status</b>	Public

## New User Fee - CentralSquare Online Customer Portal

Introduce user fees for anticipated enhanced functionality offered in the CentralSquare (New Property Tax Software) online customer portal. These user fees are being brought forth in anticipation of CentraSquare features to be implemented in 2024. The net effect on the user fee budget is unknown at this time and will be assessed in 2024.

**Recommendation:** Recommended

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

### Issue Detail

In 2024 a new property tax software CentralSquare will be implemented and a corresponding online customer portal will replace the existing “MyProperty Tax” e-service. While the product remains under development by the software company and the full system capabilities are not yet known, it is anticipated the new online portal will offer the ability for customers to print self-serve property tax statements and receipts.

For holding purposes it is proposed that the following user fees be added to the 2024 user fee schedule and that a placeholder of \$1 be added to the budget. The net effect on the user fee budget is unknown at this time and will be assessed in 2024.

The two anticipated user fees are:  
 Online Customer Portal Annual Subscription Fee - \$50 per year  
 Online Customer Portal Self Serve Documents - \$30 per request

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Taxation & Taxpayer Support	Collection Fees-Other Depts	(1)				
	<b>Total Revenues</b>	<b>(1)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(1)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0219	<b>Stage</b>	Recommended
<b>CLT Office</b>	Finance & City Treasurer	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Taxation & Financial Projects	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Property Valuation & Admin.	<b>Status</b>	Public

## One-Time Funding for An Additional Property Tax Clerk

A temporary Property Tax Clerk will be required to assist with the expected increase in volume of customer service requests should the Ministry of Finance announce that the next assessment update will occur for the 2025 Assessment Roll. Property owners would receive notices from the Municipal Property Assessment Corporation (MPAC) in November 2024. Work will be required to update information on the City website and other forms of communication to educate the public. Increased customer service requests through 311, emails to the property tax inbox, and in-person visits will start as soon as the update is announcement publicly.

**Recommendation:** Recommended

**One-Time Funding:** \$64,307 (Budget Stabilization Reserve)

### Issue Detail

Administration is requesting approval for the addition of one (1) Property Tax Clerk, on a temporary basis, funded through Budget Stabilization Reserve (BSR) funding. Every four years, the Municipal Property Assessment Corporation (MPAC) updates the values of all properties in Ontario to reflect market value. The last update was sent to property owners in November 2016 and increases were phased in equally over the next four years to 2020. The next update was to have happened in 2020, but has been postponed due to COVID-19.

It has not yet been confirmed when the next update will occur, but it is anticipated to be at the end of 2024 with the phase-in process to start for 2025 through 2028. Due to the major increase in market values over the past four years, property owners are very concerned that the next assessment update will result in a significant increase to their property taxes. Thus, Administration will need to prepare and provide excellent communication in order to educate and explain how property tax rates are determined. There are two permanent full-time Property Tax Clerks in the Property Valuation & Administration area of the Tax Division. These positions process pre-authorized payment plans, letters of authorization, create tax certificates, income tax receipts, statements of account, record and analyze returned mail, update the City website, handle the majority of customer service requests assigned through 311, received by email, and some at the customer service counter, and any other tasks assigned. Based on expected customer service needs should the assessment update be announced, current staffing levels will not be able to keep up with the added work.

### Risk

The level of risk is high that we will not have enough staff to handle the anticipated increased volume in customer service requests should the assessment update recommence in 2024. This will affect the ability of the Property Tax Clerks to meet the City’s Customer Service Standards and slow down processing of information and documentation requested by property owners, law firms and financial institutions.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Property Valuation & Administr	Other Pay	64,307				
	<b>Total Expenses</b>	<b>64,307</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Property Valuation & Administr	TRANSFER From Reserve Funds	(64,307)				
	<b>Total Revenues</b>	<b>(64,307)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



<b>Budget Issue #</b>	2024-0220	<b>Stage</b>	Recommended
<b>CLT Office</b>	Finance & City Treasurer	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Taxation & Financial Projects	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Property Valuation & Admin.	<b>Status</b>	Public

## One-Time Funding of a Financial Analyst - Housing Accelerator Funding

This position will provide financial support that is necessary to monitor, analyze, calculate and distribute Affordable Housing Tax Increment Grants proposed under the Housing Accelerator Fund Grant. Administration has included the cost of 0.5 FTE in it's application for the Housing Accelerator Fund Grant with the other 0.5 FTE to be funded through the City's regular CIP program. As it is anticipated that the City will continue to offer the Affordable Housing Tax Increment program after the three years of HAF grants, it is recommended that this position be approved on a permanent basis. At that time, funding for the entire position will come from the regular CIP program or other funding source to be determined at that time.

**Recommendation:** Recommended

**One-Time Funding:** \$74,234 from Housing Accelerator Funding (HAF)

### Issue Detail

The Federal Government has invested \$4 billion in a new Housing Accelerator Fund to grow the annual housing supply in the country's largest cities every year, creating a target of 100,000 new middle class homes by 2024-25. To receive this funding, municipalities completed an application outlining the various initiatives they intend on implementing and the resources needed to carry them out. The City of Windsor submitted their application proposing an Affordable Housing Tax Increment Grant program. This program will provide a grant to property owners/developers in the amount of the increase in taxes resulting from the construction of affordable homes.

This program will require a Financial Analyst to monitor, analyze, calculate and distribute the Affordable Housing Tax Increment Grants. As this is a new initiative, this work cannot be absorbed by current staff.

Funding for this position (1/2 FTE) has been included in the City's application for the Housing Accelerator Fund Grant (HAF). The other half of the cost will be funded through the City's regular CIP program. Funding through the HAF is expected for a minimum of 3 years.

As it is anticipated that the City will continue to offer the Affordable Housing Tax Increment program after the three years of HAF grants, it is recommended that this position be approved on a permanent basis. At that time, funding for the entire position will come from the regular CIP program or other funding source to be determined at that time.

### Risk

There is risk that the City may not receive funding through the Housing Accelerator Fund. Should the City will decide to go ahead with the Affordable Housing Tax Increment Grant Program without the funding, there will still be a need for a Financial Analyst to handle the financial portion of the program. Without this position, the work will have to go to existing staff that already have full workloads.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Property Valuation & Administr	Other Pay	74,234				
	<b>Total Expenses</b>	<b>74,234</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Property Valuation & Administr	TRANSFER From Reserve Funds	(74,234)				
	<b>Total Revenues</b>	<b>(74,234)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0235	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	City Solicitor	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Legal Services & Real Estate	<b>Status</b>	Public

## Increase in Legal Cost Recoveries

Increase in budgeted recoveries for the internal support provided by Senior Legal Counsel (55% FTE) to Employment & Social Services and Housing & (50%) Children’s Services related to their delivery of social programs funded by senior levels of government. The budgeted recovery is being increased to reflect salaries/fringe benefit costs based on the 2024 Salary Schedules, and to factor in that all Legal Counsel positions were converted to Senior Legal Counsel positions in 2023.

**Recommendation:** Recommended

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

### Issue Detail

The cost of one Senior Legal Counsel position is recovered from the various social programs delivered by Employment and Social Services and Housing and Children’s Services departments. These social programs are funded by senior levels of government and the cost of internal legal support is an eligible expense under the program guidelines. The 2024 budgeted recovery is being increased to reflect salaries/fringe benefit costs based on the 2024 Salary Schedules, and to factor in that all Legal Counsel positions were converted to Senior Legal Counsel positions in 2023.

The total recovery is \$186,481.

Current budget in 2023 is \$168,137.

The total recovery increase is \$18,344.

### Internal Recovery of all Legal Counsel (2019-2023 projected)

Year	Budget(\$)	Actual(\$)	Variance(\$)
2019	86,830	153,503	66,673
2020	158,796	158,796	0
2021	158,796	192,470	33,674
2022	168,137	167,778	(359)
2023	168,137	171,727	3,590

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Admin-Legal	Recovery of Salaries-INTERNAL	(18,344)				
	<b>Total Revenues</b>	<b>(18,344)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(18,344)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0251	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Communications & Customer Service	<b>Category</b>	[C] Contractual
<b>Division</b>	Call Centre	<b>Status</b>	Public

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

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

**Recommendation:** Recommended

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

### Issue Detail

A renewal agreement with Motorola Solutions Canada for hosting and support of Premier One CSR Software has been negotiated for 5 years with an average annual cost of \$348,377 excluding taxes. Based on the annual hosting fee schedule, the Motorola contract projected increase of \$11,235 for a total contract cost of \$333,866 inclusive of Non-Recoverable HST in 2024.

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

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

Motorola CSR has been a key component for corporate customer service for many years and is fully integrated into the workflows of requests for service for 33 departments and service areas. It facilitates the intake process of citizen requests for service by providing a means for effectively capturing details of reported issues, and automatically routing the request to the appropriate department for response. It also reduces duplications and tracks the progress and completion of the work done.

Another key feature with this application is a robust, searchable knowledge base which is used by front line representatives to answer citizen inquiries. This application works together with the city's EIS system allowing for validation of addresses and mapping incident locations. CSR also supports a citizen mobile application Windsor311 which residents can download for free and use to submit issues 24/7 and a mobile worker app which allows staff to report on their work and activities directly from their handheld mobile devices while working in the field.

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

### Risk

Should Council not approve this budget issue, the City will increase its exposure to the Infrastructure enterprise risk and 311 would not be equipped to handle citizen inquiries efficiently and effectively.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Customer Contact Centre	Contracted Services	11,235				
	<b>Total Expenses</b>	<b>11,235</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>11,235</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



<b>Budget Issue #</b>	2024-0278	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Communications & Customer Service	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Call Centre	<b>Status</b>	Public

## One Time Funding to Extend the Pilot Project Manager Position

This position has a high level of autonomy and responsibility, and provides research, analysis, and project management to implement several key initiatives. This role works with departmental leads to implement strategies and solutions to innovate business processes, enhance data analytics and explore the further integration of municipal service offerings aimed on enhancing the customer experience. One-time funding is requested to extend the pilot to Dec. 31, 2024 to provide adequate time to assess the value of this position to the Contact Centre.

**Recommendation:** Recommended

**One-Time Funding:** \$74,000 (Budget Stabilization Reserve)

### Issue Detail

One-time funding was initially approved for a one year pilot for a Project Manager position to reframe the municipal Contact Centre operation and service delivery via Budget Issue 2022-0155 and subsequently carried over in 2023.

The scope of project work for this position includes the following:

- Research and business process review to enhance alternate digital service options for the public and other stakeholders including mobile apps, web & video chat and a new 311 online portal to enhance access to the 311 service.
- Issue tracking redesign to establish corporate standards for consistency to better inform the public of the status and outcome of requests for service.
- Business process and program development review in coordination with Information Technology as it relates to system changes required to facilitate integration of emerging new enterprise solutions with the CRM such as the new tax system replacing AMANDA tax and the Citywide asset management program.
- Business process and program development review as it relates to the implementation of PCI compliance for centralized payment processing with the Contact Centre telephony platform NiceCXone and the CRM platform Motorola CSR.
- Develop and establish a standardized process for service level agreements process between departments and 311.
- Business process and program development in coordination with Information Technology and GIS as it relates to exploring solutions to enhance the use of 311 data to drive decisions and better inform the public, departments, Council and senior leadership. This includes such things as data warehousing, ArcGIS for SR mapping, Microsoft Power BI for departmental and public dashboards, and enhanced reporting.

The approved one-time funding of \$106,126 carried over from 2022 will only fund up to 9 months of the cost of the Project Manager position (salary plus fringe). Administration is requesting a one time funding of \$74,000 to extend the trial period to the end of 2024 to provide the department adequate time to assess the value of this position and bridge the budgetary requirement should the department decides to request to make this position permanent during the 2025 Operating Budget Development.

### Risk

The Customer Contact Centre is a significant asset for residents and the Corporation, and it will continue to play a critical role in municipal service delivery. However, as its responsibility broadens to implement new digital technologies, adapt to shifting customer demands and enhance and centralize service offerings, changes are required to re-design the work and workforce to support this transformation.

### Performance Indicators

Metric	5 year average 2018-2022
Total Inquiries Handled Annually:	154,683
311 Average Call Abandoned Rate (Target is 5%)	5.2%
211 Average Call Abandoned Rate (Target is 10%)	8.8%
311 Service Level Target (# of calls answered within 45 sec Target is 75%)	77%
211 Service Level Target (# of calls answered within 60 sec Target is 75%)	76%

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Customer Contact Centre	Other Pay	74,000				
	<b>Total Expenses</b>	<b>74,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Customer Contact Centre	TRANSFER From Reserve Funds	(74,000)				
	<b>Total Revenues</b>	<b>(74,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0279	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Communications & Customer Service	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Customer Service	<b>Status</b>	Public

## One Time Funding for Corporate Online Engagement Tool - Bang the Table Subscript

In 2022, the CAO approved a two-year trial to implement the online engagement tool, Bang the Table, for the purpose of providing an online engagement tool platform for public engagement. The platform provides multiple feedback tools which engage participants and provide analytics for feedback analysis. During the two-year trial, annual updates detailing platform performance, lessons learned, and identification of areas for improvement is to be completed. It is expected that at the end of the two-year pilot, that the platform be considered as a corporate solution.

**Recommendation:** Recommended

**One-Time Funding:** \$35,000 (Budget Stabilization Reserve)

### Issue Detail

The Environmental Sustainability and Climate Change team have a number of projects requiring online public engagement. In consultation with other City of Windsor departments (Communications, Engineering (Corporate Projects), Information Technology, Parks and Facilities, Planning, and Transportation Planning), a list of projects requiring public engagement was developed, highlighting the need for a consistent approach to public engagement.

Bang the Table, now part of Granicus (Bang the Table), is a subsidiary of Granicus Canada Holdings ULC. Bang the Table's EngagementHQ is an all-in-one digital community engagement platform that helps organizations to balance everything the community needs for engagement. The platform delivers the opportunity for rich conversation across a number of channels and formats, allowing for increased public participation, and deepened understanding of the community to make informed decisions. A secondary benefit with Bang the Table is the platform also supports Balancing Act. Balancing Act is the tool used by the City for public engagement in the annual budget development. The agreement with Granicus Canada Holdings ULC (Bang the Table now part of Granicus) allows Administration to pilot an online public engagement platform for two-years. Prior to the end of the two-year contract, the platform will undergo an evaluation with results incorporated into the development of a corporate policy on public engagement.

The City of Windsor signed a two-year subscription with Granicus, the parent company of Bang the Table Platform to use its Engagement HQ application in September 2023, as a number of projects required online public engagement as a project milestone. An enterprise subscription, which can be used corporation wide was purchased as a trial for 2 years. During the two-year trial, annual updates detailing platform performance, lessons learned, and identification of areas for improvement will be completed. It is expected that at the end of the two-year pilot, that the platform be considered as a corporate solution and an annualized budget will be required to continue the online engagement tool subscription. Until adequate feedback on the effectiveness of the platform is collected to evaluate the online tool, Administration is requesting a one-time budget to extend the subscription beyond the current contract period ending September 14, 2024.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Communications Unit	Other Prof Services-External	35,000				
	<b>Total Expenses</b>	<b>35,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Communications Unit	TRANSFER From Reserve Funds	(35,000)				
	<b>Total Revenues</b>	<b>(35,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0156	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Security	<b>Category</b>	[C] Contractual
<b>Division</b>	Security & Special Activities	<b>Status</b>	Public

## Genetec Advantage Security Software License Fees

This budget issue is to request additional annual operating budget for Genetec Advantage that provides software license to operate the closed circuit television (CCTV) video surveillance cameras installed at various City facilities and receive live technical support through Genetec. This funding will provide additional five-year licensing to 165 security cameras to the 544 existing security cameras for a total inventory of 709 in use as of the date of this report. The cost of the original project was charged to the Corporate Properties Security System & Infrastructure Capital Budget with the intention of being repaid with operating budget on an annual basis.

**Recommendation:** Recommended

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

### Issue Detail

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

The current Genetec Advantage Plan in the main account expired on August 31, 2022, and two options were offered for the renewal; the license could be renewed for one year for \$26,589 plus HST or five years for \$92,342 plus HST. With the five-year option, the renewal price equates to a saving of \$40,604 from the total price of five annual renewals. With the significant pricing differential, the five-year renewal option was chosen and funded by Capital Project PFO-001-12 - Corporate Properties Security Systems and Infrastructure. An annual operating budget of \$18,469 was set up for the 2023 Operating Budget to ensure that the total cost of the renewal will be fully paid to the Capital Project at the end of five years.

Security, Special Activities & City Hall Campus (SAC) is requesting an increase to the annual operating budget of \$5,000 to cover the annual licensing expense of 165 additional cameras that will be installed by the end of 2024 throughout the corporation.

### Risk



Without an active Genetec Advantage licensing, there would no longer be security and software updates for the security cameras, support for the any system issues, and the ability to install any new cameras to the system. It would greatly limit the City’s ability to monitor the security system for public safety and asset safeguarding issues. The technical support, which IT has utilized on several occasions to provide solutions to security system issues, would no longer be available should there be other system issues in the future

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

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Security, SpecAct ivities-CHCamp	Licenses	5,000				
	<b>Total Expenses</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0193	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Security	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Security & Special Activities	<b>Status</b>	Public

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

To request a one-time maintenance budget the property acquired in 2021 at 185 City Hall Square South. The property is located immediately south of 350 City Hall Square. The building was partially tenant occupied by Motor City Community Credit Union and Legal Aid Ontario in this year. The Motor City Credit Union plans to vacate their current space on September 30, 2023, at the end of their current lease. In addition, in 2023 there was a new interim lease with the Health and Human Services Department for 2,400 square feet of space for the City's Employment and Social Services Division starting in July 2023 until their permanent location is available for use. The City is responsible to maintain the building while it is tenant occupied.

**Recommendation:** Recommended

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

### Issue Detail

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

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

The current lease agreement with Motor City Community Credit Union expires on September 30, 2023, and they have provided notification that they intend to vacate the current leased area. Legal Aid Ontario renewed their lease agreement until April 30, 2024 and they have one year option to renew upon mutual consent. While it is Administration’s intention to dialogue with this tenant to see whether they would relocate there is the possibility that the tenant may not move. The City would be responsible for maintaining the building in accordance with the tenant lease agreements while the space by the tenant is occupied. It should be noted that these tenants pay a proportionate share of expenses.

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

### Risk

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

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

<b>Budget Issue #</b>	2024-0087	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Council Services	<b>Category</b>	[A] Annualization
<b>Division</b>	Licensing	<b>Status</b>	Public

## Animal Control Contract - Windsor Essex County Humane Society

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

**Recommendation:** Recommended

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

### Issue Detail

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

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

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

### Windsor Essex County Humane Society Contract

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

A budget increase of \$21,847 is requested for 2024. This amount has been calculated based on the City's fiscal year of January 1, 2024 to December 31, 2024.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Licencing & Gaming	Other Prof Services-External	21,847				
	<b>Total Expenses</b>	<b>21,847</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>21,847</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0164	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Council Services	<b>Category</b>	[B] Legislated
<b>Division</b>	Records & Elections	<b>Status</b>	Public

## Increase Municipal Election Reserve

Municipal elections are currently funded from the Municipal Elections Reserve Account, which is funded from annual transfers from the Council Services operating budget in the amount of \$200,000. These annual transfers amount to funding of \$800,000 for each election. The 2022 election cost \$1,076,000 and it is estimated that the 2026 municipal election will cost approximately \$1,100,000 due to inflationary pressures. It is therefore prudent to account for the increase in costs through an increase to the annual transfer to the reserve account in the amount of \$100,000. This increase would provide funding of \$1,100,000 for the 2026 election.

**Recommendation:** Recommended

**One-Time Funding:** \$300,000 one-time funding from the Budget Stabilization Reserve is required to offset a projected shortfall in the Municipal Elections Reserve Account (1762) in advance of the 2026 regular municipal election. This shortfall was a result of increased 2022 election expenses due to COVID precautions , labour contingency planning, and inflationary pressures.

### Issue Detail

Under the Municipal Elections Act, the City of Windsor is mandated to hold a municipal election every four years, and a by-election when required. Municipal elections are currently funded from the Municipal Elections Reserve Account (1762), which in turn is funded from annual transfers from the Council Services operating budget in the amount of \$200,000. Not accounting for a by-election, these annual transfers amount to funding of \$800,000 for each election. It is estimated that the 2026 municipal election will cost in excess of this amount, so it is prudent to account for these larger costs through an increase in the annual transfer to the reserve account in the amount of \$100,000. This increase would bring the total annual transfer from the Council Services operating budget to the Municipal Elections Reserve account to \$300,000, which would provide funding of \$1,100,000 for the 2026 municipal election.

While the Elections Division takes every opportunity to seek out cost savings and efficiencies, the City is sometimes at the mercy of market and vendor pricing, rising inflationary costs (labour, fuel, postage, paper, etc.). Some of these rising costs can be attributed to:

- Increased mailing and postage costs;
- Increased printing, paper and advertising costs;
- Legislative changes that require additional legal and financial resources;
- Increase in minimum wage, which increases the daily per diem rate paid to elections workers who work the polls on Voting Day. Like many industries and businesses, it is difficult to find reliable people to work the election and attend the required training sessions who have the skills required to complete the duties of an election worker;
- Increased election equipment rental fees and supply costs;
- Changes to the elections staffing model, whereby election workers are trained to work multiple positions at the poll. This ensures that voters have a quick, seamless experience at the poll;
- Changes to and increase in the number of advanced polls with the use of Ballot on Demand printing of ballots, Drive-Thru Voting, etc.; and
- Auditing fees incurred through the Compliance Audit Committee

If an increase to the elections budget is not approved through an additional \$100,000 annual transfer to the reserve account, then any election budget cost variances will be funded from the Budget Stabilization Reserve Fund.

\* 2026 Projected

**Municipal Election Cost**

Election Year	Budget	Actual	Variance
2014	\$680,000	\$657,705	\$22,295
2018	\$680,000	\$756,675	\$(76,675)
2022	\$800,000	\$1,075,798	\$(275,798)
2026	\$800,000	\$1,100,000*	\$(300,000)*

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Elections & Freedom of Inform.	TRANSFER to Reserve Account	400,000				
	<b>Total Expenses</b>	<b>400,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Elections & Freedom of Inform.	TRANSFER From Reserve Funds	(300,000)				
	<b>Total Revenues</b>	<b>(300,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



<b>Budget Issue #</b>	2024-0213	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Council Services	<b>Category</b>	[F] Revenue Reduction
<b>Division</b>	Bylaw Enforcement	<b>Status</b>	Public

## Elimination of Towing License Fees Revenues

The City has traditionally issued municipal licences and provided enforcement services under the City's Public Vehicle Licensing By-law which prescribes the regulation of the City's towing industry. Commencing January 1, 2024, as a result of a new provincial oversight framework, the City will no longer issue or enforce licenses for tow truck operators and drivers. It is expected that there will be a reduction in annual licence fees revenues of \$5,000.

**Recommendation:** Recommended

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

### Issue Detail

In 2021, the Ontario government passed the Towing and Storage Safety and Enforcement Act (TSSEA) to provide provincial oversight of the towing and vehicle storage sectors. The implementation of the provincial towing requirements was introduced in several phases and enforcement of these requirements under the TSSEA is to commence on January 1, 2024. The towing industry will no longer be required to adhere to existing municipal licensing regulations and will now require the issuance of a provincial certificate to operate. The towing and vehicle storage sector across the province will be required to adhere to a set of consistent regulations that provide consumer protection and health and safety guidelines including operator conduct, storage yard and fee standards, criminal back ground checks and insurance requirements.

### Business Licence Fees

The transition to a provincial oversight of the towing and vehicle storage sectors would mean the elimination of the City's current licensing regime for tow truck operators and drivers. Although not significant, there will be an impact to the annual collection of licence fees. It is expected that there will be a reduction in licence fees of \$5,000 annually.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Licencing & Gaming	Licenses & Permits	5,000				
	<b>Total Revenues</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>5,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0326	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Council Services	<b>Category</b>	[H] Line Item Reduction
<b>Division</b>	Licensing	<b>Status</b>	Public

## Dog Licenses Exemption

Dog owners in Windsor are currently required to purchase an annual dog licence for their pet. The City currently issues an average of 10,500 dog licenses annually and this brings in an average of \$237,650 in revenue each year. This issue summarizes the cost associated with exempting dog licence fees for those owners who have microchipped and spayed/neutered their dog(s) including the revenue reduction and impacts to the contracts with the Humane Society and Ren's Pets.

**Recommendation:** Recommended

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

### Issue Detail

Dog owners in Windsor are currently required to purchase an annual dog licence for their pet at a cost of \$17 to \$98 (dependant upon the date of compliance). The dog licence campaign commences December 1st each year and runs until November 30st of the following year. The licence needs to be renewed on an annual basis prior to February 1st. The City of Windsor currently issues on average of 10,500 dog licences annually. It should be noted that the City's program is voluntarily complied with at an approximate rate of 65% thus requiring follow up from Licensing & By-law Enforcement staff to address the remaining 35%.

Dog licence fees are reduced for owners who own a spayed or neutered animal. The Licensing Division reduces the licence fee cost once proof of alteration is provided at the time of application. The City also waives licence fees for owners who provide certified documentation at the time of application that they own a designated "Service Animal". There are currently no reduction or exemptions of licence fees for owners who choose to microchip their dog.

Dog registration is a common practice amongst most Municipalities and serves a variety of benefits from ensuring public safety and reuniting lost pets with their owner. Dogs are commonly registered either through a licensing program or through a microchipping process. In an effort to provide dog owners with some financial relief under the City's current dog licence program, Council could consider exempting owners from municipal licence fees for those that own an altered (spayed/neutered) and microchipped dog. Dog owners would still be required to register with the City and receive a unique identification tag for their dog, however the fees to administer the licence for dogs that are altered and microchipped would be waived.

It ought to be known that microchipping statistics have never been tracked by City Administration so therefore it is unknown as to the number of dogs that are altered and microchipped within the current municipal licensing program. A conservative estimate would be around 20%. It is also challenging to predict how many dog owners will take advantage and microchip and alter their dog in the future, however, it is extremely likely that the percentile would increase to some degree should Council approve this initiative. Administration would require to implement a tracking system within the existing dog licence program to monitor impacts and report back more exact figures to Council at next year's budget deliberations. In addition, dog owners who have already registered an altered and microchipped dog for 2024 would likely seek reimbursement of their fees already paid to the City.

As part of a service contract with the Windsor-Essex County Humane Society (WECHS) for animal control & pound services, part of the revenues of the dog licensing program are shared. Over the past 5 years, actual annual dog licensing revenues have averaged \$237,650. Administration notes that the Corporation is under no obligation to continue the revenue sharing agreement with the WECHS should Council wish to provide exemptions to dog licence fees. However, there is a potential that the WECHS may request a new annual fixed amount to provide its services given the

dog licence revenue stream available to them will likely be reduced.

On December 21, 2021, the City introduced a new incentive to City of Windsor dog owners by entering into an agreement with Ren's Feed & Supplies Limited O/A Ren's Pets. This initiative provides our citizens with an in-store coupon to the local pet supply and food store in the amount of \$20 upon the issuance of each dog licence when purchased on-line using the City's E-Services portal. Dog owners who purchase their municipal licence before the annual deadline essentially recover their pocket cost of purchasing the licence via the coupon. Dog owners who purchase their licence after the deadline still receive the \$20 coupon but are subject to a late penalty fee. The current initial agreement expired on November 30, 2022 and provided the option to renew for 2 further periods on a 1 year term as follows:

- December 1, 2022 to November 30, 2023
- December 1, 2023 to November 30, 2024

It should be noted that the 2024 dog licence campaign, inclusive of honouring the agreement with Ren's Pets has already commenced as of December 1, 2023. The annual campaign expires November 30, 2024. The exemption of dog licence fees should not impact the terms of the current agreement as the program does not change, the City is just simply exempting fees for those dogs registered as altered and microchipped.

This is based on the assumption that 20% of dogs are both microchipped and spayed/neutered. The budget will be revisited when more data is collected and a better estimate can be made.

### Risk

The exemption of dog licence fees for altered and microchipped dogs could pose a financial risk to the Corporation as the WECHS relies on the commission from dog licence fees to provide their services and therefore could increase their costs in the future to become whole. There may also be the need to reimburse licence fees for those owners who own an altered and microchipped dog and have already registered with the City for 2024.

Given the process for issuing dog licenses has already commenced, it may be too late to implement this change in 2024. In the event that this change does not take effect until 2025, the city would realize a minor surplus until the change takes full effect.

### Dog Licensing Revenue (4 Year)

	2022	2021	2020	2019
Dog Tag Revenue	\$234,531	\$256,673	\$209,768	\$239,034
Windsor Essex County Humane Society Commission	(\$58,167)	(\$81,362)	(\$43,838)	(\$67,227)
Fees and Service Charges	(\$5,321)	(\$4,875)	(\$3,990)	(\$5,051)
Dog Tag Purchase	\$0*	(\$4,618)	(\$4,524)	(\$4,258)
Net Revenue	\$171,043	\$165,818	\$157,416	\$162,498

\*Charged in 2023

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Licensing & Gaming	Commissions Expense	(44,800)				
	<b>Total Expenses</b>	<b>(44,800)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Licensing & Gaming	Licenses & Permits	44,800				
	<b>Total Revenues</b>	<b>44,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0287	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Council Services	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Administration Council Services	<b>Status</b>	Public

## User Fee Increases for Council Services

This budget issue makes adjustments to existing user fees in Council Services for Civil Ceremonies, Death Registrations, Marriage Licences and Commissioner of Oaths Services. All fee adjustments are a result of increased costs for 2024 and to bring fees in line with comparable municipalities.

**Recommendation:** Recommended

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

### Issue Detail

User Fee increases required as a result of increasing costs:

	2023	2024	
Civil Ceremony	\$250 per ceremony	\$260 per ceremony	4.0% Increase

The total revenue increase resulting from the above fee increase would be approximately \$3,600.

	2023	2024	
Marriage License	\$135 per licence	\$140 per licence	4.0% Increase

The total revenue increase resulting from the above fee increase would be approximately \$5,600.

	2023	2024	
Death Registration	\$50 per certificate	\$55 per certificate	10.0% Increase

The total revenue increase resulting from the above fee increase would be approximately \$11,400.

	2023	2024	
Commissioner of Oaths Services	\$10 per affidavit	\$30 per affidavit	200.0% Increase

The total revenue increase resulting from the above fee increase would be approximately \$1,000.

Additionally, the following User Fees can be removed from the User Fee Schedule as the City is no longer charging for these items:

1. Policy, Gaming, Licensing - Dog Licence - 1st Restricted Dog (Purchase Feb - June) - \$112 per tag
2. Policy, Gaming, Licensing - Dog Licence - 1st Restricted Dog (Purchase July to Dec) - \$139 per tag
3. Policy, Gaming, Licensing - Dog Licence - 1st Restricted Dog (Purchase prior to Feb 1) - \$102 per tag
4. Policy, Gaming, Licensing - Dog Licence - 2nd Restricted Dog (Purchase Feb - June) - \$139.50 per tag
5. Policy, Gaming, Licensing - Dog Licence - 2nd Restricted Dog (Purchase July to Dec) - \$167 per tag
6. Policy, Gaming, Licensing - Dog Licence - 2nd Restricted Dog (Purchase prior to Feb 1) - \$127 per tag
7. Policy, Gaming, Licensing - Public Vehicle Licensing Fees: Towing - Each Driver - \$20 per year
8. Policy, Gaming, Licensing - Public Vehicle Licensing Fees: Towing - Each Vehicle - \$52 per year
9. Policy, Gaming, Licensing - Public Vehicle Licensing Fees: Towing - Owner - \$105 per year
10. Policy, Gaming, Licensing - Public Vehicle Licensing Fees: Towing - Photo ID card - \$15 per year
11. Policy, Gaming, Licensing - Public Vehicle Licensing Fees: Towing - Replacement Photo ID card - \$25 per

occurrence

Lastly, the following Records & Elections - Vital Statistics Fee/Service name change is required based on the new services being provided: Update "Signing Affidavits for name change and other applications" to "Commissioner of Oaths Services".

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Information & Records Mgmt.	Licenses & Permits	(21,600)				
	<b>Total Revenues</b>	<b>(21,600)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(21,600)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0314	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Human Resources & Employee Relations	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Administration - Human Resources	<b>Status</b>	Public

## Increase HR Recoveries from Human & Health Services

Increase in budgeted recoveries for the internal support provided by one (1) Human Resources Business Partner to Employment & Social Services (50%) and one (1) Disability Management Specialist to Huron Lodge (100%). The budgeted recoveries are being increased to reflect salaries/fringe benefit costs based on the 2024 Salary Schedules.

**Recommendation:** Recommended

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

### Issue Detail

50% of the cost of one Human Resource Business Partner (HRBP) position is recovered from the various social programs delivered by the Employment and Social Services department. These social programs are funded by senior levels of government and the cost of internal Human Resources support is an eligible expense under the program guidelines.

The 2024 budgeted recovery is being increased to reflect salaries/fringe benefit costs based on the 2024 Salary Schedules as follows:

The total HRBP recovery is \$62,023.

Current HRBP recovery budget in 2023 is \$50,224.

The total HRBP recovery increase is \$11,799.

100% of the cost of one Disability Management Specialist (DMS) position is recovered from the services and programs delivered by the Huron Lodge. The cost of internal Human Resources support is an eligible expense under the program guidelines that govern Huron Lodge.

The 2024 budgeted recovery is being increased to reflect salaries/fringe benefit costs based on the 2024 Salary Schedules as follows:

The total DMS recovery is \$148,735.

Current HRBP recovery budget in 2023 is \$139,425.

The total HRBP recovery increase is \$9,310.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Employment & Consulting Serv.	Recovery of Fringes INTERNAL	(2,928)				

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Employment & Consulting Serv.	Recovery of Salaries-INTERNAL	(8,871)				
Health & Safety	Recovery of Fringes INTERNAL	(2,310)				
Health & Safety	Recovery of Salaries-INTERNAL	(7,000)				
	<b>Total Revenues</b>	<b>(21,109)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(21,109)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



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<b>Budget Issue #</b>	2024-0068	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Information Technology	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Enterprise Systems	<b>Status</b>	Public

## Conversion of Part Time Analyst Programmer(AP) Position to Full Time AP Position

The Information Technology department has experienced increasing demands over the last several years with the expansion of technology and need for modernization. With the increased demand for modernization and the need to support legacy systems it is critical that this position be converted to optimize our workforce. The conversion of one (1) regular part-time Analyst Programmer to one (1) regular full-time Analyst Programmer will allow for improved productivity, increased capacity, and cost avoidance from continually onboarding and training new employees.

**Recommendation:** Recommended

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

### Issue Detail

The Information Technology department has experienced increasing demands over the last several years with the expansion of technology and need for modernization. The part-time Analyst Programmer has been a valuable resource in contributing to our accomplishments, and we have reached a point where we need to optimize our workforce to maintain the current service level.

Highlighting the need to convert the part-time Analyst Programmer to regular full-time are:

- 1. Increased Workload:** the departmental workload has grown with the increased demand for modernization and the need to update legacy systems. As a result, we are experiencing challenges in adequately staffing projects to meet the demand.
- 2. Efficiency and Continuity:** A regular full-time Analyst Programmer will allow for improved task distribution, and greater continuity in project execution. The part-time position is currently vacant and given recent recruitment and retention challenges it will be difficult to fill this position and keep an employee in the job. We expect that by converting the position to regular full-time we will attract better candidates and be positioned to retain them in the job. This will avoid unnecessary onboarding, and training costs from continuously recruiting for the job and lead to long-term benefits such as improved productivity and continuity of service.
- 3. Improved Collaboration:** With a full-time team member, we expect better collaboration and ownership of the work from regular interaction with other team members and our customers.

Justification for the increase in budget from the conversion of the part-time position is increased capacity, productivity gains, and cost avoidance for onboarding & training.

### Risk

The likelihood of a qualified candidate that will remain in the position is extremely low. This is evidenced by the last several recruitments where the employees have left their assignment for a permanent position. The IT department does not have the capacity to balance the demand for modernization with the need to update our legacy systems. Related projects will experience delays and/or cost overruns as a result and overall support for the applications will likely be impacted.



Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Salary & Wage Adjust Provision	Fringe Benefit Allocation	15,776				
Business Process Modernization	Fringe Benefits (Dept.)	(10,003)				
Business Process Modernization	PC & Maint. Allocation	(640)				
Business Process Modernization	Salary-Reg.Part Time	(55,560)				
Enterprise Systems	Fringe Benefits (Dept.)	25,779				
Enterprise Systems	PC & Maint. Allocation	1,000				
Enterprise Systems	Salary-Reg.Full Time	78,121				
	<b>Total Expenses</b>	<b>54,473</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Fringe Benefits Recovery	Automated Fringes Recovery	(15,776)				
	<b>Total Revenues</b>	<b>(15,776)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>38,697</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Information Technology	Business Process Modernization	Analyst Programmer	Regular Part-Time	(0.6)
Information Technology	Enterprise Systems	Analyst Programmer	Regular Full-Time	1.0
			<b>Total:</b>	<b>0.4</b>

<b>Budget Issue #</b>	2024-0137	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Information Technology	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Enterprise Systems	<b>Status</b>	Public

## Digitization of Development Services

Development Services Modernization Review, CR293/2023, approved enhancements to the AMANDA system and directed Administration to bring forward the operating impacts as part of the 2024 Operating Budget process. This request is to add one (1) RFT Enterprise Support Analyst, and one (1) RFT Technical Support Analyst, to implement the recommendations from the report. The goal is to simplify access to services, streamline the development approval process, and to improve the overall experience for customers and staff. The addition of these positions is needed to execute this initiative and ensure continued support post implementation as these are complex long-term solutions.

**Recommendation:** Recommended

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

### Issue Detail

The In-Camera Council report, Development Services Modernization Review, (CR293/2023), was approved by Council on July 10, 2023. The Perry Group Consulting (Perry Group) was hired through the Streamlined Development Approval Fund (SDAF) grant to conduct a full review of the technology used to deliver Development Services at the City of Windsor and to research alternative technology options. Administration was subsequently directed to bring forward ongoing costs from this report as part of the 2024 Operating Budget process. The purpose of this budget issue is to request the addition of one (1) Enterprise Support Analyst, and one (1) Technical Support Analyst to execute the initiative and ensure the continued support post implementation as these are complex and long-term solutions.

In summary, the Perry Group’s findings revealed the need to streamline processes related to Development Services, provide easier access to services, and to create an improved experience from both the customer and staff perspective. The work recognizes the need for collaboration and innovation to ensure that customers of the City of Windsor receive exceptional customer service that is responsive using modern technology.

To implement the recommendations in the report a significant project is being undertaken that is anticipated to take three years to complete. The requested positions are needed to implement the recommendations but are also required to sustain the solution long-term.

The Council report ‘Streamline Development Approval Fund (SDAF)’ will be brought forward to Council in the fall of 2023. This report will include the detailed roadmap outlining all the major milestones required to implement the enhancements to AMANDA along with the final SDAF Service Delivery Report.

On March 30, 2023, Administration received email correspondence from the Canada Mortgage and Housing Corporation (CMHC) regarding the federal government’s Housing Accelerator Fund (HAF). Administration has learned that in its 2022 Federal Budget, the Government of Canada allocated \$4 billion in funding to the HAF Program over the period of 2023 to 2027. The objective of the program is to provide incentive funding aimed at accelerating housing development and increasing supply within the sphere of control of local governments. The City has submitted the E-Permitting & Development Services Modernization Project as one of the 9 initiatives in its application. The City anticipates the HAF will provide the revenue required to fund the E-Permitting initiative however if the submission is not successful, Council has recognized this as a priority project to allow Administration to develop alternative funding options as part of the 2024 Operating and Capital budgets.

### Risk

The nature of the project is complex and will span multiple years to implement. Regular full-time positions are needed to ensure the proper knowledge and skills are dedicated to the work for the duration of the project. The result of the project will be an enhanced digital experience for both internal staff and external customers. To sustain this solution, it will require long-term dedicated support to update the systems, troubleshoot issues, and to provide continuous improvement. The likelihood of qualified candidates remaining in temporary positions is extremely low. This is evidenced by the last several recruitments where IT management has struggled to find suitable employees. Qualified candidates that have accepted a temporary position in the IT department have not remained in the position for long and have left for a permanent position, often outside the corporation.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Salary & Wage Adjust Provision	Fringe Benefit Allocation	54,995				
Enterprise Systems	Fringe Benefits (Dept.)	54,995				
Enterprise Systems	PC & Maint. Allocation	2,000				
Enterprise Systems	Salary-Reg.Full Time	166,645				
	<b>Total Expenses</b>	<b>278,635</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Fringe Benefits Recovery	Automated Fringes Recovery	(54,995)				
Enterprise Systems	Fees and Recoveries INTERNAL	(2,000)				
Enterprise Systems	Recovery of Fringes INTERNAL	(54,995)				
Enterprise Systems	Recovery of Salaries-INTERNAL	(166,645)				
	<b>Total Revenues</b>	<b>(278,635)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Information Technology	Enterprise Systems	Enterprise Support Analyst	Regular Full-Time	1.0
Information Technology	Enterprise Systems	Technical Support Analyst	Regular Full-Time	1.0
			<b>Total:</b>	<b>2.0</b>

<b>Budget Issue #</b>	2024-0227	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Information Technology	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Administration - Info. Tech.	<b>Status</b>	Public

## Addition of Regular Full-Time IT Manager - Web & Digital Services

The IT department is requesting the addition of one (1) regular full-time IT Manager-Web & Digital Services to lead the implementation of Council priorities related to technology, stemming from the Technology Master Plan and Roadmap. The Perry Group Consulting has been engaged by Administration to review all aspects of technology at the City of Windsor to develop a future-looking Technology Master Plan and Roadmap. Administration will be bringing forward a report to City Council in late 2023 or early 2024 seeking approval to adopt the recommendations from the Perry Group. This budget request is being brought forward as part of the 2024 Operating Budget process to allow the IT department to hit the ground running in 2024 upon the expected adoption of the Technology Master Plan and Roadmap.

**Recommendation:** Recommended

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

### Issue Detail

The Perry Group Consulting (Perry Group) has been engaged by Administration to review all aspects of technology at the City of Windsor to develop a future-looking Technology Master Plan and Roadmap. Administration will be bringing forward a report to City Council in late 2023 or early 2024 seeking approval to adopt the recommendations from the Perry Group. This report will assess the current state of technology, outline a vision for the future, and identify key needs for building conditions of success. It will also include a work plan to implement the recommendations using a phased approach.

This budget request is being brought forward as part of the 2024 Operating Budget process to allow the IT department to hit the ground running in 2024 upon the expected adoption of the Technology Master Plan and Roadmap. Implementation of the Technology Master Plan will require the reconfiguring of the IT department’s current organizational structure to reflect evolving needs and changes in the IT industry workforce. Although full reconfiguration of the department to achieve the recommended structure will take time, the Perry Group has recommended that Administration add an IT Manager - Web & Digital Services to the staff complement in 2024, as an important first step.

The availability of adequate resources is one of the key enablers of the success of the Technology Master Plan. IT time and effort is largely focused on “keeping the lights on” with minimal space for proactive planning, as highlighted by StrategyCorp in the Digital Modernization Strategy, brought forward to Council earlier in 2023. This assessment underlines the need for resources to action proactive activities, such as those identified in the Technology Master Plan, in order to achieve the savings and efficiencies available through modernization and the enhancements expected by IT’s internal and external customers. Adding this management position will increase departmental capacity to undertake these important initiatives.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Salary & Wage Adjust Provision	Fringe Benefit Allocation	36,181				

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
InformationTechnology Admin	Fringe Benefits (Dept.)	36,181				
InformationTechnology Admin	PC & Maint. Allocation	1,000				
InformationTechnology Admin	Salary-Reg.Full Time	109,645				
	<b>Total Expenses</b>	<b>183,007</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Fringe Benefits Recovery	Automated Fringes Recovery	(36,181)				
	<b>Total Revenues</b>	<b>(36,181)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>146,826</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Information Technology	InformationTechnology Admin	IT Manager- Web & Digital Services	Regular Full-Time	1.0
<b>Total:</b>				<b>1.0</b>

<b>Budget Issue #</b>	2024-0288	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Information Technology	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	End User Management	<b>Status</b>	Public

## Addition of Two Regular Full-Time Tier 1 Service Desk Positions

Tier 1 Service Desk roles are vital in streamlining IT Service Desk operations by serving as an initial IT support point of contact, handling routine inquiries & technical issues, allowing seasoned staff to focus on complex, high-value tasks. These positions are directly aligned with the technology-related City Council priorities, stemming from the soon to be released Corporate Technology Master Plan which serves as a strategic framework for our technology initiatives, and these service desk positions are a vital step toward realizing its objectives. This is coming forward now to make quick meaningful progress on a crucial component identified as a priority in the forthcoming Master Plan, ensuring a seamless integration of our service desk enhancements with the broader technology strategy.

**Recommendation:** Recommended

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

### Issue Detail

The Perry Group Consulting (Perry Group) has been engaged by the Administration to conduct a comprehensive evaluation of all technological aspects within the City of Windsor. Their mission is to craft a forward-looking Technology Master Plan and Roadmap that will guide our city's digital transformation. Anticipated for late 2023 or early 2024, a comprehensive report will be presented to the Mayor and City Council, seeking their endorsement to embrace the recommendations laid out by the Perry Group. This forthcoming report will serve as a holistic assessment, encompassing the existing technology landscape while painting a picture of our future aspirations. It will also pinpoint critical prerequisites for establishing a foundation of success, recommending a phased implementation.

This budget request is directly tied to our ambitions for 2024. Upon the anticipated adoption of the Technology Master Plan and Roadmap, the IT department is aiming to take quick meaningful improvement. The plan's execution necessitates a recalibration of our department's organizational structure, one that mirrors the ever-evolving needs and dynamics of the IT industry workforce. Although the full reconfiguration of the department to achieve the recommended structure will take time, the Perry Group has advised that we prioritize the adoption of Tier 1 service desk positions to enhance Service Desk performance and elevate customer satisfaction. These positions will yield efficiencies across the Corporation as well as with Agencies, Boards and Commissions by expediting the resolution of technical issues.

Historically, our IT team has been predominantly occupied with the daily routine of "keeping the lights on," as noted by StrategyCorp in the Digital Modernization Strategy presented to Council earlier this year. This assessment highlights the critical need for resources to support the proactive initiatives outlined in the Technology Master plan. These initiatives are designed to achieve cost savings through operational efficiencies, while also meeting the increasing demands and expectations of our customers. By introducing these positions, we will free up more senior staff to engage in high-value tasks, expedite issue resolution, and instill efficiencies throughout the entire organization.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Salary & Wage Adjust Provision	Fringe Benefit Allocation	37,110				

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
End User Management	Fringe Benefits (Dept.)	37,110				
End User Management	PC & Maint. Allocation	2,000				
End User Management	Salary-Reg.Full Time	112,456				
	<b>Total Expenses</b>	<b>188,676</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Fringe Benefits Recovery	Automated Fringes Recovery	(37,110)				
	<b>Total Revenues</b>	<b>(37,110)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>151,566</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Information Technology	End User Management	Tier 1 - Helpdesk	Regular Full-Time	2.0
			<b>Total:</b>	<b>2.0</b>

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<b>Budget Issue #</b>	2024-0031	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	POA, Purchasing, Risk Management	<b>Category</b>	[C] Contractual
<b>Division</b>	Risk & Insurance	<b>Status</b>	Public

## Increase Insurance Premium Budget

This issue is being brought forward for an increase in insurance premiums in 2024.

**Recommendation:** Recommended

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

### Issue Detail

An increase of \$343,747 (net of recoveries) is being brought forward for projected increases to corporate insurance premiums in 2024. The insurance market continues to experience significant challenges. The property insurance market is extremely difficult, with a number of insurers that are pulling out of writing municipal property insurance and/or limiting their capacity on high value locations. The insurance market is no longer competitive, and pricing decreases are not being offered to keep an account. In this hard market, insurers are correcting for losses incurred in years of more competitive pricing. In addition, Administration is planning to acquire property insurance for the heritage value of some of the heritage properties within the City’s real estate portfolio. This specialty property insurance is projected to be acquired at a higher premium compared to standard property insurance.

The rationale for this budget increase stems from several key factors:

**Inflation and Limited Supply:** Inflation has emerged as a significant driver of rising insurance costs, with an approximate 8% overall inflation rate and even higher rates, such as 25% for Cyber coverage. As a result, insurance companies are compelled to adjust premiums to reflect the increased cost of claims and ensure sufficient coverage against these evolving threats.

**Global Insurance Market Challenges:** The year 2023 has witnessed ongoing challenges and uncertainties within the global insurance markets. To ensure stability and long-term sustainability, insurers have been diligently managing their portfolios and limiting their exposures. This strategic approach, while essential, has contributed to increased premiums as insurers account for the potential risks and uncertainties inherent in the current landscape.

**Property Risks:** Escalating costs of materials, supply chain disruptions, aging infrastructure, and the growing frequency of weather-related events have intensified insurers' concerns regarding property risks. This has led to a reduction in insurers' exposure, particularly in regions susceptible to floods, fires, hail, and earthquakes. Mandatory inflation factors are being applied to property values, reflecting the increasing costs of replacement, and ensuring that coverage accurately reflects current market conditions.

**Liability Pressures:** Rising increases in claims over the region have compelled insurers to raise premiums to mitigate their exposure. Limited options for writing liability coverage, coupled with a surge in abuse and wrongful dismissal claims, have prompted insurers to adopt a more cautious approach. Scrutiny of coverage terms and conditions, retro dates, and deductibles has increased, influencing premium adjustments to accurately reflect these heightened risks.

**Cyber Liability Challenges:** The scarcity of underwriters willing to cover municipalities and the selective nature of insurers' willingness to cover municipalities has created challenges in securing appropriate coverage. Premium increases, along with adjustments to deductibles and coverage limits, reflect the evolving nature of cyber risks and the effort to provide comprehensive protection.

In addition to these considerations, the City has managed to mitigate a substantial increase by extending its contract with

our insurer, which maintains the current rate for property and auto insurance, provided major claims/losses do not significantly affect the 3-year loss ratio for 2024 2025. For the casualty policy, specific conditions apply to the rate over the next three years, with our insurer offering a 5% discount after three years—an infrequent occurrence in the industry.

Preliminary 2024 corporate insurance premium estimate by category are as follows (exclusive of Provincial Sales Tax):

- General Liability - \$2,890,128
- Building & Property - \$1,786,750
- Cyber Security - \$375,125
- Crime - \$51,481
- Vehicle - \$1,304,111
- Councilor Accident \$1,842
- Airport Directors & Officers Liability - \$15,485

These insurance premiums estimate result in a \$352,731 increase to a total insurance premiums budget of \$6,597,277.

The City utilized various sources of funds for its corporate insurance program premiums. The property and general liability insurance premiums for the City’s water treatment properties are funded by the Sewer Surcharge Reserve. The Off Street Parking Reserve funds the property insurance premiums for the City’s parking garages. In 2024, internal recoveries from the Sewer Surcharge Reserve and the Off Street Parking Reserve are projected to increase by \$257,146 and \$8,980 respectively.

Of this total, there is a projected increase of \$4,973 recovery from external agencies (YQG Airport and Roseland). There is also an increase of \$4,010 for transitional properties insurance premiums. These premiums are recoverable from the capital expenditure reserve, and therefore a corresponding budget increase to internal recoveries is being requested.

**Insurance Premium Budget 5 Year History (2019-2023)**

Year	Budget	Actual	Variance
2019	4,260,644	4,068,663	191,981
2020	4,421,962	4,353,976	67,986
2021	5,803,255	5,587,502	215,753
2022	5,684,750	5,562,750	122,000
2023	6,244,546	6,435,785	(191,239)

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Contingency (Parking Operations)	Insurance Premiums			8,980		
Contingency (Sewer Surcharge)	Insurance Premiums				257,146	
Risk & Insurance	Insurance Premiums	352,730				
	<b>Total Expenses</b>	<b>352,730</b>	<b>0</b>	<b>8,980</b>	<b>257,146</b>	<b>0</b>
Risk & Insurance	Fees and Recoveries INTERNAL	(270,136)				
Risk & Insurance	Recovery Of Expenses EXTERNAL	(4,973)				
	<b>Total Revenues</b>	<b>(275,109)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>77,621</b>	<b>0</b>	<b>8,980</b>	<b>257,146</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0029	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	POA, Purchasing, Risk Management	<b>Category</b>	[F] Revenue Reduction
<b>Division</b>	Purchasing	<b>Status</b>	Public

## User Fee Adjustments in Purchasing, Legal & POA

A 3.3% increase is being brought forward based on the annual CPI in July 2023 from Statistics Canada for Legal User Fees. A \$15,000 decrease to Purchasing user fees is also being brought forward as it relates to the change in process for collecting Tender deposits. In POA a 20% increase in minimum transcript order fee is being brought forward as well as an increase in cost per page for non-appeal transcripts to coincide with legislated changes for appeal transcripts.

**Recommendation:** Recommended

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

### Issue Detail

Legal:

The Consumer Price Index (CPI) rose 3.3% year over year in July 2023. The following legal user fees are being increased to correspond with inflationary pressures:

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

Budgeted user fee revenue in Legal would require a corresponding dollar increase:

- \$110,176 - 2023 Budget
- \$3,636 - 3.3% Increase
- \$113,812 - 2024 Budget

Purchasing:

In light of the evolving operational environment, certain sectors within the Legal department, such as the Purchasing Department, have undertaken a strategic realignment concerning their fee structure. Specifically, the department has transitioned from a variable user fees structure to the implementation of a standardized flat fee amounting to \$25 for engagements on the Biddingo.com platform (fully electronic service). This shift in fee framework is attributed to a recalibration of service provisions, originally instigated to ensure the uninterrupted delivery of municipal services during the exigencies of the pandemic and as a result has seen a 30% reduction in revenues year over year.

The following user fees are decreasing to \$25 per deposit:

- Deposit Fee for Tender/Proposal over \$5,000,000 (75% decrease)
- Deposit Fee for Tender/Proposal valued b/t \$1,000,000 and \$5,000,000 (67% decrease)
- Deposit Fee for Tender/Proposal valued b/t \$100,000 and \$1,000,000 (50% decrease)

Budgeted user fee revenue in Purchasing would require the corresponding dollar decrease:

- \$35,000 - 2023 Budget
- (\$15,000) - 43% decrease
- \$20,000- 2024 Budget

Provincial Offences:

The following user fees are being increased:

- Minimum charge per transcript ordered increased from \$50 to \$60 (20% increase)- to adjust for increased cost of staff wages and increase in supplies to complete the transcript (binding, printing, etc.)
- Non-appeal transcripts - first copy, per page (42% increase)-to coincide with legislated changes as per Ontario Reg. 145/22.

Budgeted user fee revenue in Provincial Offences would require no changes - as this is not expected to bring in increased revenue.

- \$15,000 - 2023 Budget
- \$0- 0% Increase
- \$15,000- 2024 Budget

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Admin-Legal	User Fees- External	(3,636)				
Purchasing	User Fees- External	15,000				
	<b>Total Revenues</b>	<b>11,364</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>11,364</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0025	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	POA, Purchasing, Risk Management	<b>Category</b>	[H] Line Item Reduction
<b>Division</b>	Provincial Offences Admin	<b>Status</b>	Public

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

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

**Recommendation:** Recommended

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

### Issue Detail

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

The POA revenue share to the County Municipal Partners is calculated each year to budget the portion of the revenue collected that will be paid to the municipality partners. This amount is shown as an expense on the budget. The revenue share is calculated with an Arbitrated Weighted Assessment Cost Sharing Formula (AWACF), which is based on the property tax assessments of municipality partners. However, the estimated revenue share amount is based on the prior budget year's AWACF percentage. This is due to a timing difference between the timing of the budget approval (early in the calendar year) and when the property tax assessments are finalized (the second half of the year). The 2023 AWACF was released in August 2023 and has increased from 50.94% in 2022 to 51.34%.

The 2023 revenue share to the County Municipal Partners budget is set at \$870,065. Based on the most recent AWACF, the 2024 budget will decrease by \$70,618 to \$799,447.

### Net Budget Share 5 Year History (2019-2023 Projected)

Year	Budget	Actual	Variance
2019	685,969	955,998	(270,029)
2020	674,427	121,440	552,987
2021	853,706	302,003	551,703
2022	850,816	694,190	156,626
2023	870,065	870,065*	0*

\*Projected

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Prov Offences Admin	Public Relations	(70,618)				
	<b>Total Expenses</b>	<b>(70,618)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(70,618)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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<b>Budget Issue #</b>	2024-0044	<b>Stage</b>	Recommended
<b>CLT Office</b>	Economic Development	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Building Services	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Building Permit Services	<b>Status</b>	Public

## Recovery Adjustment From Building Reserve Due to 2024 Salary Adjustments

The Building department is adjusting the transfer from the Building Reserve Fund to the Current Operating Funds and increasing Permit Revenues to account for the increase in salaries in 2024 due to the contract negotiations and the newly created positions.

**Recommendation:** Recommended

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

### Issue Detail

During the 2023 Budget process City Council approved a major reorganization of the Building Department which created 15 net new FTE positions in total. By way of Budget Issue 2023-0069 and CR 361/2022 the increase in expenses was recovered by increasing the Building Reserve transfer and increasing Building’s permit revenue by introducing a user fee increase to ensure that there was a net \$0 value impact to the levy. For the 2024 salary and fringe increases, due to contract negotiations and the higher grade of certain positions following job evaluations, the Building Department would like to follow the same funding strategy and increase the Building’s Reserve transfer and Building Permit revenue to cover the overall increase in salaries.

Examples of higher level of existing positions include the 15 Inspector positions that increased from a grade 18 to either a grade 19 or 20, depending on their qualifications, and the 10 Development Application Coordinators that were rated at a grade 16 from the previous Customer Service Representatives positions which were a grade 13.

Given the recent and substantial increases in mortgage interest rates coupled with increased permit user fees approved in May 2023 and the projected development charge fees increase of 8.1% to be effective November 1, 2023, the Building Department is recommending a nominal user fee increase of 2.5% (Budget Issue 2024-0165) for this budget year. Permit revenues have been in a surplus since 2018 as per the table below, and the Department expects the same level of revenue or higher in 2024 and beyond, which will cover the increase in budgeted revenue requested in this budget issue. Due to the Building Department’s close monitoring of their expenses, they have consistently been able to transfer surplus funds to the Building Reserve over the last 4 years and given recent activities and economic projections for our City, the department expects that this will continue in 2024 and in future years.

**Past 5 Year Historical Permits Revenue and Transfer to Building Reserve**

Year	Budget Permit Revenue	Actual Permit Revenue	Building Reserve Transfer
2018	\$3,040,357	\$3,590,980	\$(127,148)
2019	\$3,146,769	\$4,656,289	\$805,485
2020	\$4,600,657	\$4,431,571	\$223,919
2021	\$4,735,407	\$7,111,225	\$2,741,191
2022	\$5,025,408	\$6,082,528	\$1,588,877

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Site Development (Building Permit Reserve)	TRANSFER to Current Fund		255,012			
	<b>Total Expenses</b>	<b>0</b>	<b>255,012</b>	<b>0</b>	<b>0</b>	<b>0</b>
Site Development	Licenses & Permits	(124,705)				
Site Development	TRANSFER From Reserve Funds	(255,012)				
	<b>Total Revenues</b>	<b>(379,717)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(379,717)</b>	<b>255,012</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0151	<b>Stage</b>	Recommended
<b>CLT Office</b>	Economic Development	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Building Services	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Building Permit Services	<b>Status</b>	Public

## Addition of Temporary Patio Application User Fee

To create a User Fee to recover Building Services and Planning costs in granting approval for Temporary Patio Applications.

**Recommendation:** Recommended

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

### Issue Detail

Throughout the COVID-19 pandemic, approval of temporary outdoor patios and patio extensions was under the authority of the Alcohol and Gaming Commission of Ontario (AGCO) Registrar. However, effective January 1st 2023, the Ontario government amended Ontario Regulation 746/21 under the Liquor Licence and Control Act, 2019 to benefit businesses in the long-term and create opportunity for growth in the hospitality industry. Bars, restaurants and other licensed establishments can now create or extend temporary patios, subject to approval by their municipality or band council.

Therefore, as of January 1, 2023, the AGCO will no longer accept applications or issue liquor licenses for temporary seasonal patio expansions on private property without municipal approvals. As a result, if municipalities determine they wish to allow temporary patios on private property, they are responsible to create the necessary process to secure approval.

Building Services and Planning are requesting to create a user fee to allow them to recover the cost for staff to approve the applications going forward.

Given that a Development Application Coordinator position at a grade 16 level would be involved in the approval process, the new Building User Fee would need to be \$220.00 and Planning's User Fee will need to be \$75.00 to fully recover the time spent on the Temporary Patio Applications.

Between May 1 and October 1, 2023 there was a total of 10 application submissions.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Site Development	User Fees- External	(2,200)				
Development Applications	User Fees- External	(750)				
	<b>Total Revenues</b>	<b>(2,950)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(2,950)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0165	<b>Stage</b>	Recommended
<b>CLT Office</b>	Economic Development	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Building Services	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Building Permit Services	<b>Status</b>	Public

## Building User Fee Increase by 2.5%

The Building Department proposes to increase its User Fees by 2.5% to achieve the Building Department's target reduction for the 2024 Budget process and maintain its mid-range ranking when compared to the building fees charged in other similar municipalities.

**Recommendation:** Recommended

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

### Issue Detail

This budget issue is put forward to achieve the target cost reduction and to maintain Windsor in the mid-range of building permit fee schedules in similar Ontario municipalities.

Increasing the Building Department's user fees by 2.5% has a limited impact on the municipal levy, but increases revenue by \$150,750. This fee increase follows the 7% increase in User Fees that was implemented in 2023. Building department and supporting administrative services should be self-supporting through building permit fees. A component of Building permit fees may be designated for a reserve fund. The reserve fund is intended to ensure that, even if building activity in a municipality slows down, there are sufficient funds to maintain building department services for a time without affecting the municipality's finances or staffing. Hiring and training new staff can take up to 12-18 months so the reserve ensures stability in staffing and ultimately service levels. Money in the reserve fund can only be used for costs of delivering services directly related to the administration and enforcement of the Building Code Act.

The Table below compares the new proposed building permit fees for the City of Windsor to similar municipalities.

### Building Permit Fee Municipal Comparison Schedule as of 2023 and 2024

Fee Type	Like Municipalities with lower range fee	Windsor 2023 fee	Like Municipalities with Higher Range fee
OBC Group C "House" -New 2023	\$1.54 to \$1.65	\$1.65	\$1.71 to \$2.27
OBC Group A - Assembly 2023( new)	\$2.22 to \$2.41	\$2.65	\$2.79 to \$3.08
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OBC Group C "House" -New 2024	\$1.54 to \$1.65	\$1.70	\$1.71 to \$2.27
OBC Group A - Assembly 2024( new)	\$2.22 to \$2.41	\$2.71	\$2.79 to \$3.08

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Site Development	Licenses & Permits	(150,750)				
	<b>Total Revenues</b>	<b>(150,750)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(150,750)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0131	<b>Stage</b>	Recommended
<b>CLT Office</b>	Economic Development	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Building Services	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Building Permit Services	<b>Status</b>	Public

## One Time Funding to Hire Temporary Document Clerk

The Building Services department would like to hire a Temporary Document Clerk for Heavy Workload.

**Recommendation:** Recommended

**One-Time Funding:** Building Services would require One Time Funding of \$53,102 to hire a Temporary Document Clerk

### Issue Detail

The Document Clerk heavy workload position continues to be necessary for departmental and municipal business operations continuity. This coverage includes but is not limited to: document requests (from the public, other outside agencies and other city departments), FOI processing requests received from Council Services, and the ability for digitization of the department's vast existing paper documents. This position further provides an ability for the department to continue with its modernization efforts and success in the participation in additional projects, which are vital for daily business continuity and enhanced customer service levels expectations. The position also provides coverage for any staff absences or voids (vacation, sick, leave, contract roles, retirements, etc.) that may arise.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Policy & Regulatory Services	Other Pay	53,102				
	<b>Total Expenses</b>	<b>53,102</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Policy & Regulatory Services	TRANSFER From Reserve Funds	(53,102)				
	<b>Total Revenues</b>	<b>(53,102)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0132	<b>Stage</b>	Recommended
<b>CLT Office</b>	Economic Development	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Building Services	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Building Permit Services	<b>Status</b>	Public

## One Time Funding to Hire for a Temporary Plan Examiner II for Heavy Workload

### One Time Funding to Hire a Temporary Plan Examiner II(Mechanical) for Heavy Workload

**Recommendation:** Recommended

**One-Time Funding:** Building Services requires One Time Funding of \$103,338 to hire a Temporary Plan Examiner II (Mechanical )for Heavy Workload

#### Issue Detail

The request to add one additional Plan Examiner II (Mechanical) position will assist the Permit Services team to reduce the review timelines for Multi-unit Residential and Industrial/Commercial/Institutional (ICI) projects. Over the past few years there has been a significant increase in the volume of new Multi-unit Residential and ICI projects within the City that require review from Plan Examiner II staff. Due to increased interest rates and provincial housing mandates, there is a noticeable transition from the traditional era of single-family homes to a greater emphasis on larger multi-unit residential developments. The battery plant is generating heightened industrial investment, giving rise to subsidiary facilities aimed at bolstering the battery production process. Additionally, a staff member is approaching retirement eligibility. Incorporating staff to assist with the significant workload will facilitate a smooth transition to fill the permanent position once it becomes vacant.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Site Development	Other Pay	103,338				
	<b>Total Expenses</b>	<b>103,338</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Site Development	TRANSFER From Reserve Funds	(103,338)				
	<b>Total Revenues</b>	<b>(103,338)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0163	<b>Stage</b>	Recommended
<b>CLT Office</b>	Economic Development	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Economic Development & Climate Change	<b>Category</b>	[F] Revenue Reduction
<b>Division</b>	Economic Development Office	<b>Status</b>	Public

## Elimination of County Revenue for Environment Committee Coordinator

To reduce the revenue to the Environmental Master Plan Operating Budget by \$20,000 to account for the loss of revenue from the County of Essex for the Windsor Essex County Environment Committee Coordinator.

**Recommendation:** Recommended

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

### Issue Detail

On August 3, 2023, at the Special Meeting of Council - Strategic Planning Session, City Council passed the following Council Resolution (CR307/2023) stating "That the Windsor Essex County Environment Committee that was dissolved in accordance with CR249/2023 BE RESTABLISHED as the Environment/Climate Change Advisory Committee for the term expiring 2026; and further, that Administration BE DIRECTED to update the Mandate for this Advisory Committee and to begin the recruitment process."

Under the former Windsor Essex County Environment Committee, the County of Essex contributed \$20,000 a year for the WECEC Coordinator position. This funding was in recognition of the technical resources provided by City Administration through the Environment Sustainability Coordinator position.

Administration is noting a reduction of \$20,000 in revenue to Environmental Master Plan Operating budget from the County of Essex due to the establishment of a City only Advisory Committee.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Enviro.Sustainbly&Climate Chg	Other General Revenue	20,000				
	<b>Total Revenues</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



<b>Budget Issue #</b>	2024-0019	<b>Stage</b>	Recommended
<b>CLT Office</b>	Economic Development	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Economic Development & Climate Change	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Economic Development Office	<b>Status</b>	Public

## Addition of Community Energy Plan Administrator Position

The City of Windsor's Community Energy Plan(CEP), approved by CR426/2017, outlines the need for a RFT CEP Administrator for advancing the implementation of CEP action items, supporting functions such as public engagement and outreach, identifying and promoting opportunities for economic development & seeking funding for initiatives. This position has been temporarily funded from BSR since June 2018. This request is being made to make the position permanent in order to perform and achieve all of the necessary functions described in the CEP. The role of this position has continued to evolve and is supporting the IESO, Enwin and HydroOne with Regional Electricity Planning. The current temporary status of this position creates challenges to addressing and planning for the long-term strategies.

**Recommendation:** Recommended

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

### Issue Detail

The Community Energy Plan Administrator position has been funded on a temporary basis since 2018. The position's roles and responsibilities continue to evolve due to growing expectations from senior government policies and the province's growing energy needs while pursuing decarbonization. Through 2022 and 2023, the position has been significantly involved supporting energy developers to achieve municipal support resolutions (where appropriate) and supporting the IESO and HydroOne in their efforts to forecast electricity demands within the City. These responsibilities are in addition to the activities identified in the Community Energy Plan.

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

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

Targets:

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

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

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

During the Throne speech in September 2020, the federal government reaffirmed their commitment for Canada to exceed

Canada's 2030 targets and be net-zero by the year 2050. Municipalities have influence over roughly 50% of greenhouse gas emissions in Canada. The federal targets cannot be reached without municipal action and financial support. In 2022, City Council approved in principle Windsor's Science Based Targets of a 68% reduction in city-wide emissions and a 55% reduction in corporate-wide emissions below 2005 by 2030; and a net zero target for 2050. Administration is to report back with an updated strategy to reach these targets by Winter 2023/2024.

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

In order to meet the City of Windsor's current GHG targets and the net zero 2050 future, the CEP calls for a full-time CEP Project Administrator to support the Environment Sustainability and Climate Change Office. In 2018, a temporary 2-year CEP Project Administrator was approved with a one year extensions granted in 2020, 2021, 2022 and 2023. The CEP Project Administrator duties include but are not limited to: implementation of CEP action items; ensuring various policies and planning documents support the CEP; public engagement and outreach; internal staff education; working with external community partners (e.g. businesses, non-profits, institutional partners); seek funding for initiatives; support the City's Carbon Disclosure Projects annual submission; undertake annual Community and Corporate greenhouse gas inventories; engaging with utilities and the IESO to understand and promote the needs of Windsor in order to support future economic growth; and regularly monitor and report on progress. The above targets cannot be met with the implementation of the CEP as a secondary focus of a position. A full-time staff person provides the best chance of achieving the CEP targets.

The City of Windsor has been awarded a number of grants under the Federation of Canadian Municipalities (FCM) Municipal Climate Innovation Program (MCIP), 3 of which support the CEP actions. The City of Windsor was also successful in receiving funding through FCM's Community Efficiency Financing grant. In June of 2021, the City of Windsor also applied for a grant under FCM's Green Municipal Fund to develop a Sustainable Neighbourhood action plan, which was successfully received in mid-2022.

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

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

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

As environmental and social impacts continue to gain importance in project evaluations and grant funding applications, this group will be the subject matter experts to support assessing project impacts, including environmental impacts, energy consumption, and ghg emissions.

Council, with Budget Issues 2018-0320, 2019-0218, 2020-0167 and 2021-0040, 2022-0184, 2023-0226 approved the necessary temporary funding for this position for 2018 through 2023; however understanding the full objectives and targets of the ESCC team, Administration is recommending that the CEP Project Administrator position be established on a permanent basis as recommended in the Community Energy Plan (2017).

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Salary & Wage Adjust Provision	Fringe Benefit Allocation	28,106				
Enviro.Sustainblty&Climate Chg	Fringe Benefits (Dept.)	28,106				
Enviro.Sustainblty&Climate Chg	PC & Maint. Allocation	1,000				
Enviro.Sustainblty&Climate Chg	Salary-Reg.Full Time	85,176				
	<b>Total Expenses</b>	<b>142,388</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Fringe Benefits Recovery	Automated Fringes Recovery	(28,106)				
	<b>Total Revenues</b>	<b>(28,106)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>114,282</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

<b>Budget Issue #</b>	2024-0043	<b>Stage</b>	Recommended
<b>CLT Office</b>	Economic Development	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Planning & Development Services	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Administration - Planning	<b>Status</b>	Public

## One Time Funding To Hire Consultants For a Planning Application Fee Review

The Planning Department proposes to hire consultants to engage in a comprehensive planning application review to ensure the department is charging the appropriate fee amounts for the services that they are providing.

**Recommendation:** Recommended

**One-Time Funding:** Based on past history the Planning Department is asking for one time funding from the BSR of \$150,000 for the expected consulting fee.

### Issue Detail

The Planning Department would like to engage a consultant to conduct a comprehensive fee review to identify the appropriate fee amounts with a view to providing exceptional and evolving (i.e. e-services) services relating to development applications on a full-cost recovery basis. The City last worked with Tunnock Consulting Ltd. in 2008 to determine the City's costs in delivering development services and to make recommendations for fees that ensured appropriate cost recovery. Since that time, the Planning Application Fees have been adjusted as part of the annual budget process to reflect inflation and increasing costs; however they have not been adjusted to reflect the City's actual costs to deliver these services. Recent changes to the Planning Act have increased the resources required to process applications within statutory timelines and avoid having to issue fee rebates.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Development Applications	Other Prof Services-External	150,000				
	<b>Total Expenses</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Development Applications	TRANSFER From Reserve Funds	(150,000)				
	<b>Total Revenues</b>	<b>(150,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0051	<b>Stage</b>	Recommended
<b>CLT Office</b>	Economic Development	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Transit Windsor	<b>Category</b>	[B] Legislated
<b>Division</b>	Administration - Transit Windsor	<b>Status</b>	Public

## Additional FTE's - Mandated New Federal Regulation Change -10 Day Sick Leave

Starting on December 1, 2022, the Government of Canada, through amendments to the Canada Labour Code, have mandated that all federally-regulated employees (including those at Transit Windsor) will be eligible to earn up to 10 days of medical leave with pay per year. As per the Canada Labour Code, this measure applies to all Transit employees, regardless of employment status.

**Recommendation:** Recommended

**One-Time Funding:** \$543,600 (Budget Stabilization Reserve)

### Issue Detail

As a federally-regulated employer, Transit Windsor, through amendments to the Canada Labour Code, is obligated to provide 10 days of paid medical leave to all its employees effective December 1, 2022. This budget issue is to address the impact on the current operations and requirement of additional FTEs to continue operations at the current level.

Transit Windsor is a 24/7/365 operation. When Maintenance and Operations employees (mechanics, drivers, service line personnel) take sick days, the vacancy must be back-filled by another employee in order to maintain expected service levels. While overtime may be a solution for some absences, overtime is voluntary, and Transit Windsor risks service impacts, maintenance issues, etc. without sufficient staffing. The current staff compliment cannot handle this additional workload. Based on very high-level estimates, an additional 11-13 FTEs would be required. Given the number of hours of paid medical leave provided (80/year) and the current ATU staff complement, there will be approximately 22,400 additional hours to cover, resulting in an FTE impact of between 11-13, depending on the number of annual working hours (1800 vs. 2080 hours) used as the basis for calculation, noting that 1800 hours is closer to the actual hours worked annually per employee when vacation (3 weeks) stat holidays (13), and floaters (7) are factored in.

The annual cost increase to Transit is estimated at \$508,675 (including Fringes) for 6 additional FTE's. These estimates are based on the hourly salary as per existing Transit Salary Schedule expiring Sep 30th 2023. Transit will enter into negotiations with the Amalgamated Transit Union, Local 616 for a new collective agreement in late 2023, and based on the outcome, this may impact the estimates. These additional impacts will be addressed as a part of the future Budget process and/or through City Corporate provisions.

One-time funding of \$543,600 is recommended in order to be able to hire temporary staff based on the high-level estimates of 11-13 FTE being required. This one-time funding will allow the department to gauge whether additional FTE's would be required or if the initial 6 FTE's would be sufficient.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Salary & Wage Adjust Provision	Fringe Benefit Allocation	123,350				
Fleet Maintenance	Clothing - Uniforms	7,040				

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Fleet Maintenance	Fringe Benefits (Dept.)	56,282				
Fleet Maintenance	Hourly-Reg.Full Time	170,550				
Fleet Maintenance	PC & Maint. Allocation	3,000				
TW - Operations	Clothing - Uniforms	1,500				
TW - Operations	Fringe Benefits (Dept.)	67,070				
TW - Operations	Hourly-Reg.Full Time	203,235				
	<b>Total Expenses</b>	<b>632,027</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Fringe Benefits Recovery	Automated Fringes Recovery	(123,352)				
	<b>Total Revenues</b>	<b>(123,352)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>508,675</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Transit Windsor	Fleet Maintenance	Licensed Motor Mechanic	Regular Full-Time	2.0
Transit Windsor	Fleet Maintenance	Service Line	Regular Full-Time	1.0
Transit Windsor	TW - Operations	Operator	Regular Full-Time	3.0
			<b>Total:</b>	<b>6.0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0059	<b>Stage</b>	Recommended
<b>CLT Office</b>	Economic Development	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Transit Windsor	<b>Category</b>	[B] Legislated
<b>Division</b>	Transit Operations	<b>Status</b>	Public

## One-Time Funding For Mandated New Federal Regulation Change - 10 Day Sick Leave

Starting on December 1, 2022, Federally Regulated employees will be eligible to earn up to 10 days of medical leave with pay per year. Since Transit Windsor is a Federal employer, it applies to all Transit employees regardless of status.

**Recommendation:** Recommended

**One-Time Funding:** \$651,645 (Budget Stabilization Reserve)

### Issue Detail

As a federally-regulated employer, Transit Windsor is obligated to provide 10 day medical leave to all its employees effective December 1, 2022. This budget issue is to address the payroll impact of the new federal regulation.

The annual cost increase to Transit is estimated at \$651,645 (including Fringes). This is estimated on the hourly salary as per existing Transit Salary Schedule expiring Sep 30th 2023. Transit will start negotiations for new contract soon and based on the outcome, this may impact the estimates. These additional impacts will be addressed as a part of a future Budget process and/or through City Corporate provisions.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Salary & Wage Adjust Provision	Fringe Benefit Allocation	890				
Corporate Services	Other Pay	5,060				
Facility Maintenance	Other Pay	14,540				
Fleet Maintenance	Other Pay	118,335				
TW - Operations	Fringe Benefits (Dept.)	85				
TW - Operations	Hourly-Temporary	750				
TW - Operations	Other Pay	467,020				
TW - Planning	Other Pay	5,200				
TW-Sales & Customer Service	Fringe Benefits (Dept.)	805				
TW-Sales & Customer Service	Hourly-Temporary	6,750				

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
TW-Sales & Customer Service	Other Pay	11,410				
Regional Transit	Other Pay	9,640				
TW - Tunnel	Other Pay	12,050				
	<b>Total Expenses</b>	<b>652,535</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Fringe Benefits Recovery	Automated Fringes Recovery	(890)				
Corporate Services	TRANSFER From Reserve Funds	(5,060)				
Facility Maintenance	TRANSFER From Reserve Funds	(14,540)				
Fleet Maintenance	TRANSFER From Reserve Funds	(118,335)				
TW - Operations	TRANSFER From Reserve Funds	(468,660)				
TW - Planning	TRANSFER From Reserve Funds	(5,200)				
TW-Sales & Customer Service	TRANSFER From Reserve Funds	(18,160)				
Regional Transit	TRANSFER From Reserve Funds	(9,640)				
TW - Tunnel	TRANSFER From Reserve Funds	(12,050)				
	<b>Total Revenues</b>	<b>(652,535)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



<b>Budget Issue #</b>	2024-0081	<b>Stage</b>	Recommended
<b>CLT Office</b>	Economic Development	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Transit Windsor	<b>Category</b>	[E] Inflationary
<b>Division</b>	Transit Maintenance	<b>Status</b>	Public

## Transit Windsor Fuel Market Rate Increase

This budget issue reflects an update to the current fuel budget. For 2023, the approved budget for diesel fuel was set at \$1.099 per litre. 2023 year-to-date average as of July 31, 2023 plus carbon tax increase for 2024 for diesel fuel is \$1.367 per litre and gasoline is \$1.301. With fuel rates fluctuating throughout 2023, the diesel rate for 2024 is difficult to determine, however Administration is recommending to set the 2024 fuel budget for Transit Windsor’s diesel consumption at \$1.367 per litre and gasoline to \$1.301 per litre. These rates are consistent with other City Departments. Significant risks are present given the volatility in fuel prices with operating variances possible.

**Recommendation:** Recommended

**One-Time Funding:** \$576,300 (Budget Stabilization Reserve)

### Issue Detail

The 2023 approved budget for diesel fuel was set at \$1.099 per litre. Based on a projected 4,280,019.20 litres of diesel to be consumed in 2023, every \$0.01 deviation from the budget figure of \$1.099 per litre translates to a price variance of approximately \$42,800.18.

Based on the 2023 YTD average as of July 2023 plus carbon tax increase for 2024, Administration recommends adjusting the per litre fuel pricing budget to \$1.367 for diesel and \$1.301 for gasoline fuels. These rates are consistent with other City Departments. Based on this, Administration is recommending an increase to the fuel budget of \$1,152,600.

Given the forecasts of analysts in the field, the increased cost of crude oil, the average cost per litre to date and the current cost per litre, Administration feels that, with this increase, there is still a risk of high variances as fuel rates could continue to increase.

It should also be noted that fuel prices continue to be difficult to predict. As with any forecast of a commodity's price for an entire year, variances are likely to occur due to unforeseen price fluctuations.

Significant risks are present given the volatility in fuel prices with operating variances possible. One-time funding from the Budget Stabilization Reserve of up to \$576,300 will be available for variance mitigation should the department experience a deficit in 2024 as a result of the budgeted prices per litre for all fuel types projected.

### Transit Windsor Fuel Expense

	Budget	Actuals	Variance
2019	\$3,073,954	\$3,247,535	(\$160,000)
2020 (Note 1)	\$3,391,455	\$1,715,342	\$1,676,112
2021 (Note 1)	\$3,008,120	\$2,259,533	\$748,586
2022 (Note 1)	\$3,923,782	\$4,480,664	\$556,882
2023* projected (Note 2)	\$4,954,607	\$4,836,207	\$121,400

Note 1: The 2020, 2021 and 2022 variances included COVID-19 surpluses related to decreased fuel consumption and a NON-COVID-19 related surplus related to pricing.

Note 2: As per Q2 variance, due to later than normal budget approval , the 2023 Master Plan implementation was delayed resulting in projected surplus.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Fleet Maintenance	Motor Fuels	1,152,600				
	<b>Total Expenses</b>	<b>1,152,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Fleet Maintenance	TRANSFER From Reserve Funds	(576,300)				
	<b>Total Revenues</b>	<b>(576,300)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>576,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0263	<b>Stage</b>	Recommended
<b>CLT Office</b>	Economic Development	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Transit Windsor	<b>Category</b>	[F] Revenue Reduction
<b>Division</b>	Transit Sales & Customer Service	<b>Status</b>	Public

## OW Bus Pass Revenue Loss - Change in Funding Policy

In August 2023, the City was notified that the Ontario Government announced changes to Ontario Works (OW) Employment Related Expenses Funding that provided funding for bus passes to eligible Ontario Works clients. As a result, Transit may experience an annual revenue loss of up to approximately \$1.46M.

**Recommendation:** Recommended

**One-Time Funding:** \$731,000 (Budget Stabilization Reserve)

### Issue Detail

In August 2023, the City was notified that the Ontario Government announced that funds supporting employment related activities through the Ontario Works program would be shifted under Employment Services Transformation to Employment Ontario. This new model will be implemented in January 2024. There may be some funding to cover bus passes for some eligible clients under the new model, however funding guidelines in the new model are still under development and cost forecasting still underway. It is also likely that the number of eligible clients would be significantly reduced based on projected funding levels. This budget issue reflects that all funding related to bus passes would be eliminated.

The Employment Related funding in Ontario Works covers a number of items that assists clients in searching, securing and maintaining employment, including bus passes. Bus passes for Transit Windsor have been provided to eligible Ontario Works clients on a monthly basis. Since the resumption of full service, the level of OW clients utilizing bus passes has returned to pre-pandemic levels.

Bus passes issued under mandatory benefits for medically-related transportation would still be issued to clients.

While OW recipients will likely continue to use Transit Windsor services, it may be at reduced levels, and/or via use of less lucrative fare media, e.g., single cash fares or Smart Ride cards, which would result in significant revenue loss. However, this is only an assumption, and it would remain to be seen the true loss in usage. OW passes account for approximately 8% of TW revenue.

The net revenue loss as a result of this policy change is estimated at \$331,000. In addition, one-time funding of \$731,000 has also been requested until the overall impact of the funding policy change to the municipal tax levy can be accurately reflected.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
TW - Operations	TRANSFER From Reserve Funds	(731,000)				

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
TW - Operations	Transit Revenue	1,062,000				
	<b>Total Revenues</b>	<b>331,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>331,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0062	<b>Stage</b>	Recommended
<b>CLT Office</b>	Economic Development	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Transit Windsor	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Transit Maintenance	<b>Status</b>	Public

## Increase to AVL computer system and additional software licenses budget

Transit Windsor currently has a budget for computer supplies which funds the expenses related to computer licenses, supplies, software licenses etc. Over the years, new software has been purchased for fleet maintenance and additional licenses have been purchased without an increase to the budget. This requested increase accounts for previous year increases for which the budget was not increased.

**Recommendation:** Recommended

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

### Issue Detail

In order to pay for the diagnostic software license for the bus and AVL(Automated Vehicle Location and Communications) system and additional adobe software licenses required for employees, an addition to the computer licenses budget is required. This will ensure there is an appropriate budget to account for the costs of the these expenses.

This issue takes into account funding needs from previous increases which were not accounted for in previous years.

These fees will continue to be monitored annually and increases will continue to be requested as required.

The additional increase is estimated at \$25,000.

Year	Budget	Actuals	Surplus/(Deficit)	Comments
2019	\$73,238	\$145,738	(\$72,490)	
2020	\$116,248	\$125,152	(\$8,904)	
2021(*)	\$116,248	\$179,078	(\$62,830)	
2022	\$116,248	\$139,942	(\$23,695)	
2023	\$116,248	\$141,036	(\$24,788)	projected

(\*)2021 was higher as specialized software was purchased to track passengers during COVID and was funded through Safe Restart Funding.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Fleet Maintenance	Computer Software	25,000				
	<b>Total Expenses</b>	<b>25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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<b>Budget Issue #</b>	2024-0305	<b>Stage</b>	Recommended
<b>CLT Office</b>	Economic Development	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Transit Windsor	<b>Category</b>	[H] Line Item Reduction
<b>Division</b>	Transit Operations	<b>Status</b>	Public

## Transit Pension Plan - Reduction to Annual Contribution

Based on the most recent independent actuarial valuation of the Transit Windsor Pension Plan, a reduction to the budgeted annual contribution to the Transit Windsor Pension Plan of \$100,000 is recommended. As a result of the positive position of the pension plan, the most recent recommendations from the actuary propose that the current budget amount of \$155,956 will no longer be required. As a precautionary measure, an operating budget reduction of \$100,000 is recommended as part of the 2024 operating budget, which will allow for budget dollars to remain for any costs associated with the pension plan until such time as the proposed wind-up can be finalized.

**Recommendation:** Recommended

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

### Issue Detail

Pension benefits for employees of Transit Windsor are accrued under two separate and distinct pension plans: the frozen Contributory Pension Plan for Employees of Transit Windsor (the Plan) and OMERS. Benefits for service up to December 31, 1999 are frozen under the Plan, while benefits for service from January 1, 2000, are provided under OMERS. There are 223 active members in the Plan, 24 of which are still active employees.

The Plan is distinct from the OMERS Pension plan, which the City is a member of. OMERS only manages the investments of the Plan. In carrying out its responsibilities to manage the Plan, OMERS includes the Plan assets as part of its larger asset portfolio. In other words, specific attention is not made to just the Plan assets in relation to its future obligations, which has resulted in fluctuations to the funding obligations and overall wind-up position.

Transit Windsor's actuaries (Mercer Ltd.) have now finalized the 2023 funding obligations arising from the 2022 valuation of Transit Windsor's Pension Plan. Based on this valuation, there are no special payments (Going Concern and Solvency) required in 2023.

Currently there are annual costs for annual and special payments, letter-of-credit fees, audit fees, valuation fees and further significant effort to administer the Plan which are funded through the Transit Windsor operating budget with a dedicated budget of \$155,956 to these costs. Once the Plan is wound-up, these costs would no longer be incurred. Given that the Plan is in a wind-up surplus position, the Transit Windsor Pension Committee requested that Mercer work with Administration to determine the feasibility of purchasing annuities to satisfy the ongoing benefit payments to members and wind-up the Plan.

Planned contributions for 2024 will be based upon the 2023 funding requirements (estimated to be \$0) until such time as the valuation report for December 31, 2023 is completed. As a precautionary measure, an operating budget reduction of \$100,000 is being put forward for consideration as part of the 2024 operating budget process, leaving \$55,956 in the Transit Windsor operating budget for costs associated with the Plan until such time as the proposed wind-up can be finalized.



Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Corporate Services	Pensions - Contributory	(100,000)				
	<b>Total Expenses</b>	<b>(100,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(100,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0049	<b>Stage</b>	Recommended
<b>CLT Office</b>	Economic Development	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Transit Windsor	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Transit Operations	<b>Status</b>	Public

## Annual Fare Increase

Transit Windsor conducted a Fare Structure Review in 2018 with the results brought to City Council on October 7, 2019. The 2023 operating budget, issue 2023-0154, approved the fare increase of 2% annually with a July 1 implementation date. Given continued inflationary pressures, the department proposes to implement a 10% annual average rate increase (with some variances as noted in the 2024 User Fee Schedule) with a April 1, 2024 targeted implementation date.

**Recommendation:** Recommended

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

### Issue Detail

As Council is aware, Transit Windsor, through a consultant, undertook a fare structure review in 2019. As a result of that review, Administration recommended the implementation of the following Fare Strategy Plan effective in 2020. This recommended policy was approved by City Council on October 7, 2019 through Council Resolution # 521/2019.

The Recommendation included the following changes;

- Revise the age of children able to ride free on Transit Windsor bus service excluding tunnel service from under the age of five (5) to children 12 and under.
- Revise the Student category (aged 5 to Post Secondary School) to reflect a new Youth category (aged 13 to 19 years of age)
- To create a new College Semester Pass category (equal to the monthly Youth rate times 4 months) and to be sold for Fall, Winter and Summer Semesters
- To adopt an annual fare increase of 2% each July 1st, effective July 1, 2020, unless otherwise noted in the City of Windsor Annual Operating Budget. This 2% increase does not include the tunnel cash fare and tunnel single ride ticket fare.

In this Operating Budget, the department is recommending an annual average fare increase of 10%, with a target implementation date of April 1, 2024, with some variations related to cash fares, and some special fare categories (day passes, Windsor Spitfire shuttles, etc.) that may be rounded to the nearest dollar or quarter for customer convenience and operating efficiencies (less coin handling). It should be noted that cash fares are less than 15% of overall revenues. The previous inflationary annual fare increases of 2% have not kept up with the recent historically high inflationary pressures. While the U-Pass and C-Pass student program rates have been increased annually based on actual CPI as per their respective agreements, other Transit fares have not kept up with the increased operational costs. The recommended increase will adjust the remaining fares to reflect CPI increases for the past several years. Other transit properties are also facing similar fare increases to cover corresponding inflationary pressures. For example, London Transit recently announced a proposed 20% fare increase.

Despite this fare increase being proposed, Administration does not recommend an increase to the budgeted revenue accounts for Transit Windsor at this time given the projected 2023 year-end revenue variance. Now that we have largely recovered in ridership numbers from the years impacted by the pandemic and we have some historical data for the U-Pass and C-Pass programs, we can begin to rationalize the revenue budgets to properly align them with actual revenues. Given the financial impacts of the fare changes are estimates at this time, revenue will continue to be monitored and additional adjustments will continue to be made through the operating budget process in future years, if necessary.

Year	Budget	Fare Revenue Actuals	Surplus/(Deficit)
2019	\$14,972,853	\$15,222,853	\$250,000
2020	\$15,290,853	\$5,094,317	(\$10,196,535)
2021 (Note1)	\$15,351,853	\$5,368,239	(\$9,983,614)
2022 (Note1)	\$16,450,792	\$9,805,068	(\$6,645,724)
2023* projected (Note2)	18,263,646.00	\$14,847,146	(\$3,416,500)

Note 1 : 2021 and 2022 revenue deficit is due to COVID-19 impacts.

Note 2 : 2023 projected deficit is as per Q3 2023 operating variance.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
TW - Operations	Transit Revenue	(1)				
	<b>Total Revenues</b>	<b>(1)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(1)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0071	<b>Stage</b>	Recommended
<b>CLT Office</b>	Economic Development	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Transit Windsor	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Transit Operations	<b>Status</b>	Public

## St. Clair College SaintsPass Revenue

Based on an agreement between The Corporation of the City of Windsor and St Clair Student Representative Council (SRC), the parties agreed that the annual rate will be increased based on the Consumer Price Index (CPI) or a minimum 2% increase effective September 1 of each year.

**Recommendation:** Recommended

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

### Issue Detail

The SaintsPass Program provides students at St.Clair College with a discounted semester pass for Transit services. The current SaintsPass is \$91.33 per semester (i.e. \$274 for academic year) and generates additional revenue of \$540,890. Based on section 3.2 of the agreement between the City of Windsor and St Clair Student Representative Council (SRC), this rate is adjusted annually based on the actual Consumer Price Index or a minimum of 2%, effective September 1st of each year.

Based on the current Transportation CPI rate of 6%, the Fall 2023 semester pass price will increase to \$96.81 (effective September 1, 2023). The projected revenue increase due to the SaintsPass rate increase is estimated at \$128,500.

The agreement with the St.Clair Student Representative Council (SRC) also included a provision for commission to be paid to the SRC for services related to the SaintsPass at a rate of 2% of the fees collected. As a result of the increased revenue, there will be an accompanying increase to the commission payable to SRC which is estimated at \$2,600.

Accordingly, the net revenue increase from SaintsPass is budgeted at \$125,900.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
TW - Operations	Transit Revenue	(128,500)				
	<b>Total Revenues</b>	<b>(128,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
TW-Sales & Customer Service	Commissions Expense	2,600				
	<b>Total Expenses</b>	<b>2,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(125,900)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0072	<b>Stage</b>	Recommended
<b>CLT Office</b>	Economic Development	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Transit Windsor	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Transit Operations	<b>Status</b>	Public

## U-Pass Revenue Increase

Based on an agreement between The Corporation of the City of Windsor and the UWSA, GSS, and OPUS, (the student union bodies at the University of Windsor) the parties agreed that the annual rate will increase based on the Consumer Price Index or a minimum 2% increase effective September 1st of each year.

**Recommendation:** Recommended

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

### Issue Detail

The U-Pass Program provides students at the University of Windsor with a discounted semester pass for Transit services. The current U-Pass rate is \$75.39 per semester and generates \$2.3M in annual revenue for Transit Windsor. Based on section 3.2 of the agreement between the City of Windsor and the UWSA, GSS and OPUS, this rate is adjusted annually based on the actual Consumer Price Index or a minimum of 2%, effective September 1st of each year.

Based on the current Transportation CPI rate of 6%, the Fall 2023 semester pass price will increase to \$79.91 (effective September 1, 2023). The projected revenue increase due to the U-Pass rate increase is estimated at \$635,000.

The agreement with the University of Windsor Students Alliance Student (UWSA) also included a provision for commission to be paid to the UWSA for services related to the U-Pass at a rate of 2% of the fees collected. As a result of the increased revenue, there will be a consecutive increase to the commission payable to the UWSA which is estimated at \$13,000.

Therefore, the net revenue increase from U-Pass is budgeted at \$622,000.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
TW - Operations	Transit Revenue	(635,000)				
	<b>Total Revenues</b>	<b>(635,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
TW-Sales & Customer Service	Commissions Expense	13,000				
	<b>Total Expenses</b>	<b>13,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(622,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0074	<b>Stage</b>	Recommended
<b>CLT Office</b>	Economic Development	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Transit Windsor	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Administration - Transit Windsor	<b>Status</b>	Public

## Increase Transit Windsor's Advertising Revenue to Contract Amount

Transit Windsor receives advertising revenue from Streetseen Media monthly, for advertising space on Transit Windsor's buses and shelters. The annual revenue budgeted for these items should be increased for 2024 by \$12,500, based on the 2024 contract.

**Recommendation:** Recommended

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

### Issue Detail

Transit Windsor holds contracts with Streetseen Media for advertising space on Transit buses and shelters. This advertising revenue is earned monthly. The 2024 contracts for Transit Bus/Fleet and Shelter advertising shows an annual revenue of \$220,000 and \$47,500 respectively. The Transit operating budget therefore requires an increase in the revenue lines in order to properly align budget with actuals. The incremental revenue increase is estimated at \$12,500.

	Fleet Advertising		Shelter Advertising	
Year	Budget	Actuals	Budget	Actuals
2020	\$170,000	\$126,666	\$35,000	\$27,818
2021	\$190,000	\$126,666	\$45,000	\$27,818
2022	\$190,000	\$200,049	\$45,000	\$45,000
2023-projected	\$210,000	\$210,000	\$45,000	\$45,000

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Corporate Services	Advertising Revenue	(12,500)				
	<b>Total Revenues</b>	<b>(12,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(12,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0075	<b>Stage</b>	Recommended
<b>CLT Office</b>	Economic Development	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Transit Windsor	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Transit Operations	<b>Status</b>	Public

## Increase to Provincial Gas Tax Program Funding Budget

This issue seeks to align the 2024 Budget with anticipated gas tax funding based on increased overall ridership experienced in 2023. Although 2023/24 Gas Tax amounts have not yet been communicated by the Province, projected gas tax revenue increases are being proposed to assist in offsetting increasing operating costs.

**Recommendation:** Recommended

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

### Issue Detail

Municipalities are required to use gas tax funds toward local public transit priorities, such as making major infrastructure upgrades, buying additional transit vehicles, adding more routes, extending hours of service, implementing fare strategies and improving accessibility.

The Gas Tax funding formula is based on a 70/30 split between ridership and population, and was developed following consultations with large and small municipalities who wanted a formula that strikes a fair balance between the needs of large established systems and those of smaller municipalities, while accommodating the needs of high growth areas.

The factors that go into determining Gas Tax allocations are updated annually as the program is rolled out one year at a time. The factors that determine the allocations include:

- Annual funding envelope, which is based on the number of litres of gasoline sold in the province in the previous provincial fiscal year;
- The population of the participating municipalities; and
- The transit ridership of the participating municipalities

Transit Windsor's current Provincial Gas Tax Budget is \$4,220,121 (which includes a portion that goes to Handi-Transit). As per the most recent provincial gas tax revenue announced in February 2023, Transit Windsor's Gas Tax allocation was \$4,328,197. In addition, Transit Windsor has experienced a rise in overall ridership in 2023, largely attributed to growing student ridership and increases in the level of service. Given the larger ridership figures, the expectation is this will positively impact the provincial gas tax program funding for the City of Windsor. Therefore, a recommendation is being made for an increase to the Provincial Gas Tax revenue budget of \$1,186,076.

### Risk

No information has yet been received to date regarding the 2023/2024 funding amount. Depending on the formula used by the Province to accommodate the impacts of COVID-19 on ridership through 2020-2022, we could see significant impacts in the amount of Provincial Gas Tax revenue in future years. This risk is partially offset by the availability of the Gas Tax Reserve to offset any variances in 2024. The Gas Tax funding will continue to be monitored, and any adjustments will be brought forward as part of the annual budget process, as required.

### Ontario Provincial Gas Tax

	2019/2020	2020/2021	2021/2022	2022/2023
Funding	\$4,380,748	\$4,546,653	\$4,537,529	\$4,328,197

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
TW - Operations	TRANSFER From Reserve Funds	(1,186,076)				
	<b>Total Revenues</b>	<b>(1,186,076)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(1,186,076)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



<b>Budget Issue #</b>	2024-0079	<b>Stage</b>	Recommended
<b>CLT Office</b>	Economic Development	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Transit Windsor	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Transit Sales & Customer Service	<b>Status</b>	Public

## New Revenue - Usage of Bus Bays at Windsor International Transit Terminal

Transit Windsor entered into a licensing agreement with Passenger Bus Corporation (d/b/a New York Trailways) for exclusive use of one bus bay at the Windsor International Transit Terminal located at 300 Chatham Street West. This facility was earlier used by Greyhound who closed operations in Canada in 2021 and subsequently terminated its contract with the City. This budget issue annualizes the revenues to be earned from this license agreement.

**Recommendation:** Recommended

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

### Issue Detail

The Windsor International Transit Facility located at 300 Chatham Street West is currently used by Transit Windsor, by Greyhound Canada Transportation Corp. ("Greyhound") from 2007-2021. Due to sustained ridership declines in Ontario and Quebec, and the impact of COVID-19 on ridership, Greyhound elected to permanently end all services within Canada effective May 13, 2021. This resulted in the termination of Greyhound's services from Windsor.

Passenger Bus Corporation, doing business as New York Trailways ("Trailways"), provides intercity passenger bus services. Trailways' line of business includes providing bus transportation through intercity, interstate, and interurban bus lines. Trailways, based in New York State, services customer in Ontario, Quebec, and the Eastern and Midwestern USA.

Trailways will use the Licensed Area four (4) times per day and will pay USD\$25.00 plus applicable taxes upon each departure (departure rate). This will generate additional annual revenue of approximately \$50,000 for Transit Windsor (USD\$25.00X 4 times day X 365 days) for Transit Windsor. The departure fees of \$25 plus applicable taxes are subject to annual increases of 2%, or the annual Statistics Canada CPI, whichever is higher. These increases will be addressed in the future operating budget process.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
TW-Sales & Customer Service	Lease & Rental Revenue	(50,000)				
	<b>Total Revenues</b>	<b>(50,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(50,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0280	<b>Stage</b>	Recommended
<b>CLT Office</b>	Economic Development	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Transit Windsor	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Transit Operations	<b>Status</b>	Public

## New Service: Route 250 (Rhodes/Twin Oaks/NextStar Industrial)

Transit Windsor is proposing the introduction of a new Secondary route (Rt. 250) to service growing industrial areas south of E.C. Row Expressway. The route would operate from 07:00-23:00, Monday to Friday on either a 30-minute or a 60-minute frequency. The route would provide two-way service, and would interchange at Devonshire Mall, the Transit Centre, and Tecumseh Mall, while providing service to the major employment areas adjacent to the E.C. Row Expressway from Howard to Banwell.

**Recommendation:** Recommended

**One-Time Funding:** \$313,670 (BSR Funding)

### Issue Detail

#### Issue Detail

With the announcement and construction of the NextStar battery plant, as well as continued development of the Twin Oaks and Rhodes Industrial areas, there is a demand from business owners and Transit Windsor riders for transit service to bring workers to these employment areas. Transit Windsor is proposing the introduction of a new Secondary route (Rt. 250) to service these growing industrial areas. The route would operate from 07:00-23:00, Monday to Friday on either a 30-minute or 60-minute frequency. The route would provide two-way service, and would link Devonshire Mall, the Transit Centre, and Tecumseh Mall, while providing service to the major employment areas adjacent to the E.C. Row Expressway from Howard to Banwell. Originally, this area was designated in the Transit Master Plan as an On-Demand service zone, but given the high employment levels expected at the NextStar plant (and not anticipated at the time the Transit Master Plan was developed), the implementation would be better served by a traditional fixed-route model.

There is existing intermittent service to the Rhodes industrial area via Route 3. That portion of the route would be incorporated into the new Route 250, providing all-day, two way service to this area, provide a resumption of service to the Twin Oaks area (discontinued in 2022 due to the permanent E.C. Row Ave. closure), as well as new service to the NextStar battery plant.

There are 2 options to execute this plan:

#### OPTION 1 (60-minute frequency):

The annual gross operating costs (including salaries plus fringes and other operating costs) related to this Option are projected at \$448,100. This includes the costs to hire 3 bus operators. After factoring in the projected revenue increase due to ridership of 30%, the net annual costs are projected at \$313,670. This would result in a budget levy increase of \$313,670.

The option represents an increase 5,865 additional annual service hours. This budget issue also requires purchase of one diesel-electric hybrid bus (TRN-) estimated at \$1.3M and new bus stops signs estimated at \$23,100(TRN-). Because this is a new service area, Transit Windsor does not have capacity within the existing fleet to accommodate the increased service demands. Transit Windsor has accommodated the past three years' service increases within the existing fleet complement. At this point, Transit Windsor has exceeded the capacity of its existing fleet, and further service improvements cannot be made without additional buses. The risk of not expanding fleet complement is not being able to deliver the expected results of recent and future service changes. This request is included in the 2024 Capital Budget Plan. Without the approval of these capital dollars, the implementation of this route will be impossible.

OPTION 2 (30-minute frequency):

The annual gross operating costs (including salaries plus fringes and other operating costs) related to this Option are projected at \$1,059,100. This includes the costs to hire 7 bus operators. After factoring in the projected revenue increase due to ridership of 30%, the net annual costs are projected at \$741,370. This would result in an increase in budget levy increase of \$741,370.

The option represents a total of 14,025 additional annual service hours. This budget issue also requires purchase of three diesel-electric hybrid buses estimated at \$4M and new bus stops signs estimated at \$23,100. Because this is a new service area, Transit Windsor does not have capacity within the existing fleet to accommodate the increased service demands. Transit Windsor has accommodated the past three years' service increases within the existing fleet complement. At this point, Transit Windsor has exceeded the capacity of its existing fleet, and further service improvements cannot be made without additional buses. The risk of not expanding fleet complement is not being able to deliver the expected results of recent and future service changes. This request is included in the 2024 Capital Budget Plan. Without the approval of these capital dollars, the implementation of this route will be impossible.

The department is recommending OPTION 1 with a budget levy increase of \$313,670.

**Capital Budget Implication**

The recommended changes represent a total of 5,865 additional annual service hours. This budget issue also requires purchase of one diesel-electric hybrid buses (TRN-004-24) estimated at \$1.3M and new bus stops signs estimated at \$23,100 (TRN-003-24). These requests are included in the 2024 Capital Budget Plan. Without the approval of these capital dollars, the implementation of this route will be impossible.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Salary & Wage Adjust Provision	Fringe Benefit Allocation	67,070				
Corporate Services	Computer Supplies	500				
Corporate Services	Office Supplies	500				
Facility Maintenance	Maintenance Parts & Materials	2,000				
Fleet Maintenance	Licenses	1,045				
Fleet Maintenance	Motor Fuels	100,399				
Fleet Maintenance	Oils and Lubricants	5,136				
Fleet Maintenance	Other Prof Services-External	2,000				
Fleet Maintenance	Vehicle Maint Parts/Materials	47,233				
TW - Operations	Clothing - Uniforms	2,000				
TW - Operations	Fringe Benefits (Dept.)	67,070				
TW - Operations	Hourly-Reg.Full Time	203,235				
TW - Operations	Operating and Other Supplies	500				
TW - Operations	Vehicle Insurance	8,482				
TW - Planning	Contracted Services	5,000				

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
TW-Sales & Customer Service	Program Supplies	3,000				
	<b>Total Expenses</b>	<b>515,170</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Fringe Benefits Recovery	Automated Fringes Recovery	(67,070)				
Corporate Services	TRANSFER From Reserve Funds	(313,670)				
TW - Operations	Transit Revenue	(134,430)				
	<b>Total Revenues</b>	<b>(515,170)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Transit Windsor	TW - Operations	Operator	Regular Full-Time	3.0
			<b>Total:</b>	<b>3.0</b>

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# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0011	<b>Stage</b>	Recommended
<b>CLT Office</b>	Community Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Fire & Rescue	<b>Category</b>	[E] Inflationary
<b>Division</b>	Fire Operations	<b>Status</b>	Public

## Fire & Rescue Inflationary/CPI Pressures

Inflationary pressures in 2023 continue to rise and no longer fit within the existing budgets. Windsor Fire and Rescue is recommending budget increases to specific accounts to address critical needs.

**Recommendation:** Recommended

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

### Issue Detail

WFRS is experiencing sharp inflationary cost increases in a variety of accounts this year. Every day operations are costing more to provide the same services. While the department's planning and multiple quote seeking provides some relief, the general costs of doing business no longer fit within the current budget envelope.

Some of the pressures felt the most are: station equipment, furnishings and appliance repairs, inter department cross charges, Self-Contained Breathing Apparatus (SCBA) maintenance and parts repair, oils and fluid purchases.

WFRS is recommending budget increase of \$45,000 detailed as follows:

Department	Account	Inflationary pressure	Description
Fire Operations	2995-Other Purch & 5130-Furniture	\$16,000	Station equip. repairs, furniture, fitness, appliances, etc.
Fire Operations	2215-Building Maintenance	\$12,000	Cross dept. charges for snow, salt, pest control
Fire Apparatus	2220-SCBA maint & 2020-Shipping	\$12,000	SCBA maint parts and shipping
Fire Apparatus	2117-Oil & Lubricants	\$5,000	Oil, fluids, and oil testing kits

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Firefighting	Bldg Maintenance Services	12,000				
Firefighting	Furniture & Furnishings	10,000				
Firefighting	Other Purchased Services	6,000				
FIRE-Apparatus	Maintenance Parts & Materials	10,000				
FIRE-Apparatus	Oils and Lubricants	5,000				

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
FIRE-Apparatus	Postage and Courier	2,000				
	<b>Total Expenses</b>	<b>45,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>45,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0028	<b>Stage</b>	Recommended
<b>CLT Office</b>	Community Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Fire & Rescue	<b>Category</b>	[E] Inflationary
<b>Division</b>	Fire Operations	<b>Status</b>	Public

## Self Contained Breathing Apparatus Increase Contribution to Reserve

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

**Recommendation:** Recommended

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

### Issue Detail

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

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

2023 Budget: \$125,000

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Firefighting	TRANSFER to Reserve Account	75,000				
	<b>Total Expenses</b>	<b>75,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>75,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0017	<b>Stage</b>	Recommended
<b>CLT Office</b>	Community Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Fire & Rescue	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Fire Support Services	<b>Status</b>	Public

## Fire & Rescue User Fee update for Central Dispatch & Minor Events Fee

Windsor Fire & Rescue Services (WFRS) requires Council's approval to update two line items on the 2024 User Fee Schedule to better reflect the current market. First one is increasing the fee for dispatching services provided to 5 neighbouring municipalities, Amherstburg, Essex, Lakeshore, Leamington and Tecumseh. An increased fee of \$2.79 per capita (old fee \$1.94) is recommended. Second is for safety plans of Minor Events, a reduced fee to \$50/minor event (old is \$175) is recommended.

**Recommendation:** Recommended

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

### Issue Detail

1. As per CR223/2012, WFRS is requesting an approval for a Central Dispatch fee rate increase. "That the CAO BE AUTHORIZED to sign future agreements for Fire Dispatching services that are satisfactory in form to the City Solicitor and at a rate that is recommended by the Fire Chief and the City Treasurer and adopted annually by Council as part of the fees and charges by-law that is approved annually as part of the budget process." Carried. Report Number 16136 SF2012 C1

WFRS provides fire department dispatching services to 5 neighbouring municipalities, Amherstburg, Essex, Lakeshore, Leamington and Tecumseh. During the 2023 Budget process council approved an increase of one FTE dispatcher. It was anticipated the new position would be funded from additional revenue of potential new customers. While the potential for new customers remain, for reason beyond the control of WFRS, none have been secured. The need for increased staffing in the Emergency Communications Center still exists therefore, WFRS is proposing an increase in dispatch fees to offset the cost and meet the budget approved in advance.

The current fee is \$1.94 per capita, proposed fee is an increase to \$2.79 per capita which will yield additional \$123,000 in revenue. This will meet the budget of one dispatch operator approved in 2023 Operating budget and add additional revenue to offset anticipated wage increase (all WFRS staff is working off of 2019 negotiated contract).

For comparison, other Ontario municipalities offering dispatching services currently charge the following fee/capita:

Year	Tilsonburgh	Barrie	OwenSound
2023	\$3.68	\$3.10	\$3.38
2024	\$3.76	n/a	\$3.70
2025	\$3.85	n/a	\$3.92

2. WFRS currently holds Major and Minor event fees at a rate of \$300/event and \$175/event, respectively. The major event fee will remain unchanged. An example of a Major event is when the planned event requires a road closure and, therefore, emergency vehicle detours. It involves emergency vehicle access, route planning and public evacuation routes within the event itself. The Minor fee reflects only the organizational (profit & non-profit) events that do not involve road closures. The definition of a Minor event falls short to include an even smaller event that the community itself puts on. One example is a residents' rental of a City park for the neighbourhood. The safety plan for public evacuation and emergency response is still required from the Fire Prevention officer. The \$175 fee currently in place would deter most community events, which is not the intent of the fee. Therefore, reducing the fee to \$50 is a reasonable charge where the City recovers its cost and the community continues to plan and enjoy various events across the City. Organization-planned events will also benefit from the decrease in cost and may invite more organizations to take part in new future event planning. The net budget impact to WFRS revenue is anticipated to be zero since the number of events that will actually be charged will offset the User fee dollar amount decrease.

It is important to note that Recreation department is collecting WFRS fee along with their own Minor event or Community Permit fee as applicable.

**Central Dispatch Services 5-year Budget**

Year	Budget	Revenue	
2020	\$215,000	\$214,455	
2021	\$249,033	\$250,109	
2022	\$262,276	\$279,709	
2023	\$376,301	\$279,709	Expected revenue
2024	\$402,262	\$402,262	Proposed revenue

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
FIRE-Communications	Other Municipal Grants & Fees	(25,961)				
	<b>Total Revenues</b>	<b>(25,961)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(25,961)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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<b>Budget Issue #</b>	2024-0067	<b>Stage</b>	Recommended
<b>CLT Office</b>	Community Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Library Services	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Administration - Library	<b>Status</b>	Public

## Establish a New WPL Facilities Position and Reorganize WPL Corporate Services

To better address facility needs for WPL and provide necessary focus and energy toward the marketing and communications department, WPL is recommending to address these managerial functions through two new positions offset by eliminating one position and one 80% contract position. WPL funds 80% of a City Facilities Supervisor position with the remaining 20% funded and allocated to City of Windsor facilities. The WPL Manager of Strategic Planning Priorities & Marketing position holds the responsibilities of managing WPL facilities and the marketing department. This issue will divide facilities and marketing responsibilities resulting in a Communications & Marketing Manager along with a new WPL Facilities Supervisor allocated 100% to WPL fully funded by WPL.

**Recommendation:** Recommended

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

### Issue Detail

The Windsor Public Library has 11 different locations which require the full attention of a facilities manager in order to properly manage all of the required work which is necessary to be completed on a continuous basis. In order to provide the required attention and focus for the needs of these 11 locations, a full time Facilities Supervisor is required. Currently this responsibility is held with the Manager of Strategic Planning Priorities & Marketing (Grade 12) position, who is assisted by a City of Windsor Facilities Supervisor (Grade 12), where 80% of their workload is allocated for Windsor Public Library needs. This supervisor position is funded 80% through the WPL's operating budget (50% through a City facilities salary and wage contract line, and 30% through temporary wage budget).

In August, 2023, the WPL Board approved the WPL's proposed 2024 operating budget. Included in the recommendations was to remove the position of Manager of Strategic Planning Priorities & Marketing from the staff establishment and approve the addition of a new Communications and Marketing position. At that time, it was recommended that the oversight of the Facilities function remain with the City, funded in full by WPL. These recommendations were approved.

#### Creation of New Windsor Public Library Facilities Supervisor:

Since that time, discussions have been underway with the City on how best to proceed with the Facilities position in light of City staffing requirements. The City's Facilities department is led by a Manager of Facilities Operations, with six Supervisors reporting into that position. One of those six Supervisors has the responsibility of overseeing all library branches and the Paul Martin Building, on the City's behalf and partially funded by WPL. Based on the approved WPL Board recommendation, this Supervisor would now be taking on the additional facilities duties that formerly belonged to the Manager of Strategic Planning Priorities & Marketing as well as the 80% FTE duties that were previously provided to WPL. Upon reflection with City Administration, it is apparent that those additional duties do not align with the duties of a City Facilities Supervisor, and would warrant the creation of a new WPL Facilities Supervisor position which would incorporate these responsibilities.

#### New Communications and Marketing Manager:

With removing the facilities responsibilities from the new Communication and Marketing Manager position, the job position would therefore be re-evaluated and is estimated to be rated at a grade 10. This reduction from grade 12 of the existing Manager of Strategic Planning Priorities & Marketing position would partially offset the cost for the new WPL Facilities Supervisor position. The remaining costs will be funded partially by the elimination of the 80% facilities contract position and temporary staffing budget.



It should be noted, at this time these two new positions are estimated on the grade rating and could change after a full Joint Job Evaluation is completed however based on the responsibilities Administration anticipated they would be rated similar to what is presented in this budget issue.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Salary & Wage Adjust Provision	Fringe Benefit Allocation	63,496				
Administration - Library (F30)	Fringe benefits-Departmental	(31,879)				
Public Services - Branches (F30)	Hourly-Temporary	(55,173)				
Corporate Services	INTERNAL Service Salary Allocn	75,499				
Corporate Services	Salary-Reg.Full Time	(16,035)				
Administration	Fringe Benefits (Dept.)	36,908				
Administration	PC & Maint. Allocation	1,000				
Administration	Salary-Reg.Full Time	111,831				
	<b>Total Expenses</b>	<b>185,647</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Fringe Benefits Recovery	Automated Fringes Recovery	(36,908)				
Administration	Recovery of Fringes INTERNAL	(36,908)				
Administration	Recovery of Salaries-INTERNAL	(111,831)				
	<b>Total Revenues</b>	<b>(185,647)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Department	Dept ID	Position Title	Employee Class	FTE
Library Services	Corporate Services	Director Strategic Planning Priorities & Marketing	Regular Full-Time	(1.0)
Library Services	Corporate Services	Manager of Marketing and Communications	Regular Full-Time	1.0
Recreation & Culture	Administration	Supervisor, Facilities - WPL	Regular Full-Time	1.0
			<b>Total:</b>	<b>1.0</b>

<b>Budget Issue #</b>	2024-0147	<b>Stage</b>	Recommended
<b>CLT Office</b>	Community Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Parks & Facilities	<b>Category</b>	[A] Annualization
<b>Division</b>	Facilities Operations	<b>Status</b>	Public

## One-Time Maintenance Budget Funding for the Paul Martin Building

This budget issue is to request one-time funding for the annual costs associated with maintaining the Paul Martin Building (PMB) at 185 Ouellette, acquired in 2019. These costs are not currently budgeted for within the City's operating budget. The Windsor Public Library (WPL) Main Branch occupies a portion of the first two floors and basement of the building (approximately 35,000 square feet), leaving the remaining portion of the building vacant until a future use is identified (approximately 110,600 square feet). The vacant portion of the building would need to be maintained as well, to ensure it does not deteriorate to a point where major or more significant repairs are required.

**Recommendation:** Recommended

**One-Time Funding:** Up to \$246,240 from Budget Stabilization Reserve

### Issue Detail

On February 20, 2018, the Windsor Public Library Board ("WPL Board") passed a resolution authorizing the sale of the Main Branch at 850 Ouellette Avenue to the Downtown Mission. In April 2018, the City acquired the Paul Martin Building (PMB), located at 185 Ouellette, which is the new home of the WPL.

The PMB is comprised of two main sections - the heritage building that fronts onto Ouellette Avenue opened in 1934, and an addition built in 1959, which is located at the corner of Pitt St. and Ouellette Avenue and opens onto Pitt St. The WPL is using the 1959 addition space for its temporary location. The gross building is approximately 145,600 square feet, however, the WPL is occupying part of the first two floors and basement, totaling approximately 35,000 square feet. Therefore, approximately 110,600 square feet remains available for other purposes.

It was noted that the acquisition of this property would result in additional maintenance costs outside of the initial renovation and relocation of the Main Branch. Per CR10/2019 on January 21, 2019, it was approved that one time funding up to \$485,000 be funded from the Budget Stabilization Reserve in order to address the increased maintenance costs related to the PMB in 2019 and that the Facilities Division budget requirements related to this site be brought forward as part of the 2020 Operating Budget. Subsequently, Council approved one-time funding of \$280,240 in 2020 and \$260,240 in 2021, 2022 and 2023 to be funded from Budget Stabilization Reserve.

Overall, operating costs for the PMB are estimated to be approximately \$622,240 per year, with \$148,000 attributable to the occupied Library space and the remaining \$474,240 is attributable to the maintenance of the vacant space. These costs are determined based on the WPL occupying approximately 35,000 square feet, and the rest of the building remaining vacant.

The WPL is responsible for the following shared operating costs related to the 35,000 square feet of space occupied:

- Building Maintenance (Occupied Share) - \$75,000
- Utilities (Occupied Share) - Est. \$58,000. Budget to be established corporately by Energy Initiatives
- Insurance (Occupied Share) - \$15,000. Budget to be established corporately by Risk Management

Total amount responsible by WPL - \$148,000

Total amount responsible by WPL excluding Utilities & Insurance - \$75,000

The Facilities Division is responsible for the following operating costs:

Caretaking (Vacant Share) - \$10,000  
 Building Maintenance (Vacant Share) - \$225,000  
 Landscaping & Snow Removal (Vacant Share) - \$5,000  
 Administration (Vacant Share) - \$6,240  
 Utilities (Vacant Share) - Est. \$183,000. Budget to be established corporately by Energy Initiatives  
 Insurance (Vacant Share) - Est. \$45,000. Budget to be established corporately by Risk Management

Total amount responsible by Facilities Division - \$474,240  
 Total amount responsible by Facilities Division excluding Utilities & Insurance - \$246,240

Given the uncertainty regarding the future ownership of the PMB, the Facilities Division is requesting a one-time funding from the Budget Stabilization Reserve in the amount of \$246,240 for the 2024 maintenance costs that are not recovered from the WPL. The WPL is utilizing their existing budget and resources from the former Central Library at 850 Ouellette Avenue to cover the anticipated costs associated with caretaking, security and building maintenance and as a result, no budget increase is being requested from the WPL. It should also be noted that budget increases for utilities and insurance are handled corporate wide by their respective departments. Therefore, budget increases for utilities and insurance are being done corporately during the budget adjustment stage and are not included in this operating budget issue.

**Risk**

Should Council not approve this budget issue, the City may increase its exposure to Infrastructure enterprise risk. Funding is required to ensure the building is able to meet the needs of its users, as it is now the temporary home for the WPL Main Branch and to ensure the portion of the building that remains vacant does not deteriorate to a point where additional significant repairs are needed.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Fac.Ops. -Paul Martin Building	Computer Software	960				
Fac.Ops. -Paul Martin Building	Computer Supplies	1,920				
Fac.Ops. -Paul Martin Building	Contracted Services	300,000				
Fac.Ops. -Paul Martin Building	INTERNAL Services-non-salary	5,000				
Fac.Ops. -Paul Martin Building	Licenses	1,500				
Fac.Ops. -Paul Martin Building	Maintenance Parts & Materials	10,000				
Fac.Ops. -Paul Martin Building	Office Supplies	860				
Fac.Ops. -Paul Martin Building	PC & Maint. Allocation	1,000				
	<b>Total Expenses</b>	<b>321,240</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Fac.Ops. -Paul Martin Building	Fees and Recoveries INTERNAL	(75,000)				
Fac.Ops. -Paul Martin Building	TRANSFER From Reserve Funds	(246,240)				
	<b>Total Revenues</b>	<b>(321,240)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0139	<b>Stage</b>	Recommended
<b>CLT Office</b>	Community Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Parks & Facilities	<b>Category</b>	[C] Contractual
<b>Division</b>	Facilities Operations	<b>Status</b>	Public

## Budget Increase for Pool Chemicals

This budget issue is to increase the annual operating budget for pool chemicals at all indoor and outdoor aquatic facilities. Additional funding is required to stabilize the budget and ensure the facility maintains the level of chemicals necessary to be compliant with the Board of Health and O. Reg. 494/17. This budget funding request is required for expected pricing increases within the chemical contract from the supplier. The contract with the new supplier has resulted in a weighted average increase of 37% over prior unit pricing for various chemicals with key products like sodium hypochlorite experiencing escalation of prices in the range of 47% to 84%.

**Recommendation:** Recommended

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

### Issue Detail

Chemicals are required to help maintain safe pool chemistry at the City’s aquatic facilities including chlorine, pH and total alkalinity. Poor pool maintenance can result in unsafe pool water and/or damage to piping, pumps and filters.

While pool chemical usage level dropped significantly in 2020 - 2022 when most of the public facilities were shutdown during the pandemic, most of the pools within the City’s recreation facilities have returned close to normal operations this year. The natatorium at the Windsor International Aquatic Training Centre (WIATC) and the public pools at various Recreation Centres re-opened with a limited usage in 2022, and Adventure Bay re-opened to the public with reduced hours. It is expected that the activity level and facilities usage will return to the standard levels in 2024, and the pool chemical usage will increase as a result.

In the previous year, Council approved additional budget funding of \$60,000 in One Time BSR Funding. Facilities administration is seeking additional permanent funding of \$45,000 to mitigate the rising price of chemicals from the new contract.

The 2023 Chemical budget including the WIATC is \$250,000. In normal operating years, the total pool chemical usage between WIATC and all other public pools have been between \$186,000 to \$216,000 per year. With the new price list provided by the pool chemical supplier, there’s an expected weighted pricing increase of 37% for the various commonly used pool chemicals. Pool chemical prices increased significantly during the pandemic and high prices have continued. The average of sodium hypochlorite (chlorine) is 76% over the prior contract and both muriatic acid and sodium bicarbonate, both used on a regular basis, are both averaging a 19% increase. Administration is requesting additional operating budget to stock adequate pool chemicals at the new prices to properly maintain the pool chemistry at the aquatic facilities.

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

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

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

...

The Facilities Department is requesting an additional \$45,000 to be added to the current chemical budget to avoid reporting variance at the end of 2024.

**Risk**

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

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

YEAR	ACTUAL	BUDGET
2019	\$186,765	\$108,600
2020*	\$92,510	\$188,000
2021*	\$44,566	\$188,000
2022*	\$113,196	\$189,470
2023 Forecast	\$172,297	\$249,470

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Fac.Ops. - Western Downtown	Chemicals	45,000				
	<b>Total Expenses</b>	<b>45,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>45,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0127	<b>Stage</b>	Recommended
<b>CLT Office</b>	Community Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Parks & Facilities	<b>Category</b>	[E] Inflationary
<b>Division</b>	Parks	<b>Status</b>	Public

## Monuments, Memorials and Sculpture Repairs and Restoration Funding

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

**Recommendation:** Recommended

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

### Issue Detail

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

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

There is \$50,000 in funding within the Parks operating budget for the above projects. Due to the aging monuments inventory, and inflationary construction pricing increases, Parks administration is requesting additional funding to support the future repairs that will be required for existing and new monuments, memorials and sculptures going forward. Parks administration estimates that the annual funding requirement will be \$100,000 for the maintenance of monuments and this budget amount will be reviewed annually.

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

### Capital Budget Implication

There is no existing capital funding within Parks for the general replacement or restoration of monuments, memorials and sculptures. There is a small Recreation capital project for limited scope of work related to a specific monument. However there is often supporting funding required by Parks to complete the monument repair and restoration project and complete the full value of the work.

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

**City of Windsor Monuments****Location**

Albert Howard Weeks	Great Western Park
Ancient Jesuit Pear Trees	Maison François Baby House, and Dieppe Gardens
Astrolabium & Sun Dial of M. Kopernik	Jackson Park
Boer War Monument	Jackson Park
Bosnia & Herzegovina Memorial	Jackson Park
British-American Hotel Site Plaque	Dieppe Gardens
Canadian Vietnam Veterans Memorial	Assumption Park
Centennial of Confederation Plaque	Centennial Park
Century Rock	Centennial Park
Charles Brooks Memorial Peace Fountain	Reaume Park, Coventry Gardens
City Hall Square Fountains	Between City Hall Square East, Goyeau Street, Park Street and University Avenue
Crimean War Cannon	Assumption Park
Detective Alton C. Parker	Alton C. Parker Park
Dieppe Gardens Plaque	Dieppe Gardens
Eternal Flame	Dieppe Gardens
Fight for the Living	Reaume Park
Fleming Channel Plaque	Alexander Park
Floral Compass	Dieppe Gardens
George Bergeron	Alexander Park
Greening of the Riverfront	Civic Terrace
Hiram Walker Monument	Corner of Riverside Drive and Devonshire Road (325 Devonshire Road)
Hiram Walker's Front Porch	Willistead Park
Holodomor Monument	Jackson Park
International Waterway Marker	Between Riverside Drive and parking lot on the hill
Jesuit Missionaries Cross	Assumption Park
Korean Veterans War Memorial	Dieppe Gardens
Masonic Memorial	Malden Park
Memorial Cenotaph	Assumption Park
Monument of Memories	Jackson Park
Noon Mark	Bert Weeks Memorial Gardens
Peacekeepers - Afghanistan Monument	Reaume Park
Pray for Peace	Dieppe Gardens
Queen Elizabeth II Dedicated Tree	Jackson Park
Queen Victoria Fountain	Willistead Park
Reaume Park Plaque	Reaume Park
Red Beach Memorial	Dieppe Gardens
Robert Burns	Jackson Park
Rotary International and Ganatchio Park Plaques	Rotary International Ganatchio Park, Sandpoint Beach
Royal Canadian Air Force Memorial - Dieppe Gardens	Dieppe Gardens
Royal Canadian Air Force Memorial, Jackson Park	Jackson Park
Sea, Land, Air	Jackson Park
Service Personnel Monument	Dieppe Gardens
Soroptimists Garden	West side of Jackson Park, along Ouellette Avenue
Spirit of Windsor Engine 5588	Dieppe Gardens, Along Riverside Drive
Tecumseh and Brock Monument	Sandwich Town Roundabout
The Essex County War Memorial	City Hall Square
The Great Western Railway - Plaque	Riverside Drive
The Naval Monument	Dieppe Gardens
The Right Honourable Paul Martin Gardens	Willistead Park
The Rt. Hon. Herb Gray, PC., C.C., Q.C.	Dieppe Gardens
The Sandwich Windmill	Mill Street Heritage Park
Tower of Freedom	Civic Esplanade
Tribute Garden Plaque	Willistead Park
Udine Fountain	Dieppe Gardens
W.O.1. Pipe Major J. (Jock) Copland M.B.E.	Dieppe Gardens
Willistead Manor Plaques	Willistead Park
WWI Veterans Memorial	Optimist Memorial Park



<b>Budget Issue #</b>	2024-0144	<b>Stage</b>	Recommended
<b>CLT Office</b>	Community Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Parks & Facilities	<b>Category</b>	[E] Inflationary
<b>Division</b>	Facilities Operations	<b>Status</b>	Public

## Parks & Facilities Inflationary Pressure on Maintenance Budget

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

**Recommendation:** Recommended

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

### Issue Detail

The cost of material and labour have increased over the years, due to inflationary pressures, material shortages and other supply chain issues. The high costs of material and service contracts continue to place pressure on the department to operate within the existing maintenance budget.

Within Facilities, the areas that are most impacted by the costs increase are Non-Campus, Western Downtown and Parks & Recreations Operations as these are the service delivery areas with the largest maintenance portfolios that have direct impact on Community Services. Within Parks, the areas most impacted due to inflation are Forestry, Horticulture and Operations.

There has been significant increase for each area due to cost of material and labour shortages. Additionally the higher costs related to contractual agreements place pressure on the departments to operate within the existing budgets.

The Parks & Facilities Department is requesting an additional \$100,000 to be added to the current budget in these Parks & Facilities areas to avoid reporting a variance at the end of 2024.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Fac.Ops. -Non-Campus	Contracted Services	9,000				
Fac.Ops. -Non-Campus	Maintenance Parts & Materials	3,000				
Fac.Ops. -Parks & Rec	Contracted Services	19,500				
Fac.Ops. -Parks & Rec	Maintenance Parts & Materials	7,500				
Fac.Ops. -Western Downtown	Contracted Services	8,000				

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Fac.Ops. - Western Downtown	Maintenance Parts & Materials	6,000				
Forestry	Contracted Services	8,000				
Horticulture General Exp.	Contracted Services	4,000				
Parks Operations	Contracted Services	35,000				
	<b>Total Expenses</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0128	<b>Stage</b>	Recommended
<b>CLT Office</b>	Community Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Parks & Facilities	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Parks	<b>Status</b>	Public

## Parks and Facilities Vandalism Budget Funding

To increase the operating budget for Parks and Facilities Vandalism to address the increasing expenditures for repairs that result from vandalism acts within parkland amenities. In addition, to increase the operating funds for the current Auxiliary Officers program in City parks to prevent and limit the occurrences of vandalism acts. In 2021 the costs related to vandalism tripled over the prior year in 2020 and costs have continued to increase since then. With increases in repair costs and number of vandalism acts in parkland and within facilities, a funding increase is requested in 2024.

**Recommendation:** Recommended

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

### Issue Detail

The Parks department currently has an operating budget for vandalism for the costs of graffiti clean up, repairs for damages to park amenities including playgrounds, splash pads, sports courts and fields in addition to the Bright Lights holiday lighting program. The current operating budget for Parks division vandalism is \$242,320 which includes \$82,320 for infrastructure repair materials and \$70,000 for professional services related to power washing for graffiti removals. There is also \$90,000 in contracted services included in this budget repairs along with work provided by St. Leonard's House for the Good Neighbourhood Graffiti removal program that provides assistance to residents of the City of Windsor. Vandalism that occurs in Parkland needs to be addressed immediately as it can result in safety issues or offensive material that needs to be removed. Due to the increases in number of vandalism acts and repair costs, the current budget is no longer sufficient and a \$25,000 funding request is submitted for consideration.

Auxiliary Police Officers are utilized by the City and paid an hourly rate to provide safety and monitoring of City parks and trails during the high usage months typically in the spring and summer months. A uniformed presence in the parks helps to curb acts of mischief such as graffiti and damage. They also address common issues including the enforcement of Parks Bylaw 131-201 that includes provisions surrounding pets and ensuring that the parks and facilities are being utilized as they are intended and provide a direct link to the Police Service when necessary. The budget for the Auxiliary Police program has not increased since 2018. However, the general minimum wage was increased on October 1, 2023 and to adhere to the new minimum wage, an increase of \$25,000 is requested for 2024.

### Five Year Parks and Facilities Vandalism Costs Analysis

Year	Vandalism Costs	Increase From Prior Year	% Increase from Prior Year	Annual Budget
2018	\$88,631			\$142,320
2019	\$98,313	\$9,682	11%	\$142,320
2020	\$109,088	\$10,775	11%	\$117,320
2021	\$296,483	\$187,395	171%	\$117,320
2022	\$306,654	\$10,171	3%	\$254,820

Since 2018 the costs of vandalism in parkland have increased in each year. In 2021 the costs almost tripled from 2020 as there was a higher volume of incidents that occurred for playgrounds, washrooms located in parkland, fencing, sports courts and fields. The costs in the current year are expected to continue to escalate based upon current year trending and forecasted estimates.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Parks Operations	Contracted Services	12,500				
Parks Operations	Infrastructure Maint. Material	12,500				
Parks Operations	Other Prof Services-External	25,000				
	<b>Total Expenses</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0141	<b>Stage</b>	Recommended
<b>CLT Office</b>	Community Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Parks & Facilities	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Facilities Operations	<b>Status</b>	Public

## Facilities and SAC User Fee Updates

To recommend the 2024 user fees charged by the Facilities and Security, Special Events and City Hall Campus (SAC) departments for services provided. The SAC department is requesting an adjustment to the fees applied for special event pricing provided to external parties related to chair rentals, sound system and other supplies that may be required. The Facilities department is requesting an increase to the maintenance vehicle rental fee to align with the rate allocated by the Fleet Division to the department.

**Recommendation:** Recommended

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

### Issue Detail

The Facilities department is proposing a fee increase in the 2024 Schedule of Fees related to maintenance vehicle rental fees to match the charges allocated from the Fleet Division within Public Works charged to the department. The current rate of \$9.00 per hour is being recommended to change to \$9.19 per hour

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

Recommended 2023 SAC User Fee changes are as below for special events provided to external parties:

- Chair rental from \$1.50 to \$4.00 per unit
- Sound system from \$100 to \$200 lump sum
- New Generator user fee of \$100 if required
- New Speaker Charge of \$50 per unit with two speakers minimum provided
- Event Set up fee from \$34.49 to \$80 per hour

Revenue projections are difficult to calculate for special event activities on annual basis as the frequency and timing may vary from year to year based on unforeseen circumstances.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Security,SpecAct ivities-CHCamp	Fees&Service Charges EXTERNAL	(250)				
	<b>Total Revenues</b>	<b>(250)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(250)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0171	<b>Stage</b>	Recommended
<b>CLT Office</b>	Community Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Parks & Facilities	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Parks	<b>Status</b>	Public

## Parks User Fee Updates

To recommend the 2024 user fees charged by the Parks department for services provided. The Parks department is requesting an increase to the commemorative bench, tree and plaque rates to reflect increases in the commodity expenses of providing the services. In addition, the grass and property maintenance fees related to transitional properties and vacant lots are being increased to ensure that rising costs in resources to provide this services is recovered and this activity does not result in an operating budget deficit.

**Recommendation:** Recommended

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

### Issue Detail

The Parks department is proposing a fee increase to the 2024 Schedule of Fees to maintain the full cost recovery for supplying commemorative benches. The estimated costs of supplying a wooden and metal commemorative bench for the Parks Operations division is \$3,000 and \$4,500 respectively, which includes materials supplied and installation on a concrete pad. As a result of the commodity cost increase for both types of benches the Parks department is recommending increases in user fees for each type of bench to maintain a full cost recovery of supplying commemorative benches. In addition, the Forestry division is recommending increases to the 2024 Schedule of Fees to maintain the full cost recovery for commemorative trees and plaques. The estimated costs of supplying a commemorative tree and commemorative plaques for the Forestry division is \$680 and \$1,000 respectively.

The user fee rates linked to property maintenance for grass cutting and snow removal for transitional and vacant properties that are maintained have been increased in the year to reflect the labour rate changes for Local 82 collective agreement along with the increased costs in fuel, repairs and other material costs involved in the provision of services. The recommended 2024 hourly rates for grass maintenance is \$108 and \$136 for snow removal .

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

Parks administration also recommends removing the “House Moving Route Clearance Inspection Letter” user fee as it is no longer relevant to current operations

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

### 2024 User Rate Recommendation on Cost Recovery Revenues From Commemorative Bench and Tree Program

	2023	2024	Increase From Previous Year
Commemorative Wood Bench	\$2,600	\$3,000	\$400 per bench

Commemorative Metal Bench	\$4,200	\$4,500	\$300 per bench
Commemorative Tree Program	\$600	\$680	\$80 per tree
Commemorative Tree Program- Plaque	\$800	\$1,000	\$200 per plaque

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Security, SpecAct ivities-CHCamp	INTERNAL Services- non-salary	155				
Fac.Ops. -Non- Campus	INTERNAL Services- non-salary	393				
Fac.Ops. - Western Downtown	INTERNAL Services- non-salary	192				
PW Maintenance	INTERNAL Services- non-salary	900				
	<b>Total Expenses</b>	<b>1,640</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Parks Operations	Recovery of Salaries- INTERNAL	(1,640)				
	<b>Total Revenues</b>	<b>(1,640)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0309	<b>Stage</b>	Recommended
<b>CLT Office</b>	Community Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Parks & Facilities	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Parks	<b>Status</b>	Public

## Fee Increase - Parkland Dedication Fees Update

This budget issue adjusts existing Parkland Dedication fees in Parks and Facilities as a result of the development or redevelopment of various types of residential dwellings. All fee adjustments are to better align with Section 42 of the Planning Act that authorizes municipalities to pass by-laws for the conveyance of land for parks, or for another public recreational purpose or to contribute cash-in-lieu (CIL) set as 5% of the land proposed as a condition for residential development or redevelopment.

**Recommendation:** Recommended

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

### Issue Detail

This budget issue adjusts existing Parkland Dedication fees in Parks and Facilities as a result of the development or redevelopment of various types of residential dwellings including single detached, semi-detached, duplex and row dwellings as well as multiple dwellings. All fee adjustments are to better align with Section 42 of the Planning Act that authorizes municipalities to pass by-laws for the conveyance of land for parks, or for another public recreational purpose or to contribute cash-in-lieu (CIL) set as 5% of the land proposed as a condition for residential development or redevelopment.

The existing fee of \$57.22 per frontage foot for single detached, semi-detached, duplex and row dwellings fronting public streets has seen only minimal increases over the past 10 years, while the value of unserviced residential land in Windsor has increased significantly over that time. A recent analysis of the cost of unserviced residential lots in the City of Windsor shows the estimated value to be approximately \$3,700 per frontage foot. Five percent (5%) of this results in a CIL fee of \$185.00 per frontage foot.

Given the larger than average user fee increase being considered, Administration recommends a phased-in approach where the Parkland Dedication fees will be increased annually over the next three years to reach an approximate value of \$185.00 per frontage foot for single detached, semi-detached, duplex and row dwellings fronting public streets in 2026. The land values, that the fees are based on, will also be reviewed annually to ensure the fee is adjusted by any change in land values.

It is also being recommended that the Parkland Dedication fees for multiple dwellings be increased from \$936.36 to \$1,638.63 per dwelling unit in 2024. Administration will undertake a further detailed review of the type, size and location of multiple dwellings development projects that now represent a larger share of new homes being built in Windsor compared to 10 years ago. Accordingly, the fee structure for this type of housing is subject to further changes in future budgets.

With the above-noted proposed fee increases, the 2024 Parkland Dedication revenues are projected at \$1,130,000 compared to \$645,000 projected in 2023.

The Parkland Dedication by-law 12780 and associated user fees will be reviewed concurrently with the next DC background Study and DC by-law.

### Capital Budget Implication



All Parkland Dedication fees collected are required to be deposited in the Parkland Acquisitions Reserve Fund, Fund 151, which per section 42 (15) of the Planning Act, can only be used for the acquisition of land to be used for park or other recreational purposes, including:

- the erection, improvement or repair of buildings (for park or other public recreational purposes)
- the acquisition of machinery for park or other public recreational purposes

**Proposed Parkland Dedication Fees Increase**

	2023	2024	2025	2026
Single (Per Frontage ft. of lot)	\$57.22	\$100.00	\$140.00	\$185.00
Multiplex (Per Dwelling Unit)	\$936.36	\$1,638.63	NA	NA

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Parks Administration	TRANSFER From Reserve Funds	(1)				
Parks Administration	User Fees- External	1				
	<b>Total Revenues</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0125	<b>Stage</b>	Recommended
<b>CLT Office</b>	Community Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Parks & Facilities	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Parks	<b>Status</b>	Public

## One-Time Funding of Temp. Parks & Facilities Operations Asset Analyst Position

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

**Recommendation:** Recommended

**One-Time Funding:** \$90,367 from Budget Stabilization Reserve

### Issue Detail

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

This role within the Parks & Facilities department will create, maintain and update critical asset information that will allow for the maintenance plan, asset tracking and management plans to be undertaken. Currently the Parks department is developing a work order tracking system through CityWide software and this role would be the primary user of the system. As a part of the ongoing implementation of the CityWide software program, Facilities will be migrating from FAMIS360 into CityWide. This will allow for this new position to provide service to both the Parks and Facilities divisions.

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

### Capital Budget Implication

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

### Strategic Planning Initiative

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

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Parks Operations	Other Pay	90,367				
	<b>Total Expenses</b>	<b>90,367</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Parks Operations	TRANSFER From Reserve Funds	(90,367)				
	<b>Total Revenues</b>	<b>(90,367)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0126	<b>Stage</b>	Recommended
<b>CLT Office</b>	Community Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Parks & Facilities	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Parks	<b>Status</b>	Public

## One Time Improvements to Parks Drainage for Flood Mitigation

To establish additional operating budget to repair and improve parks with drainage issues and to mitigate flooding that occurs during periods of heavy rainfall. Flooding delays the commencement of grass maintenance and sports field usage because staff are unable to prepare the fields for intended use due to the heavy weight of the parks maintenance equipment. Improvements to park drainage reduce the standing water volumes and mitigate the potential damage and/or closure of parkland and sports fields. The current funding is depleted by mid-year and the recommended funding level represents incremental funding within the Parks Department budget.

**Recommendation:** Recommended

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

### Issue Detail

Significant periods of heavy rainfall combined with high water levels have resulted in parks flooding throughout the City this year. The Parks Development division estimates that 60% of parks throughout the City are without adequate drainage. Drainage issues have caused the closure of sports fields after periods of heavy rain and resulted in 311 calls from residents with properties adjacent to parkland who complain about drainage issues in their residential yards. In addition, parkland flooding can cause significant delays in grass cutting until the grounds have dried sufficiently, which can lead to higher maintenance costs and overtime expenditures due to additional equipment and more frequent cuts becoming necessary.

In 2019, Parks Administration determined that permanent funding should be established to target parks that experience high levels of flooding. Council approved operating funding in the amount of \$50,000, which was originally meant to act as a pilot program to determine the annual operating maintenance requirement for drainage repairs. There was additional one-time funding of \$150,000 as part of the 2023 operating budget, which has been fully utilized before the end of the summer. As a result of limited funding in the past, there have been projects that have been delayed or deferred in 2023. Parks administration is requesting \$150,000 additional one-time funding to resolve drainage issues and repairs for areas that experience flooding and to identify areas in need of capital improvements. Parks administration will continue to monitor the drainage maintenance requirements as additional funding will likely be needed in future years as climate change events that cause flooding throughout City parklands become more frequent.

An extensive conditional assessment review is required to identify parks that may present significant risk to flooding in parkland and residential properties. Flooded sports fields have also lead to the cancellation of events and loss of revenue for the City's Recreation division.

### Capital Budget Implication

Parks administration recommended a capital budget for the improvement of park drainage, PFO-002-21 Parks Drainage Improvements, and will be evaluating projects for areas in the greatest need for capital work. As a result of conditional assessment and repairs required in the year, the Parks Development division will develop a priority listing of parkland that would benefit from improvement to drainage beyond smaller temporary repairs. Parks administration will continue to consult with Public Works department to evaluate parks that may be impacted by the Sewer Master plan.

### Risk

The frequency of periods of heavy rainfall has increased due to climate change, which has a direct impact on parkland flooding. Parkland flooding can result in revenue losses when sports events have to be cancelled due to sports fields being unavailable. Significant usage in parkland that does not have sufficient drainage can also result in damages that need to be repaired at additional costs for the department. Flooding issues within parkland also increases the overall liability exposure for the City.

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

<b>Budget Issue #</b>	2024-0142	<b>Stage</b>	Recommended
<b>CLT Office</b>	Community Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Parks & Facilities	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Facilities Operations	<b>Status</b>	Public

## One-Time Budget Funding for One Temporary Supervisor, Facilities

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

**Recommendation:** Recommended

**One-Time Funding:** \$146,274 from the Budget Stabilization Reserve

### Issue Detail

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

The portfolio of buildings managed by Facilities has increased from 1.1 million square feet to 3.7 million square feet from 2006 to 2023. There are 311 building properties throughout the City that are supported by the Facilities division. The addition in buildings also increased the amount of capital and maintenance projects that need to be completed. However, the amount of permanent supervisors to keep up with the demand did not change in proportion. Since 2021, additional square feet in facility space are continuing to be added, further exacerbating the strain on an already overburdened staff. In 2023, Council approved an one-time funding of up to \$143,412 funded from Budget Stabilization Reserve to add one (1) Supervisor, Facilities for one year. In the previous year, Facilities underwent a structural re-organization, resulting in some capital projects being reallocated from the Project team to the Operations team. In order to provide sufficient support and backup coverage to current portfolio, an additional Supervisor, Facilities position will be necessary.

The Facilities Division is requesting one-time funding from the Budget Stabilization Reserve for the addition of (1) "Supervisor, Facilities" position to the 2024 annual operating budget.

### Risk

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

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Facility Operations Admin	Cell Phones	600				
Facility Operations Admin	GPS	490				
Facility Operations Admin	Membership Fees & Dues	500				
Facility Operations Admin	Other Pay	129,484				
Facility Operations Admin	Training Courses	500				
Facility Operations Admin	VehicleRent-Dedicated INTERNAL	14,700				
	<b>Total Expenses</b>	<b>146,274</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Facility Operations Admin	TRANSFER From Reserve Funds	(146,274)				
	<b>Total Revenues</b>	<b>(146,274)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0114	<b>Stage</b>	Recommended
<b>CLT Office</b>	Community Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Recreation & Culture	<b>Category</b>	[F] Revenue Reduction
<b>Division</b>	Admin - Recreation & Culture	<b>Status</b>	Public

## User Fee Updates - Recreation and Culture

The Recreation and Culture department is proposing increases in the 2024 User Fee Schedule to assist in recovering inflationary increases. While this fee increase is projected to increase revenues per transaction, it should be noted that the participation rates and staffing availability have not yet returned to pre-pandemic levels. The revenue budget relating to the User Fees should be reduced to will remain the same to align with the current trends in Recreation and Culture.

**Recommendation:** Recommended

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

### Issue Detail

The Recreation and Culture department is proposing increases ranging from 3% to 4% to the 2024 User Fee schedule to recover inflationary increase (3.8% year over year as of September 30, 2023), as per the approved Parks & Recreation User Fee and Pricing Policy CR630-2019. This follows a year in 2023 where there were no increases to the User Fees schedule for Recreation and Culture. However, per the Policy, the fees that have been adjusted continue to ensure that recreation services are affordable and accessible to all residents and ensure that fees are comparable to providers of similar services. Also for consideration in 2024, a priority wait list for City residents has been established at Lakeview Park Marina and User Fees for non-City of Windsor residents using Lakeview Park Marina have been created following Council decision number B18/2023 on April 3, 2023.

While the new proposed fees are projected to increase revenues per transaction, it should be noted that the participation rates and staffing availability have not yet returned to pre-pandemic levels. During the COVID-19 pandemic, the City of Windsor's Recreation & Culture department was mandated and/or directed to suspend a variety of services beginning in March 2020 to comply with Provincial Orders. While the department has re-opened the facilities and re-introduced programming, participation rates and staffing availability are still lower than pre-pandemic levels. Other Municipalities across North America are also experiencing reduced level of participation.

At this time, Administration is unable to recommend a 2024 revenue budget line increase. Revenue projections are difficult to calculate on an annual basis and are subject to fluctuations due to external factors such as participation levels, willingness of people to travel from out of town or out of country to our facilities (e.g. Adventure Bay), competition from other facilities and/or organizations, how participants use their discretionary time and/or money, climate, and unexpected restrictions or direction pertaining to overall facility operations. While it is cautiously optimistic that the level of activity will increase in the coming years, Administration will not increase the User Fees revenue budget in 2024.

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

Year	Budget	Actual	Variance
2018	4,538,733	\$4,586,056	\$47,323
2019	\$4,662,233	\$4,930,282	\$268,048
2020	\$4,952,978	\$994,191	(\$3,958,787)
2021	\$4,952,979	\$654,294	(\$4,298,685)
2022	\$5,039,570	\$2,813,837	(\$2,225,733)



Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Aquatics	User Fees- External	1				
Community Programming & Develm	User Fees- External	(1)				
Culture & Events	User Fees- External	(1)				
Arenas & Recreation Facilities	User Fees- External	1				
	<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0113	<b>Stage</b>	Recommended
<b>CLT Office</b>	Community Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Recreation & Culture	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Community Centres & Programming	<b>Status</b>	Public

## One Time Funding for Windsor Water World Operations

This issue reflects the Windsor Water World continued operations through 2023 with a projected variance for 2023 of up to \$50,000 pending finalization of the future use of the facility. This variance will allow existing service levels to continue as per previous approvals by City Council including the Sports Opportunities Academics and Recreation (SOAR) Afterschool Program.

**Recommendation:** Recommended

**One-Time Funding:** \$50,000 (Budget Stabilization Reserve)

### Issue Detail

As part of the 2015 Budget Deliberations, City Council considered an administrative recommendation to close Windsor Water World Community Centre. Council approved the following motion:

B3-2015 “That the report of the Executive Director of Recreation and Culture dated January 7, 2015 entitled “Budget Issue for Windsor Water World” BE RECEIVED for information; and further,

That Administration BE DIRECTED to continue the After School and Ontario Early Years (OEY) programs at Water World, until such time as an alternate location is determined in that vicinity along with further consultation with user groups and service providers and that Administration REPORT BACK to Council in June 2015.”

Administration consulted stakeholders and researched various options for the relocation of the programs identified by Council and brought back a report to Council with options. On June 15, 2015, Council approved the following motion:

CR117/2015 That the report from the Executive Director of Recreation and Culture dated March 6, 2015 on options for Windsor Water World programs BE RECEIVED; and further

That Administration BE DIRECTED to implement Option 4 described as Remaining at Windsor Water World under a Reduced Operating Model, and as outlined in the report at an annual operating cost of \$250,368 for a one year period or until further direction is received from City Council relative to the school development proposal; and further

That the additional funds required to continue operation under Option 4 for 2015 in the amount of \$132,691 BE FUNDED BY the Budget Stabilization Reserve and the recommended budget for 2016 BE BROUGHT FORWARD to the 2016 budget deliberations, and further,

That the fitness equipment BE LEFT in place and leave the gym open when staff are already scheduled to be there for programming.

For the 2016 Budget Council approved B42-2015 “That the Windsor Water World Community Centre CONTINUE OPERATING under the Reduced Operating Model in 2016, and further,

That the balance of funds required to operate the full year in the amount of \$69,469 BE FUNDED from the Budget Stabilization Reserve (BSR)”.

The COVID-19 pandemic and accompanying legislated restrictions and lockdowns created challenges for many people,

including those experiencing homelessness. The closure of libraries and community centres significantly limited safe space options for people experiencing homelessness, including during daytime hours. The City of Windsor and community partners repurposed space at Windsor Water World and opened the Housing, Homelessness and Health Hub (H4), which continues to operate today. H4 adheres to Provincial and local regulations and direction and involves support agencies on site including the Canadian Mental Health Association (CMHA), Family Services Windsor-Essex Street Outreach Team, and the CommUnity Partnership.

Currently Windsor Water World is operating at a partial budget and Recreation is projecting to be up to \$50,000 variance for 2023 to operate for a full year until further direction is received on the long term function of the facility.

**Performance Indicators**

Recreation and Culture - 5 Year Participate Rate Trend Analysis:

2022:

Programming Participant Visits: 4,551

2021 (COVID-19 Restrictions):

Programming Participant Visits: 2,790

2020 (COVID-19 Restrictions):

Programming Participant Visits: 261

2019:

Programming Participant Visits: 5,663

2018:

Programming Participant Visits: 7,254

**5 Year Windsor Water World Trend Analysis (Recreation & Culture Budget)**

Year	Budget	Actual	Variance	BSR Funding
2018	\$183,961	\$217,969	(\$34,008)	\$8,862
2019	\$183,929	\$208,102	(\$24,173)	\$50,000
2020	\$179,598	\$206,441	(\$26,843)	\$38,173
2021	\$194,770	\$249,218	(\$54,448)	\$50,000 Funding from H4
2022	\$190,668	\$128,870	\$61,798	\$50,000 Funding from H4

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Community Programming & Develm	Other Prof Services-External	50,000				
	<b>Total Expenses</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Community Programming & Develm	TRANSFER From Reserve Funds	(50,000)				
	<b>Total Revenues</b>	<b>(50,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0228	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Engineering	<b>Category</b>	[F] Revenue Reduction
<b>Division</b>	Right of Way	<b>Status</b>	Public

## One-Time Funding for Waived Sidewalk Café Fees

Council waived the 2023 fees associated with Sidewalk Cafes as per budget issue B4/2023 (2023-0153). This equated to a loss of revenue of \$8,480 in permit fees and \$61,258 in annual fees for 2023. Additionally, there is an estimated loss of \$39,355, related to on street parking meter revenue. The revenue shortfall in 2023 was funded by BSR Funding. Based on the amount of Sidewalk Cafes in 2023, this issue requires one-time funding up to \$109,093 to offset the lost revenue from Sidewalk Café Fees and on street meters, if Council waives the fees for 2024.

**Recommendation:** Recommended

**One-Time Funding:** \$109,093 (Budget Stabilization Reserve)

### Issue Detail

City Council has waived Sidewalk Cafe fees from 2020 to 2023. In 2020, Council also approved a pilot program to include parklet and curbside cafes. This pilot program was supported and has now continued beyond the pilot period.

Waiving Cafe fees in 2023, resulted in a loss of revenue of \$8,480 in permit fees and \$61,258 in annual fees (based on \$3/sq ft). Additionally, the loss of on street meters will result in an estimated \$39,355 in lost revenue. One-time BSR funding was approved in 2023 to offset the revenue shortfall as a result of waiving the fees. Should Council wish to waive fees for 2024, the one-time funding requirement to offset the loss of revenue is estimated to be \$109,093.

It should be noted that, during the 2023 Operating Budget Committee Review sessions, the following motion was approved:

THAT with regards to the “One Time Funding for Waived Sidewalk Cafe Fees” in the amount of \$113,867 BE APPROVED; and,

THAT this issue BE FUNDED through the Budget Stabilization Reserve Fund (BSR) for 2023; and further,

THAT this issue BE REASSESSED during the 2024 budget deliberation process.

The following table shows the number of permits issued by year since Council began waiving the Sidewalk Cafe fees. The number has not changed materially with the exception of 2021 which can likely be contributed to provincially mandated COVID-19 regulations related to social distancing and restrictions on indoor gatherings. While the majority of business owners were paying Sidewalk Cafe fees prior to the waiving of fees beginning in 2020, should the Sidewalk Cafe fees be reinstated with the inclusion of parklet and curbside cafes, it should be noted that some business owners would be paying Sidewalk Cafe fees for the first time and others may be paying an increased fee compared to previous years. Administration may consider a decrease in fees, compared to pre-2020 as a possible method to alleviate costs and support businesses.

Sidewalk Cafe fees have been waived for the last four years with the lost revenue being offset by either Provincial COVID mitigating funding or one-time BSR funding. Should Sidewalk Cafe fees be reduced or waived on a permanent basis, the current revenue budget will need to be adjusted to reflect the new direction. This will result in a budget increase for the 2024 budget of up to \$109,093.

Administration is recommending reinstating the Sidewalk Cafe fees for 2024.

Number of Cafe Permits Issued from 2020 to 2023

Year	# Permits
2020	39
2021	62
2022	36
2023	40

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Right of Way	Licenses & Permits	69,738				
Right of Way	TRANSFER From Reserve Funds	(69,738)				
On-Off Street Parking	Parking Revenue - Daily	39,355				
On-Off Street Parking	TRANSFER From Reserve Funds	(39,355)				
	<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0122	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Engineering	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Corporate Projects	<b>Status</b>	Public

## Adjust Recoveries from Capital Projects - Engineering Department

As a result of 2024 salary and wage adjustments, an adjustment to staff recoveries from capital projects is required.

**Recommendation:** Recommended

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

### Issue Detail

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

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Office of the City Engineer	Work Auth Recovery INTERNAL	(3,693)				
Corporate Projects	Recovery of Salaries-INTERNAL	53,893				
Corporate Projects	Work Auth Recovery INTERNAL	(86,348)				
Design	Work Auth Recovery INTERNAL	(1,869)				
Development	Recovery of Salaries-INTERNAL	242,108				
Development	Work Auth Recovery INTERNAL	(371,599)				
Geomatics	Work Auth Recovery INTERNAL	(41,529)				
Right of Way	Work Auth Recovery INTERNAL	(2,415)				
	<b>Total Revenues</b>	<b>(211,452)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(211,452)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0157	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Engineering	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Right of Way	<b>Status</b>	Public

## Local Improvement Flat Rate User Fee Adjustments

This issue makes adjustments to the existing user fees for sanitary and storm sewer private drain connections under the local improvement flat rates and the private drain connection flat rate as part of construction projects based on cost recovery.

**Recommendation:** Recommended

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

### Issue Detail

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

The increase in local improvement flat rates, based on estimated amounts, will include an increase in the recovery of expense to capital of \$32,940 for sanitary sewers, \$23,790 for storm sewers, and \$5,670 for private drain connections.

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

REFERENCE	FEE / SERVICE	2023 FEE	2024 FEE	UNIT OF MEASURE
Ref #52	Local Improvement Flat Rate - Sanitary Sewer	\$300	\$435	per linear metre property frontage
Ref #53	Local Improvement Flat Rate - Storm Sewer	\$270	\$400	per linear metre property frontage
Ref #54	Private Drain Connection Installation Flat Rate	\$3,453	\$3,831	per connection

Should all submitted fee changes be approved, Administration expects them implemented and running in our systems 30 to 60 days after approval of the 2024 User Fee Schedule, allowing for required notice of fee increases.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Right of Way	TRANSFER to Capital Fund	62,400				
	<b>Total Expenses</b>	<b>62,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Right of Way	User Fees- External	(62,400)				
	<b>Total Revenues</b>	<b>(62,400)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0225	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Engineering	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Administration - Engineering	<b>Status</b>	Public

## Adjust Recoveries from Sewer Surcharge - Engineering Department

As a result of 2024 salary and wage adjustments, an increase in Staff Recoveries from Sewer Surcharge Budget is required.

**Recommendation:** Recommended

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

### Issue Detail

A proportionate share of the salaries and fringes for positions under the Office of the City Engineer and Right of way are recovered from Sewer Surcharge Funds. This issue recovers the salary and benefit increases for 2024. After review, these percentages have been adjusted and are consistent with the methodology used in prior years.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Office of the City Engineer (Sewer Surcharge)	TRANSFER to Current Fund				4,800	
Development (Sewer Surcharge)	TRANSFER to Current Fund				48,164	
Right of Way (F28)	TRANSFER to Current Fund				10,847	
	<b>Total Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>63,811</b>	<b>0</b>
Office of the City Engineer	Sewer Surcharge Recoveries	(4,800)				
Development	Sewer Surcharge Recoveries	(48,164)				
Right of Way	Sewer Surcharge Recoveries	(10,847)				
	<b>Total Revenues</b>	<b>(63,811)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(63,811)</b>	<b>0</b>	<b>0</b>	<b>63,811</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0226	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Engineering	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Right of Way	<b>Status</b>	Public

## Right-of-Way Permit Fees - New & Adjusted Fees

This issue introduces two new user fees, removes an obsolete fee, and increases the right-of-way permit fee, which has not increased since 2013. Fees will be added or amended in the 2024 User Fee Schedule as required.

**Recommendation:** Recommended

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

### Issue Detail

**INCREASE TO RIGHT-OF-WAY PERMIT FEE** - In 2021, Council approved a \$15 increase to the Right-of-way Permit fee (to \$224). The increase amount was to be reallocated to the IT department to account for costs related to the implementation of an E-permitting application. However, the fee increase was not applied until September, 2023 due to delays in the implementation of the E-permitting application for Engineering. Prior to this, the last increase to permit fees was in 2013.

A total fee of \$272 per permit has been proposed for 2024 (an increase of \$48) to better align with the Provincial average for these fees. The proposed fee is approximately \$40 lower than the average cost to obtain a permit for works in the right-of-way, when compared to municipalities of similar size within Ontario. See attachment "Right-of-Way Permit Fees in Comparable Ontario Municipalities". Administration anticipates completing approximately 2,000 permits in 2024, resulting in an increase to revenue of \$96,000.

**NEW FEES** - are based on actual costs to provide services. Two new fees are being proposed for 2024.

**NEW UTILITY ROAD SEGMENT FEE** - Introduction of a new fee to recover the internal costs associated with issuing and reviewing utility permit applications required to install new, or replace existing aging infrastructure, along multiple roads or within a large residential development. The current permit and application fees do not fully recover the cost of Administration's time to review, manage and approve these substantial permit applications that span multiple road segments. Research has confirmed that several other municipalities in Ontario have already implemented a similar fee. See attachment "Utility Permit Fees in Comparable Ontario Municipalities". The proposed Utility Road Segment Fee is \$272. A new utility permit would remain unchanged for one road segment, however, this new fee would apply to any subsequent road segments included under the same permit. Administration anticipates the inclusion of approximately 250 road segment fees in 2024, resulting in additional revenue of \$68,000.

**NEW NON-REFUNDABLE APPLICATION FEE** - Right-of-Way is seeking approval to create a new user fee for non-refundable deposits in the amount of \$100 per application, to help eliminate premature or lighthearted permit application submissions, and allow the department to recover some of the costs incurred for time spent on withdrawn or rejected applications. This fee would apply to all permit applications, with the exception of moving and utility permits. It would be applied to the permit fee if the permit application proceeds to issuance. It would not be refunded in the event that the permit is never issued. Since the majority of these non-refundable fees will be a flow through, there will be minimal impact to revenue for the department. It should be noted that the Building Department introduced a similar fee that was approved in the 2023 budget.

**REMOVE ENCROACHMENT SURCHARGE (REFUNDABLE INDEMNITY DEPOSIT)** - Administration recommends removing these fees as they are no longer relevant to current operations, as the proposed Non-Refundable Application Fee will serve as an indemnity deposit for all right-of-way permits, including encroachments.

Should all submitted fee changes and additions be approved, Administration expects to have all changes and additions

implemented and running in our systems 30 to 60 days after approval of this budget item, to allow time for a notice of fee increase.

**Summary of Revisions to Engineering User Fee Schedule as per Budget Issue 2024-0226**

REFERENCE	FEE / SERVICE	2023	2024	UNIT OF MEASURE
Ref #38	Right-of-Way Permit Fee	\$224	\$272	per permit
New Fee	Non-Refundable Application Fee	n/a	\$100	per application
New Fee	Utility Road Segment Fee	n/a	\$272	per additional road segment after the first
Ref #13	Encroachment Surcharge (Refundable Indemnity Deposit)	\$102	\$0.00	per application

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Right of Way	Licenses & Permits	(164,000)				
	<b>Total Revenues</b>	<b>(164,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(164,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Right-of-Way Permit Fees in Comparable Ontario Municipalities

Municipality	Document	Summary of Fees Required to Perform Work in the Right-of-Way
Barrie	Fees By-Law-Schedule E	<ol style="list-style-type: none"> <li>1. Right of Way Permit for Municipal Consents/Utility – \$403.16</li> <li>2. Right of Way Major Activity Permits - \$320.46</li> <li>3. Right of Way Minor Activity Permits - \$186.01</li> </ol>
Brampton	By-Law 380-2003	<ol style="list-style-type: none"> <li>1. Road Occupancy: <ol style="list-style-type: none"> <li>a. \$450.00 Permit Fee</li> <li>b. \$5,000.00 Security Deposit</li> </ol> </li> </ol>
Burlington	2023 Service Rates & Fees	<ol style="list-style-type: none"> <li>1. Oversize load Permit – More than 5 days notice \$174.83</li> <li>2. Oversize load Permit – Less than 5 days notice \$244.78</li> <li>3. Road Occupancy Permit – \$102.57</li> <li>4. Driveway Modification - \$138.07 plus \$56.29/m of curb cut</li> </ol>
Kitchener	2023 Fee Schedule	<ol style="list-style-type: none"> <li>1. Driveway Ramp Widening Permit – 228.07 / Asphalt \$164.42</li> <li>2. Driveway Ramp Widening Permit through SPC - \$350.06</li> <li>3. Road Occupancy Permit - \$122.58</li> </ol>
London	Schedule 1, 2023 Fees and Charges	<ol style="list-style-type: none"> <li>1. Work Approval Permit (Occupancy) - where work does not involve excavation, traffic control plan review or disruptions within the travelled portion of the road allowance - \$300.00</li> <li>2. Work Approval Permit (Construction) - where work involves excavation within the soft surface boulevard within the road allowance only and does not require traffic control plan review - \$375.00</li> <li>3. Work Approval Permit (Construction) - where work involves excavation within the road allowance and requires traffic control plan review- \$475.00</li> <li>4. Work Approval Permit (Occupancy) - where work does not involve excavation and traffic control plan review is required-\$400.00</li> <li>5. Permit extension -\$150 per day or reapply</li> </ol>
Oakville	Approved 2023 Rates and Fees Schedule	<ol style="list-style-type: none"> <li>1. Driveway Entrance Permit - \$234.00</li> <li>2. Oversize Loads - \$410.00/per application</li> <li>3. Encroachment Agreements - \$1,800.00/per permit application + \$700.00 agreement preparation</li> <li>4. Patio permit - \$785.00</li> </ol>
Oshawa	Road Occupancy Permit	<ol style="list-style-type: none"> <li>1. Simple (occupy only or boulevard only) \$85.00</li> <li>2. Complex (excavate sidewalk, curb and or road) \$150.00</li> <li>3. Pavement Degradation – (\$42/m<sup>2</sup>)</li> </ol>
Richmond Hill		<ol style="list-style-type: none"> <li>1. Road Occupancy Permit - \$255.25</li> </ol>
Vaughan	By-Law 294-94	<ol style="list-style-type: none"> <li>1. Driveway Permit - \$130.00</li> <li>2. Curb Cut Fee - \$225.00 (first 4 meters)</li> <li>3. Each additional meter - \$23.75</li> <li>4. Road Occupancy Permit – Simple - \$162.00</li> <li>5. Road Occupancy Permit – Complex - \$1,993.00</li> </ol>

## Utility Permit Fees in Comparable Ontario Municipalities

Municipality	Document	Summary of Utility Fees
Burlington	By-Law 065-2021 2023 Rates and Fees	Permit cost is \$507.61 + \$0.92/m (length of conduit installation required to calculate this fee)
Town of Caledon	2023 User Fees By-law	Public Utilities Fee - \$473.80 + \$0.515/m after 300m Non-Compliance Fee - \$605.46
Ottawa	Roads Activity By-Law	Municipal Consent - \$275 per street segment + Pavement Degradation Fee
Barrie	Municipal Consent Requirement Manual	Right of Way Permit for Municipal Consents/Utility – \$403.16 Municipal Consent Application Fee – \$112.24 Municipal Consent Re-Submission Fee - \$56.12
Waterloo		Municipal Consent - \$645.06
Brampton	By-Law 380-2003	Public Utility Application: One street \$460.00 Each additional Street: \$460.00 Street in excess of 300m - \$0.50/m Resubmission of Application - \$460.00
Oakville	Oakville Municipal Consent Guidelines	\$323.00/per affected Street

<b>Budget Issue #</b>	2024-0211	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Engineering	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Corporate Projects	<b>Status</b>	Public

## One Time Funding - Project Management Services Project Coordinator Position

The Project Coordinator position manages & executes construction projects on city owned facilities to renew, replace or expand building assets & systems due to failure, end of life or change in service delivery. Working within the Corporate Projects Division of the Engineering Department, the Project Coordinator carries out projects funded both within the Department and by other Departments who require construction management services. In recent years, the demand for these services has increased and the number of construction projects has grown. The creation of one temporary full time position will meet the immediate need for 2024 and allow the department to assess whether a permanent full time position will be warranted and requested in the future.

**Recommendation:** Recommended

**One-Time Funding:** A maximum of \$26,657 from the Budget Stabilization Reserve

### Issue Detail

The Project Coordinator carries out construction projects on a wide variety of City facilities. Examples of recent projects include the renovation of the Welcome Centre at 500 Tuscarora, the replacement of the floating docks at Lakeview Marina, the replacement of the carpet throughout the 400 Building, the restoration of our signature heritage facilities - Willistead, Mackenzie Hall and the Capitol Theatre, the replacement of the outdoor pool at Lanspeary, and many more.

Council has recognized that historical capital funding for facility maintenance & improvements has been deficient. Council responded by adopting the Asset Management Plan which has established a funding model that will deliver increased Capital dollars allocated to Facility maintenance & renewal over the coming years. Additional funding translates to additional tenders & projects that will need effective & efficient management by the Project Coordinator.

The number of construction projects executed each year is dictated by the available budget and staffing. With Capital budget levels increasing, staffing levels must also increase in order to carry out these additional projects. Each Project Coordinator manages from 8 to 10 construction projects concurrently. Increasing the number of projects carried by each Project Coordinator is not recommended as it will jeopardize their ability to provide adequate oversight of their construction contracts to ensure that Consultants and Contractors are fulfilling their contractual obligations to the City of Windsor.

Should Council not approve this position, then funded projects will need be prioritized, with the lower priority projects being deferred until staffing resources become available. This deferral in time comes with the risk of further asset deterioration and potential asset failure which could disrupt the delivery of City services.

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

A maximum of \$26,657 from Budget Stabilization Reserve is being requested to fund this position on a temporary one time basis for 2024.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Corporate Projects	Other Pay	26,657				
	<b>Total Expenses</b>	<b>26,657</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Corporate Projects	TRANSFER From Reserve Funds	(26,657)				
	<b>Total Revenues</b>	<b>(26,657)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0330	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Pollution Control	<b>Category</b>	[C] Contractual
<b>Division</b>	Admin. - Pollution Control	<b>Status</b>	Public

## Additional Sludge Processing Cost for Synagro Contract

Pollution Control Administration received new information regarding the contract with Synagro who is managing the Windsor Biosolid Pelletizing Facility (WBPF). Due to changes in environmental law and also inflationary pressures, the contracted services paid out to Synagro need to be increased by \$100,000.

**Recommendation:** Recommended

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

### Issue Detail

Synagro requested a contract operation fee change increase in a report to Administration in April 2023.

The request is based on the findings of a dust hazard analysis (DHA) study which was conducted recently as per by National Fire Protection Association (NFPA) Standard 652 requirements.

One of the recommendations included in the report was to maintain the WBPF as a dust free facility which would required additional manpower and management.

This level of dust cleaning requirement was not evident at the time the contract Synagro was signed back in 2019. Administration is requesting a \$100,000 increase.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Synagro Agreement	Contracted Services	100,000				
Synagro Agreement (F28)	TRANSFER to Current Fund				100,000	
	<b>Total Expenses</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>0</b>
Synagro Agreement	Sewer Surcharge Recoveries	(100,000)				
	<b>Total Revenues</b>	<b>(100,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>0</b>



<b>Budget Issue #</b>	2024-0257	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Pollution Control	<b>Category</b>	[E] Inflationary
<b>Division</b>	LRWRP Operations	<b>Status</b>	Public

## Septic Tank Waste Disposal User Fee

Pollution Control has been charging the same rate for septic disposal services for many years. This budget issue requests the approval for an increase due to inflation.

**Recommendation:** Recommended

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

### Issue Detail

Pollution Control has been charging \$0.09 per gallon for septic tank disposal services since 2001. Septic charges were \$.08 per gallon from 1997 - 2001. Using Consumer Price Index inflation from Statistics Canada from 2007, the recovery rate adjusted for inflation would be \$0.125 per gallon, which is an increase of 39%.

Administration is requesting an increase to \$0.11 per gallon. Administration expects to issue another increase next year to the septic rate to catch up on inflation. However, budgeted revenue will not be put forward for an increase at this time due to the likelihood of decreasing volume. There are services being offered to some businesses that are expected to stop in 2024. Administration also notes that it is possible that some septic volume may instead be moved to the Leamington Pollution Centre, as their rates are \$0.09 per gallon.

If the \$0.125/gallon rate had been charged in the past, revenue would have increased as follows (assuming volumes did not change):

2019: 5,054,917 gallons

\$454,943 @ \$0.09  
\$631,865 @ \$0.125

Difference \$176,922

2020: 4,507,463 gallons

\$405,672 @ \$0.09  
\$563,433 @ \$0.125

Difference \$157,761

2021: 5,491,326 gallons

\$494,219 @ \$0.09  
\$686,416 @ \$0.125

Difference \$192,197

2022: 9,511,642 gallons

\$856,048 @ \$0.09

\$1,188,955 @ \$0.125

Difference \$332,907

The average revenue increase would have been about \$215,000 per year (based on 2019-2022 data). It's difficult to predict how much volume would be lost if rates were increased, however some business may explore whether it is worthwhile for them to travel to Leamington due to the cheaper rate.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
LRWRP Operations	Chemicals	1				
	<b>Total Expenses</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
LRWRP Operations	Sewage Treatment	(1)				
	<b>Total Revenues</b>	<b>(1)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0291	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Pollution Control	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	LRWRP Operations	<b>Status</b>	Public

## Overall Response Operator (ORO) Premiums

Overall Response Operator (ORO) Premiums are 10% of wages. There is no corporate funding for ORO premiums for operator positions.

**Recommendation:** Recommended

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

### Issue Detail

Overall Response Operator (ORO) Premiums are 10% of wages. The operator premium was not always 10% of wages. It was a flat \$2 premium in the past up until 2022. Unlike the new skilled trade premium of 10% premium for Local 82 positions, there is no corporate funding for ORO premiums for operator positions, which is not a skilled trade. At least one chief operator is always required to be working, for both plants, 24 hours a day. The hourly chief wage is \$37.47. At a 10% premium of \$3.747, 24 hours x 365 days equals approximately \$33,000 of annual ORO premium expenses for each plant.

The budget for each plant has been deficient to cover this premium:  
 LRPCP budget = \$25,000  
 LRWRP budget = \$0

A budget increase is being requested of \$41,000 (\$33,000 for LRWRP and \$8,000 for LRPCP).

### Overall Response Operator (ORO) Premiums 5-year history for both plants

Year	Budget	Actual	Variance
2022	\$25,000	\$62,112	(\$37,112)
2021	\$25,000	\$35,083	(\$10,083)
2020	\$25,000	\$36,245	(\$11,245)
2019	\$25,000	\$34,633	(\$9,633)
2018	\$25,000	\$35,376	(\$10,376)

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
LRPCP Operations	Other Pay	8,000				
LRPCP Operations (Sewer Surcharge)	TRANSFER to Current Fund				8,000	
LRWRP Operations	Other Pay	33,000				

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
LRWRP Operations (Sewer Surcharge)	TRANSFER to Current Fund				33,000	
	<b>Total Expenses</b>	<b>41,000</b>	<b>0</b>	<b>0</b>	<b>41,000</b>	<b>0</b>
LRPCP Operations	Sewer Surcharge Recoveries	(8,000)				
LRWRP Operations	Sewer Surcharge Recoveries	(33,000)				
	<b>Total Revenues</b>	<b>(41,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>41,000</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0292	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Pollution Control	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	LRPCP Operations	<b>Status</b>	Public

## Overtime Wages in Little River Pollution Control Plant

Budgeted overtime wages in Little River Pollution Control Plant has not been updated since 2016.

**Recommendation:** Recommended

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

### Issue Detail

Budgeted overtime wages in Little River Pollution Control Plant (LRPCP), which is \$100,000, has not been updated since 2016 (on budget issue 2016-0591) and has been in deficit. Administration is requesting a 2% per year increase, which would increase the budget by \$17,000 to \$117,000.

### Overtime Wages in LRPCP 5-year history

Year	Budget	Actual	Variance
2022	\$100,000	\$141,232	(\$41,232)
2021	\$100,000	\$119,388	(\$19,388)
2020	\$100,000	\$104,321	(\$4,321)
2019	\$100,000	\$109,041	(\$9,041)
2018	\$100,000	\$140,164	(\$40,164)

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
LRPCP Operations	Overtime - Wages	17,000				
LRPCP Operations (Sewer Surcharge)	TRANSFER to Current Fund				17,000	
	<b>Total Expenses</b>	<b>17,000</b>	<b>0</b>	<b>0</b>	<b>17,000</b>	<b>0</b>
LRPCP Operations	Sewer Surcharge Recoveries	(17,000)				
	<b>Total Revenues</b>	<b>(17,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,000</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0295	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Pollution Control	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	LRWRP Operations	<b>Status</b>	Public

## Maintenance and Professional Fees Budget Increase

A 5% inflationary increase is being requested for maintenance and professional fees budgets in both Lou Romano Water Reclamation Plant (LRWRP) and Little River Pollution Control Plant (LRPCP).

**Recommendation:** Recommended

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

### Issue Detail

6) A 5% inflationary increase is being requested for maintenance and professional fees budgets for both plants. All of these accounts are trending to a deficit this year.

#### Maintenance Budgets:

LRWRP \$1,000,000 = \$50,000 increase

LRPCP \$210,000 = \$10,000 increase

#### Professional Fees Budgets:

LRWRP \$260,000 = \$13,000 increase

LRPCP \$30,000 = \$1,500 increase

### 5-year budget vs actual history for maintenance and professional fees for both plants

Year	Maintenance Budget	Maintenance Actual	Professional Fees Budget	Professional Fees Actual
2022	\$1,210,000	\$1,350,980	\$290,000	\$226,396
2021	\$1,210,000	\$1,114,565	\$290,000	\$259,091
2020	\$670,700	\$1,769,508	\$75,322	\$283,245
2019	\$670,700	\$1,274,110	\$75,322	\$177,530
2018	\$680,700	\$1,042,608	\$75,322	\$252,223

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
LRPCP Operations	Maintenance Parts & Materials	10,000				
LRPCP Operations	Other Prof Services-External	1,500				
LRPCP Operations (Sewer Surcharge)	TRANSFER to Current Fund				11,500	
LRWRP Operations	Maintenance Parts & Materials	50,000				

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
LRWRP Operations	Other Prof Services-External	13,000				
LRWRP Operations (Sewer Surcharge)	TRANSFER to Current Fund				63,000	
	<b>Total Expenses</b>	<b>74,500</b>	<b>0</b>	<b>0</b>	<b>74,500</b>	<b>0</b>
LRPCP Operations	Sewer Surcharge Recoveries	(11,500)				
LRWRP Operations	Sewer Surcharge Recoveries	(63,000)				
	<b>Total Revenues</b>	<b>(74,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>74,500</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0296	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Pollution Control	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	LRWRP Operations	<b>Status</b>	Public

## Chemical Budget Increase

Based on 2024 option pricing, chemicals are estimated to increase by 5% in 2024.

**Recommendation:** Recommended

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

### Issue Detail

Based on 2024 option pricing, chemicals are estimated to increase by 5% in 2024. Administration is requested a 5% budget increase in chemicals for both plants.

Chemicals Budgets:

LRWRP \$1,939,388 = \$100,000 increase

LRPCP \$596,875 = \$30,000 increase

### Chemicals 5-year history

Year	Budget	Actual	Variance
2022	\$1,961,100	\$2,522,873	(\$561,773)
2021	\$1,961,100	\$2,283,476	(\$322,376)
2020	\$1,850,100	\$2,172,611	(\$322,511)
2019	\$1,665,100	\$2,057,357	(\$392,257)
2018	\$1,655,100	\$1,722,195	(\$67,095)

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
LRPCP Operations	Chemicals	30,000				
LRPCP Operations (Sewer Surcharge)	TRANSFER to Current Fund				30,000	
LRWRP Operations	Chemicals	100,000				
LRWRP Operations (Sewer Surcharge)	TRANSFER to Current Fund				100,000	
	<b>Total Expenses</b>	<b>130,000</b>	<b>0</b>	<b>0</b>	<b>130,000</b>	<b>0</b>
LRPCP Operations	Sewer Surcharge Recoveries	(30,000)				



Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
LRWRP Operations	Sewer Surcharge Recoveries	(100,000)				
	<b>Total Revenues</b>	<b>(130,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>130,000</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0297	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Pollution Control	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	LRWRP Operations	<b>Status</b>	Public

## Motor Fuels Budget Increase

Administration projects that an additional \$60,000 is needed for Motor Fuels at Lou Romano Water Reclamation Plant.

**Recommendation:** Recommended

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

### Issue Detail

Although Motor Fuels were increased in 2023 to \$120,00 in LRWRP and \$30,000 in LRPCP, Administration projects that an additional \$60,000 is needed at LRWRP. Motor Fuels are already in a deficit position as of August of this year. It is estimated that these increased costs are likely permanent.

### 5-year budget vs actual history for Motor Fuels

Year	Budget	Actual	Variance
2022	\$75,000	\$137,712	(\$62,712)
2021	\$75,000	\$194,690	(\$119,690)
2020	\$75,000	\$103,463	(\$28,463)
2019	\$75,000	\$126,369	(\$51,369)
2018	\$75,000	\$153,331	(\$78,331)

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
LRWRP Operations	Motor Fuels	60,000				
LRWRP Operations (Sewer Surcharge)	TRANSFER to Current Fund				60,000	
	<b>Total Expenses</b>	<b>60,000</b>	<b>0</b>	<b>0</b>	<b>60,000</b>	<b>0</b>
LRWRP Operations	Sewer Surcharge Recoveries	(60,000)				
	<b>Total Revenues</b>	<b>(60,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60,000</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0299	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Pollution Control	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Admin. - Pollution Control	<b>Status</b>	Public

## Training, Travel and Conference Registration Budget Increases

Training, Travel, and Conference Registration budgets have been steadily cut over the years. Also, Covid-19 limited the opportunity to use these budgets. Administration will be returning to its past historical spending.

**Recommendation:** Recommended

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

### Issue Detail

Training, Travel, and Conference Registration budgets have been steadily cut over the years. Covid-19 limited the opportunity to use these budgets. For example, no conferences were attended at all due to Covid-19.

#### Training Budget and Actual

2018 \$13,803, \$24,959  
 2019 \$14,603, \$24,872  
 2020 \$14,603, \$10,489  
 2021 \$14,603, \$10,227  
 2022 \$14,603, \$11,521

Training is expected to return to levels seen in past years prior to Covid-19. Administration is requesting a training budget increase to \$25,000 (increase of \$10,397).

#### Travel Budget and Actual

2018 \$19,026, \$23,885  
 2019 \$13,984, \$15,852  
 2020 \$13,984, \$128  
 2021 \$13,984, \$0  
 2022 \$11,851, \$121

Travel is also expected to return to levels seen in past years prior to Covid-19. Administration is requesting a training budget increase to \$20,000 (increase of \$8,149).

#### Conference Registration Budget and Actual

2018 \$11,600, \$4,221  
 2019 \$7,400, \$2,383  
 2020 \$7,400, \$11,718  
 2021 \$7,400, \$195  
 2022 \$5,400, \$0

Conference Registrations are also expected to return to levels seen in past years prior to Covid-19 but also increase. Administration is requesting a training budget increase to \$12,000 (increase of \$6,600).

### 5-year Variance History for Training, Travel, and Conference registration (from above)

Year	Training	Travel	Conference Registrations
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2018	(\$11,156)	(\$4,859)	\$7,379
2019	(\$10,269)	(\$1,868)	\$5,017
2020	\$4,114	\$13,856	(\$4,318)
2021	\$4,376	\$13,984	\$7,235
2022	\$3,082	\$11,730	\$5,400

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Pollution Control - Admin	Conference Registration	6,600				
Pollution Control - Admin	Training Courses	10,397				
Pollution Control - Admin	Travel Expense	8,149				
Pollution Control - Admin (Sewer Surcharge)	TRANSFER to Current Fund				25,146	
	<b>Total Expenses</b>	<b>25,146</b>	<b>0</b>	<b>0</b>	<b>25,146</b>	<b>0</b>
Pollution Control - Admin	Sewer Surcharge Recoveries	(25,146)				
	<b>Total Revenues</b>	<b>(25,146)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25,146</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0300	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Pollution Control	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	LRWRP Operations	<b>Status</b>	Public

## Biomonitoring Budget Increase

Administration projects that Biomonitoring costs will increase by \$50,000 and is requesting this increase in budget.

**Recommendation:** Recommended

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

### Issue Detail

There are additional costs in biomonitoring at Malden Landfill, East Riverside Closed Landfill, Little River Closed Landfill and Detroit River Monitoring. Costs have increased due to inflation and additional monitoring parameters.

### 5-year Budget vs Actual history for Biomonitoring

Year	Budget	Actual	Variance
2022	\$75,000	\$137,712	(\$62,712)
2021	\$75,000	\$194,690	(\$119,690)
2020	\$75,000	\$103,463	(\$28,463)
2019	\$75,000	\$126,369	(\$51,369)
2018	\$75,000	\$153,331	(\$78,331)

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Environmental Quality Services	Other Prof Services-External	50,000				
Environmental Quality Services (Sewer Surcharge)	TRANSFER to Current Fund				50,000	
	<b>Total Expenses</b>	<b>50,000</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>0</b>
Environmental Quality Services	Sewer Surcharge Recoveries	(50,000)				
	<b>Total Revenues</b>	<b>(50,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0304	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Pollution Control	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	LRWRP Operations	<b>Status</b>	Public

## Budget Increase for Internet Speeds

Administration has requested that their Internet speeds at Lou Romano and Little River be upgraded from 300Mbps to 940Mbps.

**Recommendation:** Recommended

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

### Issue Detail

It is important to upgrade especially with the private cloud and the new upgrades that are happening in both plants. The rates to upgrade the internet in both plants is 234.95\$/month . Administration is requesting \$3,500 for the new internet.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
LRWRP Operations	Other Prof Services-External	3,500				
LRWRP Operations (Sewer Surcharge)	TRANSFER to Current Fund				3,500	
	<b>Total Expenses</b>	<b>3,500</b>	<b>0</b>	<b>0</b>	<b>3,500</b>	<b>0</b>
LRWRP Operations	Sewer Surcharge Recoveries	(3,500)				
	<b>Total Revenues</b>	<b>(3,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0322	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Pollution Control	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Pumping Station Operations	<b>Status</b>	Public

## Increase in Tax Rates for 2479 Howard - Pumping Station

Pollution Control requires a budget increase of \$36,000 for new property taxes owing on 2479 Howard - Pumping Station.

**Recommendation:** Recommended

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

### Issue Detail

Pollution Control received notification from the Tax Department of the following:

The subject property was previously shown on the roll as a general purpose industrial property and owned by the city and exempt from taxation. A review of older building permits was completed in 2023 and the subject property had an outstanding permit for a municipal water pumping station. Municipally owned water treatment facilities including pumping stations are subject to a payment in lieu of taxes at the commercial rate under s. 27 of the Assessment Act. As the permit was outstanding since 2010, the subject property assessment was updated to reflect the use as a municipal pumping station for 2021-2023.

The reason for this assessment is that the property was under a different roll number when the building permit was taken out in 2010 and appears to have been missed by MPAC. They can only assess the current and two prior years.

The taxes owing total \$100,028.29 for the 3 years.

2021 - \$32,600.89

2022 - \$33,101.26

2023 - \$34,326.14

As such, a budget increase of \$36,000 is being requested for 2024.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
LRWRP Operations (Sewer Surcharge)	TRANSFER to Current Fund				36,000	
Pump Station-Operations	Taxes	36,000				
	<b>Total Expenses</b>	<b>36,000</b>	<b>0</b>	<b>0</b>	<b>36,000</b>	<b>0</b>

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Pump Station-Operations	Sewer Surcharge Recoveries	(36,000)				
	<b>Total Revenues</b>	<b>(36,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>36,000</b>	<b>0</b>



# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0082	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Pollution Control	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Admin. - Pollution Control	<b>Status</b>	Public

## Increase Recovery from Sewer Surcharge for Salaries & Wages

As a result of 2024 salary and wage increases, an adjustment to sewer surcharge recoveries from the sewer surcharge is required.

**Recommendation:** Recommended

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

### Issue Detail

Pollution Control budget is fully recoverable from the sewer surcharge reserve. This issue is as a result of changes to the salary and wage accounts in 2024. This issue will allocate this overall increase to the sewer surcharge reserve.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Pollution Control - Admin (Sewer Surcharge)	TRANSFER to Current Fund				5,004	
Environmental Quality Services (Sewer Surcharge)	TRANSFER to Current Fund				35,907	
LRPCP Operations (Sewer Surcharge)	TRANSFER to Current Fund				25,045	
LRWRP Operations (Sewer Surcharge)	TRANSFER to Current Fund				55,320	
Process Engineer & Maintenance (Sewer Surcharge)	TRANSFER to Current Fund				73,022	

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Pump Station-Operations (Sewer Surcharge)	TRANSFER to Current Fund				24,392	
	<b>Total Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>218,690</b>	<b>0</b>
Pollution Control - Admin	Sewer Surcharge Recoveries	(5,004)				
Environmental Quality Services	Sewer Surcharge Recoveries	(35,907)				
LRPCP Operations	Sewer Surcharge Recoveries	(29,934)				
LRWRP Operations	Sewer Surcharge Recoveries	(50,431)				
Process Engineer & Maintenance	Sewer Surcharge Recoveries	(73,022)				
Pump Station-Operations	Sewer Surcharge Recoveries	(24,392)				
	<b>Total Revenues</b>	<b>(218,690)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(218,690)</b>	<b>0</b>	<b>0</b>	<b>218,690</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0083	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Pollution Control	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Corporate Projects	<b>Status</b>	Public

## Adjust Recoveries from Capital Projects

Reflects an adjustment to staff recoveries from capital projects as a result of 2024 salary and wage adjustments, as well as adjustments to recovery percentages.

**Recommendation:** Recommended

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

### Issue Detail

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

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Process Engineer & Maintenance (Sewer Surcharge)	TRANSFER to Current Fund				(74,619)	
Pump Station-Operations (Sewer Surcharge)	TRANSFER to Current Fund				(4,964)	
	<b>Total Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(79,583)</b>	<b>0</b>
Process Engineer & Maintenance	Sewer Surcharge Recoveries	74,619				
Process Engineer & Maintenance	Work Auth Recovery INTERNAL	(74,619)				
Pump Station-Operations	Sewer Surcharge Recoveries	4,964				
Pump Station-Operations	Work Auth Recovery INTERNAL	(4,964)				
	<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(79,583)</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0169	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Pollution Control	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	LRWRP Operations	<b>Status</b>	Public

## Increase in Budgeted Recoveries

Pollution Control has several budgeted recoveries line items that have not been updated in many years. Both recoveries and line item expenditures across Pollution Control divisions are being updated. The budgeted recoveries are identified within this budget issue. The updated expenditure line items have their own budget issues.

**Recommendation:** Recommended

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

### Issue Detail

1) The Lou Romano Water Reclamation Plant (LRWRP) collects sewer surcharge recoveries from the Windsor Utilities Commission (WUC) for processing backwash. The sewer surcharge rate has increased from \$1.2 per cubic metre in 2019 to \$3.04 per cubic metre in 2023:

Recoveries from WUC 2020: \$838,679

Recoveries from WUC 2021: \$1,110,534

Recoveries from WUC 2022: \$915,023

Approximate average monthly billing = \$80,000

The average monthly billing in 2023 thus far is \$80,000. Projected \$960,000.

The current budget is \$450,000 and has not been updated since 2019. A line item increase to recoveries is being put forward for \$510,000 to match the average historical billings of \$80,000/month.

2) The sewer treatment rates charged to LaSalle for sewer treatment at LRWRP have been increasing over the years. There have been increases to leachate rates of about 125% as well. Septic rates will also be submitted for an increase from \$0.09 to \$0.11 per gallon (on budget issue 2024-0257).

LRWRP Budgeted and Actual Sewer, Septic, and Leachate Treatment Recovery History:

2017: \$1,305,337, \$1,695,199

2018: \$1,505,337, \$1,907,637

2019: \$1,505,337, \$1,680,468

2020: \$1,533,576, \$1,748,904

2021: \$1,533,576, \$1,920,130

2022: \$1,533,576, \$2,160,636

The budget was increased to \$1,940,414 in 2023 for the increase in leachate rates, however less leachate is being accepted due to the condition and strength of the leachate. Although the rates more than doubled, around half the volume is being accepted. Therefore, leachate recoveries to LRWRP in 2023 are estimated to be approximately similar to 2022 at \$150,000 for the year. Costs to treat the leachate, however, are expected to lower as less leachate is being treated. It is difficult to quantify the costs that would be saved by treating around half the amount of leachate.

The average monthly sewer treatment billing to LaSalle in 2022 was \$68,000. The sewer treatment rates were increased by 17% from \$0.2671 per cubic metre to \$0.3124 per cubic metre, which projects to \$955,000 in recovery revenue from LaSalle for 2023. Sewer rates may increase in 2024 due to capital budget increases. The respective contract is being reviewed by Administration. At this time, it is not known if a new/amended contract will be drawn up in 2024.

Septic volume is estimated to be approximately 5,500,000 gallons in 2024, which is around historical trends. At a \$0.11 per gallon septic rate, estimated revenue for septic services are \$605,000.

Projected 2024 Sewage Treatment Recoveries = \$1,710,000 (\$955,000 Sewer treatment for LaSalle, \$150,000 Leachate Services, \$605,000 from Septic Services). Although recoveries in 2024 may be in a deficit, it is expected that more costs would be saved by not treating the leachate. Therefore, Administration recommends to keep the budgeted recovery unchanged for 2024 until further information.

3) Similar to #2 above, LRPCP's leachate rates and sewer treatment rates increased. It is estimated that leachate recoveries will also be about \$150,000. The budget has not been changed in many years.

Sewer treatment rates to Tecumseh increased by 24% in 2023 from \$0.4394 to \$0.5433 per cubic metre. The average monthly sewer treatment billing to Tecumseh in 2022 was \$100,000, which projects to \$1,490,000 in recovery revenue from Tecumseh for 2023. Sewer rates may increase in 2024 due to capital budget increases. The respective contract is being reviewed by Administration. At this time, it is not known if a new/amended contract will be drawn up in 2024.

LRPCP Budgeted and Actual Sewer and Leachate Treatment Recovery History:

2017: \$1,457,334, \$1,348,945  
 2018: \$1,457,334, \$1,214,987  
 2019: \$1,457,334, \$1,425,920  
 2020: \$1,457,334, \$1,466,988  
 2021: \$1,457,334, \$1,347,903  
 2022: \$1,457,334, \$1,304,880

Projected 2024 Sewage Treatment Recoveries = \$1,640,000 (\$1,490,000 Sewer treatment for LaSalle, \$150,000 Leachate Services). Administration therefore recommends a budget increase to revenue of \$182,666.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
LRPCP Operations (Sewer Surcharge)	TRANSFER to Current Fund				(182,666)	
LRWRP Operations (Sewer Surcharge)	TRANSFER to Current Fund				(510,000)	
	<b>Total Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(692,666)</b>	<b>0</b>
LRPCP Operations	Sewage Treatment	(182,666)				
LRPCP Operations	Sewer Surcharge Recoveries	182,666				
LRWRP Operations	Other General Revenue	(510,000)				
LRWRP Operations	Sewer Surcharge Recoveries	510,000				
	<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(692,666)</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0229	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Pollution Control	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	LRWRP Operations	<b>Status</b>	Public

## Budget Increase Contribution to Pollution Control Reserve

The Pollution Control Reserve is projected be in a budgeted deficit position in 2023. Based on 15-year spending projections and in consideration of current spending levels, the reserve is in a precarious position. Not approving this increase will impact the division's ability to properly maintain infrastructure and poses a very serious and significant risk, impacting the ability to properly maintain critical infrastructure.

**Recommendation:** Recommended

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

### Issue Detail

Pollution Control has a reserve fund established to ensure ongoing replacement of aging equipment takes place at the Lou Romano Water Reclamation Plant (LRWRP), Little River Pollution Control Plant (LRPCP) and the numerous pumping stations throughout the City of Windsor. Timely replacement of this equipment is required to ensure efficient and safe operations at the City's wastewater and storm water management systems. As the equipment used at these facilities is extremely specialized, significant lead time is required to order the necessary parts. The City's Pollution Control facilities are subject to Provincial laws and regulations, and not completing the work needed to adhere to these standards is not an option.

The Pollution Control Reserve is expected to be in a budgeted deficit of \$520,000 by the end of 2023. As tenders are trending much higher than original estimates due to inflation, particularly for the locker/lunch room renovation at LRPCP (C 109/2023), Administration was forced to defer what projects it could to 2024. With the tender coming over budget by about \$1.5 million, Administration had to take future dollars from the 2024 annual contribution in order to fund the best available tender offer on this project. This trend is expected to continue.

As of July 31, 2023, the Pollution Control Reserve, net of encumbrances, has a balance of \$370,110. This will be a budgeted deficit balance of \$520,000 by the end of the year.

Currently, the Reserve receives annual contributions from the Sewer Surcharge as follows:

- 2023 Budget:
- Pumping Stations \$882,478 (10.3%)
  - LRWRP \$2,947,304 (34.4%)
  - LRPCP \$4,737,963 (55.3%)

TOTAL: \$8,567,745

These annual contributions from the sewer surcharge were reduced during the 2011 budget process by approximately 40% from \$3,536,960 to an annual contribution total of \$2,103,168. At the time, Pollution Control had three reserve funds; one for each of the plants and another for the Pumping Stations. The total balance for all three reserve funds in early 2011, when this reduction came forward, was \$22.4 million. The reserve balance in 2023 is \$31,056,193 (all of which is encumbered).

Through various iterations of the Operating Budget, the annual contributions were increased to above 2011 levels and now total \$8,567,745. Pollution Control has consistently asked for increases to the reserve. In prior year's budget, \$2.5M was brought forward in departmental review. Admin review revised the annual contributions downward to only a \$1.25M

increase. This has been the case over the last 3 years. The additional required \$3.75 million asked for in the 2021-2023 budgets by itself would have produced an annual contribution of \$12,317,745.

However, these historical estimates of needed funding are now outdated. Inflation has increased significantly in 2023 as it did in 2022. The Building Construction Price Index used by the City was 17% in 2022. According to Statistics Canada, from 2017 to the second quarter of 2023, the construction price of residential buildings in Canada increased by 76.16 percent. During the same period, the price of non-residential buildings was over 41 percent higher than in 2017. According to Statistics Canada Building construction price indexes, the inflation index for the eleven census metropolitan area composite (an average of 11 major cities across Canada) increased from 123.3 in Q1 2021 to 168.2 in Q1 2023. That is a 36% increase in just two years. Therefore, the annual contribution increase being requested of \$2.5 million each year in the past was low given these inflationary numbers. For example, adding an additional 10% for inflation, which appears reasonable, to the \$2.5 million increase asked for in 2021 would yield a \$2.75M annual contribution. Another 10% in 2022 would be over a \$3million increase. 10% again in 2023 would mean a \$3.3 million increase. A 10% increase for 2024 would yield an annual contribution of \$3.7 million. If this was done, the annual contribution would be \$17,580,495 in 2024. Administration is requesting a capital budget of \$18,850,000 in 2024, which is about \$1million more than this calculation. This will help catch up on historical funding requests. Inflation compounds increases to costs year over year. The same logic applies back to 2011, but instead the annual contribution was cut by 40%. Only a \$1.25 million increase was approved each year from 2021-2023. For these reasons, Administration is requesting an annual contribution increase of \$10,900,000:

(\$520,000)	2024 Opening Budgeted Balance of Pollution Control Reserve
\$8,567,745	Current Annual Contribution
\$10,900,000	Annual Contribution - Increase
(\$8,195,000)	LRWRP 2024 Capital Budget
(\$6,475,000)	LRPCP 2024 Capital Budget
(\$4,180,000)	2024 Pumping Stations Capital Budget
\$98,000	Ending Budgeted Balance, Reserve

The total annual contribution would total \$19,467,745. \$520,000 of this would be to catch up on pre-committed funds used in 2023.

There are also special, high-dollar value projects that were once on the horizon but now are coming due. Major projects, such as the Anaerobic Digestion project for the Windsor Biosolids Processing Facility (WBPF) would require an estimated \$15 million for Design alone in 2024. Construction is estimated at \$130M in 2026. Accommodations for Organics would cost an estimated \$20M in 2028. In addition, LRPCP expansion in the coming years would need an estimated \$20 million in Design for 2025 and 2026 and an estimated \$500M 2028-2030. These estimates are very rough and uncertain at this time. If the Pollution Control Reserve is expected to fund these projects, it is certain however that the annual contribution as it is will be not be able to funding these amounts.

Due to these capital investments required at the Pollution Control facilities, assuming they are done and additional funding is not provided, the Reserve balance would have a very large budgeted deficit in 2024 and would persist indefinitely. 2024 alone would be around a \$26 million budgeted deficit. This puts Pollution Control's ability to replace aging equipment expediently at risk, as replacements would need to be deferred until reserve funds become available or alternative funding sources are identified. This is compounded by long delivery times of up to a year requiring immediate emergency commitments. As such, Administration is proceeding to request an additional \$15M to cover the estimated Anaerobic Digestion Design costs.

The requested increase of \$25.9M (\$10.9M for Pollution Control projects plus \$15M for Anaerobic Digestion) to the annual reserve contributions are expected to leave the reserve, net of encumbrances, in a small surplus position next year assuming that planned spending is achieved. This could be reduced by \$5M in 2025 and 2026 in order to cover the \$20M in Design for LRPCP's expansion. However, LRPCP's expansion would likely be hundreds of millions of dollars, and even with the requested increase, would be incapable of funding this expansion. The proposed 2024 Contribution would total \$34,467,745 (\$8,567,745 2023 contribution plus \$25.9M proposed increase in 2024).

### Capital Budget Implication

The Contribution Calculation by division is below:

2024 Proposed Capital Budget:

\$4,180,000 2024 Pumping Station Budget = 22.1%  
 \$8,195,000 2024 LRWRP Budget = 43.5%  
 \$6,475,000 2024 LRPCP Budget = 34.4%  
 \$18,850,000 Total

Allocating the above percentages to the proposed 2024 Contribution of \$19,467,745 (\$8,567,745 2023 contribution plus \$10.9M for projects excluding Anaerobic Digestion) yields the following:

Proposed 2024 Budget:

\$4,302,372 (22.1%) 2024 Pumping Station Budget  
 \$8,468,469 (43.5%) 2024 LRWRP Budget  
 \$6,696,904 (34.4%) 2024 LRPCP Budget

\$15M for 2024 Anaerobic Digestion Design also needs to be allocated. This project serves both LRWRP and LRPCP, and Administration estimates it in favour of LRWRP by approximately 2 to 1. This ratio would allocate 1/3rd to LRPCP (\$5M) and 2/3rds to LRWRP (\$10M).

(A) Proposed 2024 Budget (from above):

\$4,302,372 2024 Pumping Station Budget  
 \$18,468,469 2024 LRWRP Budget (plus \$10M)  
 \$11,696,904 2024 LRPCP Budget (plus \$5M)

(B) Current 2023 Budget:

\$882,478 (10.3%) Pumping Stations 2023  
 \$2,947,304 (34.4%) LRWRP 2023  
 \$4,737,963 (55.3%) LRPCP 2023

(A-B) 2023 Budget Change:

\$3,419,894 Pumping Stations  
 \$15,521,165 LRWRP  
 \$6,958,941 LRPCP  
 \$25,900,000 TOTAL INCREASE

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
LRPCP Operations (Sewer Surcharge)	Depreciation				671,712	
LRWRP Operations (Sewer Surcharge)	Depreciation				1,498,182	
Pump Station-Operations (Sewer Surcharge)	Depreciation				330,106	
	<b>Total Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500,000</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,500,000</b>	<b>0</b>



# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0306	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Pollution Control	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Admin. - Pollution Control	<b>Status</b>	Public

## Increase Funding to Sewer Surcharge Reserve (Fund #153)

This budget issue is to increase funding to the Sewer Surcharge Reserve. Currently, the annual contribution to the reserve is \$4,000,000 per year. Given the increased capital work that is required in future years, it is being recommended to increase this annual contribution by \$2,500,000.

**Recommendation:** Recommended

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

### Issue Detail

This budget issue is to increase funding to the Sewer Surcharge Reserve. Currently, the annual contribution to the reserve is \$4,000,000 per year. Given the increased capital work that is required in future years, it is being recommended to increase this annual contribution by \$2,500,000.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Sewer Surcharge Revenue & Exp	TRANSFER to Reserve Fund				2,500,000	
	<b>Total Expenses</b>	0	0	0	2,500,000	0
	<b>Net Total</b>	0	0	0	2,500,000	0

<b>Budget Issue #</b>	2024-0100	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Public Works	<b>Category</b>	[C] Contractual
<b>Division</b>	Environmental Services	<b>Status</b>	Public

## Budget Increase for Landfill Tipping Fees and EWSWA Fixed Costs

\*\*\* This issue is a placeholder issue to adjust the City's tipping fee and EWSWA fixed cost budgets for 2024 with an overall 4.1% increase pending finalization and Board approval of the 2024 EWSWA budget. \*\*\*A 4.1% annual increase was included in the 10-year projections for EWSWA when the 2023 EWSWA budget was approved by the EWSWA Board at their meeting of February 7, 2023.

**Recommendation:** Recommended

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

### Issue Detail

The Essex Windsor Solid Waste Authority (EWSWA) uses a hybrid method to recover their costs. Municipalities are assessed a fixed amount for the year based on uncontrollable costs related to the landfill (i.e. debenture payments, administrative costs, compensation to host municipality). The remainder of the costs are recovered by way of tipping fees for every tonne of refuse delivered to the landfill.

\*\*\* This issue is a placeholder issue to adjust the City's tipping fee and EWSWA fixed cost budgets for 2024 with an overall 4.1% increase pending finalization and Board approval of the 2024 EWSWA budget. \*\*\*

### 5-Year Trend Analysis - Landfill Tipping Fee and Fixed Costs:

Year	Total Budget	Total Actuals	Total Variance	
2019	\$6,336,393	\$6,780,544	(\$444,151)	deficit
2020	\$6,742,815	\$7,238,070	(\$495,255)	deficit
2021	\$7,101,167	\$7,570,278	(\$469,111)	deficit
2022	\$7,452,314	\$7,764,178	(\$311,864)	deficit
2023 *projected	\$7,952,794	\$7,952,794	\$0	* projected

#### Notes:

- The 2020 and 2021 deficits were for additional waste tonnages expected as a result of the COVID-19 pandemic.
- A 2023 budget adjustment was approved to increase the base tonnage budget 5,000 tonnes (2023-0271). The City of Windsor now budgets for 63,000 tonnes of waste and 6,500 tonnes of yard waste.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Environmental Services	Fees and Service Charges Exp	234,938				
Environmental Services	Landfill Tipping Fees	82,706				
	<b>Total Expenses</b>	<b>317,644</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>317,644</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0109	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Public Works	<b>Category</b>	[C] Contractual
<b>Division</b>	Contracts, Field Services & Maintenance	<b>Status</b>	Public

## Increased Contract Costs for the Winter Maintenance of Municipal Roads

This issue reflects the total increase in annual contractual costs for the winter maintenance of municipal roads including contracted services awarded under tender 114-15, supply of salt brine awarded under tender 127-17, application of salt brine awarded under tender 132-17, and the supply of salt contracted under tender 50-07. The July 2023 CPI rate for all items excluding food, and transportation was used to develop this issue.

**Recommendation:** Recommended

**One-Time Funding:** One-time funding from the Budget Stabilization Reserve of up to \$95,401 will be available for variance mitigation should the department experience a deficit in 2024 as a result of the variability with snowfall and winter conditions from year to year.

### Issue Detail

#### CONTRACTED WINTER MAINTENANCE SERVICES:

CR186/2015 approved the award of a new tender, #114-15, for the winter maintenance of municipal roads for a seven (7) year term beginning with the 2016/2017 season subject to annual adjustments based on special inflation indexing as outlined in the contract. An additional three 1-year terms were approved for the seasons 2023/2024, 2024/2025, and 2025/2026 under CAOP 51/2023.

There are two components to the tender cost subject to annual price adjustment, the guaranteed payment component (fixed cost) and the additional costs (variable cost) based on winter conditions estimated based on historical data.

Labour and equipment to provide winter maintenance of municipal roads - Crawford Yard (Tender 114-15):

2023/2024, Total Tender Price, \$987,331 (including non-refundable HST)

2022/2023, Total Tender Price, \$968,799 (including non-refundable HST)

2024 INCREASE IN CONTRACT COSTS FOR CRAWFORD YARD \$18,532

Labour and equipment to provide winter maintenance of municipal roads - Environmental Services Yard (Tender 114-15):

2023/2024, Total Tender Price, \$1,677,202 (including non-refundable HST)

2022/2023, Total Tender Price, \$1,645,718 (including non-refundable HST)

2023 INCREASE IN CONTRACT COSTS FOR ENVIRONMENTAL SERVICES YARD \$31,484

#### SALT AND BRINE:

The cost of supplying salt and brine for winter control will increase for the 2023/2024 season.

Over the past several years, the average tonnes of salt used in winter maintenance has been 15,700. The 2024 budget increase for this tender (50-07) is \$41,857 (including non-refundable HST).

The salt contract was extended for an additional five winter seasons, 2021-22, 2022-23, 2023-24, 2024-25, 2025-26, with approval given in CAOP 4/2021.

TENDER 127-17 Supply of Salt Brine and TENDER 132-17 Application of Salt Brine:

New for the 2017/2018 season was the separation of the supply and application of the salt brine. There are now separate

providers related to the two tenders which closed in 2017.

There will be an increase in the brine rates for the 2023/2024 season equating to a required budget increase of \$3,528.

- 2023/2024 cost = \$198,426 (including non-refundable HST)
- 2022/2023 cost = \$194,898 (including non-refundable HST)
- 2021/2022 cost = \$184,309 (including non-refundable HST)
- 2020/2021 cost = \$178,867 (including non-refundable HST)
- 2019/2020 cost = \$178,480 (including non-refundable HST)

It should be noted, the operating budget for winter maintenance is based on average winter conditions. Any changes in the average winter conditions will cause an operating budget variance.

**Performance Indicators**

The 2021 operating costs for winter maintenance of roadways per lane km maintained in winter are calculated at \$2,302 which is currently well below the 2021 MBNC median of \$4,293.

**CPI Rate Assumptions:**

The July 2023 CPI rates for all items excluding food and transportation were used to develop this issue. Annually, the September CPI is used to calculate seasonal contract rates effective November 1 each year. The July 2023 CPI for all items excluding food is 2.5% and transportation is 0.2%.

**5-Year Trend Analysis - Winter Control Total Budget:**

Year	Budget	Actual	Variance	
2019	\$5,165,912	\$5,224,773	(\$58,861)	deficit
2020	\$5,141,859	\$4,976,109	\$165,750	surplus
2021	\$5,170,931	\$5,291,520	(\$120,589)	deficit
2022	\$5,532,359	\$5,811,119	(\$278,760)	deficit
2023 *projected	\$6,041,045	\$5,041,045	\$1,000,000	surplus *projected

Note: The projected surplus for 2023 is based on average winter conditions and spending for the previous 5-years. The final variance will fluctuate dependent upon actual winter conditions for 4th quarter 2023 and the level of contracted services required.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
PW Maintenance	Contracted Services	50,015				
PW Maintenance	Infrastructure Maint. Material	45,386				
	<b>Total Expenses</b>	<b>95,401</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
PW Maintenance	TRANSFER From Reserve Funds	(95,401)				
	<b>Total Revenues</b>	<b>(95,401)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0111	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Public Works	<b>Category</b>	[C] Contractual
<b>Division</b>	Environmental Services	<b>Status</b>	Public

## Increase in Waste and Recycling Collection Contract Costs

The contractual agreements with Green for Life (GFL) for the City's waste and recycling collection were approved by Council in CR 95/2016. The waste collection contract was further extended until March 2025 by Council in CR 208/2023. This issue reflects the expected 2024 contract adjustments related to the escalation factor (CPI and average diesel pricing) and extension rates applicable for the waste and recycle collection contract costs for 2024. Recycling collection will be provided by GFL up to August 2024 and will then switch to Producer responsibility beginning September 2024 under the Provincial Extender Producer Responsibility legislation. The contractual service and revenue budgets for recycling have been reduced accordingly.

**Recommendation:** Recommended

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

### Issue Detail

The contractual agreements with Green for Life (GFL) for the City's waste (Tender 143-15) and recycling (Tender 142-15) collection were approved by Council in CR 95/2016. This issue reflects the annual contract adjustment related to the escalation factor (CPI and average diesel pricing) for the waste (Tender 143-15) and recycling (Tender 142-15) contract costs for 2024.

#### GARBAGE/YARD WASTE

As per the waste collection contract agreed to between the City of Windsor and GFL, the tonnage rate charged by the outside contractor for refuse and yard waste collection is to be reviewed annually and will increase/decrease based on a ratio involving the Consumer Price Index (CPI) and Average Diesel Fuel Prices for Windsor. The current waste collection agreement will expire November 2024; however, Council has approved a 4-month extension agreement for this contract to March 29, 2025. The extension of 4-months will be charged at a fixed agreed upon rate.

For the January to November period related to the existing collection agreement, 90% of the Tonnage rate is increased at the Canada rate of the "all items" CPI rate for the previous 12-months, or 2.8% for June 2023. 10% of the tonnage rate is increased at the rate of change in diesel prices for the preceding 12 months, or a reduction of (16.88%) for January to August 8, 2023 vs. 2022. The December charges have been calculated at the approved fixed rate not subject to any escalation for CPI or fuel.

In total, the required garbage and yard waste contract budget increase is expected to be \$120,018.

#### RECYCLING

As per the recycling collection contract agreed to between the City of Windsor and GFL, the monthly rate charged by the outside contractor for recycling collection is to be reviewed annually and will increase/decrease based on a ratio involving the Consumer Price Index (CPI) and Average Diesel Fuel Prices for Windsor. This escalation factor will apply only until August 2024. After this time, recycling collection will be the responsibility of Producers under the Provincial Extender Producer Responsibility legislation. and as such, the collection budget has been reduced accordingly.

For the January to August 2024 period for recycle collection, 90% of the Tonnage rate is increased at the Canada rate of the "all items" CPI rate for the previous 12-months, or 2.8% for June 2023. 10% of the tonnage rate is increased at the rate of change in diesel prices for the preceding 12 months, or a reduction of (16.88%) for January to August 8, 2023 vs.

2022.

In total, the recycling contract decrease is expected to be (\$639,831). It should be noted, adjustments for the recycling collection are fully recoverable from EWSWA. The City is subsequently charged approximately 50% of the total EWSWA costs.

**CPI and Fuel Indexing Rate Assumptions:**

The June CPI rate for Canada all items and the average diesel fuel pricing 2022 versus 2023 at August 8 were used to develop this issue. CPI and fuel rates are especially volatile at this time, and the rate changes that will be experienced at the time the waste and recycling contracts renew in January 2024 are hard to predict. There is a risk that the December 2023 final rates will differ significantly from the June 2023 CPI and YTD average fuel rates used to calculate this budget reduction causing contract expenditure variances for 2024.

**5-Year Trend Analysis - Collection - Contracted Services (Garbage, Yard Waste, Recycling, Bulk Collection)**

Year	Budget	Actual	Variance	
2019	\$5,639,362	\$5,391,358	\$248,004	surplus
2020	\$5,695,120	\$5,977,263	(\$282,143)	deficit
2021	\$5,621,600	\$5,966,819	(\$345,219)	deficit
2022	\$5,968,245	\$6,243,729	(\$275,484)	deficit
2023 * projected	\$7,019,438	\$7,019,438	\$0	* projected variance

Notes:

- The 2019 & 2020 variances are attributable to an invoice for 2019 that was paid later in 2020.
- The 2021 variance reported above is a NON-COVID variance.
- Budget increases approved in 2023 for an additional 5,000 tonnes of waste.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Environmental Services	Contracted Services	(519,813)				
	<b>Total Expenses</b>	<b>(519,813)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Environmental Services	Recovery Of Expenses EXTERNAL	639,831				
	<b>Total Revenues</b>	<b>639,831</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>120,018</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0007	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Public Works	<b>Category</b>	[E] Inflationary
<b>Division</b>	Fleet	<b>Status</b>	Public

## Fuel Adjustments for Pricing and Consumption Adjustments

This issue presents an option for a 2024 budget adjustment related to fuel pricing and consumption for Corporate Fleet, Parks, and Fire based on pricing experienced in 2023 and consumption trends for 2022 to 2023. Administration recommends adjusting the per litre fuel pricing budget to \$1.474 for premium unleaded, \$1.301 for unleaded (E10), \$1.367 for diesel and \$1.275 for coloured diesel. The prices are based on the average year-to-date pricing experienced in 2023, January through July, as well as the carbon tax increase for 2024. Significant risks are present given the volatility in fuel prices with operating variances possible. Fuel pricing continues to rise in 2023.

**Recommendation:** Recommended

**One-Time Funding:** \$279,780 (Budget Stabilization Reserve)

### Issue Detail

The fuel budget is developed based on the projected fuel consumption and pricing for each fuel type. The corporate fleet utilizes regular unleaded (E10), premium unleaded, clear diesel and coloured diesel.

Fuel is tendered corporately, and as a result, very competitive pricing is achieved. Fuel is received through a 5-year contract, with options to renew, that was tendered and awarded to Suncor Energy Products Partnership in early 2023 as per CR22/2023. The current contract is valid until January 31, 2028 with a potential to renew for two (2) further periods of two (2) years each.

City Council has historically approved funding to cover over expenditures in fuel because of the uncertain budgeting of fuel pricing each year with corporate contingency funds.

The fuel budget for 2024 was developed based on the average year to date pricing experienced in 2023, January through July.

Several scenarios were considered when comparing the 2024 budgeted fuel prices as follows:

	Budgeted 2023 Price/Litre	2023 YTD Avg Price/Litre as of Jul 31	2023 Avg Price/Litre Month of July	2023 Avg Price/Litre MTD Aug
		SCENARIO 1 ** recommended	SCENARIO 2	SCENARIO 3
Unleaded (E10)	\$1.075	\$1.301	\$1.385	\$1.426
Premium Unleaded	\$1.224	\$1.474	\$1.564	\$1.604
Diesel	\$1.099	\$1.367	\$1.321	\$1.466
Dyed Diesel	\$0.957	\$1.275	\$1.229	\$1.375

As with any forecast of a commodity's price for an entire year, fuel prices continue to be difficult to predict and variances could occur due to unforeseen price fluctuations. As demonstrated in the pricing options above, fuel costs continue to rise through 2023. In addition to the unforeseen price fluctuations, the Federal Government has introduced carbon tax increases as follows:

Unleaded & Premium Fuel      Diesel & Dyed Diesel



effective April 1, 2023	\$0.1431 per litre	\$0.1738 per litre
effective April 1, 2024	\$0.1761 per litre	\$0.2139 per litre

Carbon tax increases are scheduled for implementation annually to April 1, 2030. 2023 and 2024 increases have been factored into the calculations for the fuel increase for 2024 as required and appropriate.

**SCENARIO 1 \*\* ADMINISTRATION RECOMMENDED SCENARIO \*\***

Increased Fuel Cost at the rates of \$1.474 for premium unleaded, \$1.301 for Unleaded (E10), \$1.367 for Diesel, and \$1.275 for Dyed Diesel which represents the average YTD fuel pricing experienced in 2023 as of July 31 plus the expected increase in the carbon tax.

Scenario 1 would result in an overall budget increase of \$379,780 related to Corporate Fleet, Parks, and Fire fuel.

SCENARIO 2 would result in an overall budget increase of \$416,301 related to Corporate Fleet, Parks, and Fire fuel.

SCENARIO 3 would result in an overall budget increase of \$535,828 related to Corporate Fleet, Parks, and Fire fuel.

**One-Time Funding:**

Significant risks are present given the volatility in fuel prices with operating variances possible. One-time funding from the Budget Stabilization Reserve of up to \$279,780 will be available for variance mitigation should the department experience a deficit in 2024 as a result of the budgeted prices per litre for all fuel types projected.

**5-Year Trend Analysis (Motor Fuels & Lubricants Account 2115 - Corporate Fleet, Fire, and Parks):**

Year	Budget	Actual	Variance	
2019	\$1,211,809	\$1,163,150	\$48,489	surplus
2020	\$1,322,133	\$928,415	\$393,718	surplus
2021	\$1,152,521	\$1,139,189	\$19,332	surplus
2022	\$1,623,943	\$1,718,797	(\$94,854)	deficit
2023 *projection	\$1,523,594	\$1,843,594	(\$320,000)	deficit *projected

Note: The 2020 variance included a COVID-19 related surplus of \$269,388 related to decreased fuel consumption and a NON-COVID-19 related surplus of \$124,330 related to pricing.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Firefighting	Motor Fuels	248,120				
Parks Operations	Motor Fuels	(6,153)				
Fleet	Motor Fuels	217,000				
	<b>Total Expenses</b>	<b>458,967</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Fleet	Fees and Recoveries INTERNAL	(158,967)				
	<b>Total Revenues</b>	<b>(158,967)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>300,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



<b>Budget Issue #</b>	2024-0008	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Public Works	<b>Category</b>	[E] Inflationary
<b>Division</b>	Fleet	<b>Status</b>	Public

## Increase Annual Equipment Reserve Contributions for Corporate, Parks, and Fire

This issue recommends an annual increase to the annual reserve contribution budgets for the Corporate, Parks, and Fire fleet equipment replacements to ensure sustainable reserve balances through to 2033 per the current 10-year replacement plans. Administration has performed a thorough review of the replacement plans for 2024 and have adjusted replacement costs and plans for 2024 through 2033. Based on current increased equipment costs, an annual increase of \$800,000 in 2024, 2025, and 2026 is required to ensure the Corporate, Parks, and Fire fleet reserves are sustainable, and equipment can be replaced as required. Without requested increases to the contributions, replacement plans will be jeopardized resulting in increased vehicle maintenance costs and disruptions in service provided.

**Recommendation:** Recommended

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

### Issue Detail

The Fleet Division manages the vehicle/equipment reserves for replacement of the vehicles/equipment for Corporate Fleet (Fund 136), Parks (Fund 197), and Fire (Fund 163). To ensure sustainability in each of these reserves, full review of all equipment replacement plans for 10-years and a 10-year reserve projection is completed annually at budget time to assist in determining whether annual depreciation adjustments are required.

The following depreciation adjustments have been approved by Council:

2020 - \$115,000 increase

\$115,000 increase per year was approved in principle for the years 2021 through 2024 pending re-submission of a depreciation budget issue.

2021 - \$0 increase

After careful of the replacement plans, Administration was able to defer the planned 2021 increase of \$115,000 as approved in principle in 2020.

2022 - \$75,000 increase

\$75,000 per year was approved in principle for the years, 2023 through 2026. Administration again reviewed all replacements and replacement costs to determine whether a 2022 increase could be avoided. Administration was able to adjust the replacement plans and eliminate the increase for 2022 for the Parks and Fire fleets once again, however, an increase of \$75,000 annually for Corporate Fleet was required when 2022 was prepared for the years 2022 through 2026 to ensure the Corporate Fleet reserve remained sustainable to 2030.

2023 - \$435,000 increase

\$435,000 per year was approved in principle for the years 2024 through 2025 pending re-submission of a depreciation budget issue for 2024.

Plans are re-evaluated annually with any potential replacements deferred if condition assessments warrant deferral.

Beginning with 2020 budget development, a review of all replacement costing data for all reserves was conducted resulting in a required increase in many of the vehicle/equipment class costs based on cost increases Fleet experienced in 2019. Increases have continued significantly, with replacement costs rising as much as 100%, or more in some cases. In conjunction with the increased costing used for the fleet analysis, Administration calculated the replacement plans

subject to 2% annual inflation increases in consideration of the June 2023 CPI for all items of 2.6%

In general, all equipment pricing has increased significantly since 2020 in all classes as a result of production and distribution issues, material shortages and volatile fluctuating material costs stemming from the COVID-19 pandemic.

Administration has provided three options for consideration with respect to the Fleet Reserve depreciation contributions required to sustain the fleet replacement plans and corresponding reserve balances as follows:

Option 1: A one-time 2024 adjustment totaling \$2,155,000 for Corporate Fleet, Parks, and Fire.

Option 2: Smoothing of adjustments over two-years (2024, 2025) at \$1,135,000 per year for Corporate Fleet, Parks, and Fire.

Option 3: RECOMMENDED OPTION

Smoothing of adjustments over three-years (2024, 2025, 2026) at \$800,000 per year for Corporate Fleet, Parks, and Fire.

Refer to the summary of reserve adjustment scenarios and balances attached for information on various options and outcomes.

**Capital Budget Implication**

Capital replacements are reviewed annually, along with the reserve projections, and approved for submission by the Fleet Review Committee. This operating submission is based on the current capital 10-year replacement plan funded from the dedicated reserve also being submitted for Council consideration, Projects OPS-001-15 (Parks), OPS-005-08 (Corporate), and FRS-001-07 (Fire). Should this operating submission not be approved, Administration will be required to rework all capital replacement plans to ensure sustainability of the reserves which could result in significant delay in replacements and corresponding increases in maintenance costs for all equipment.

**Risk**

Should increases in the reserve contributions for all three (3) fleet reserves not be approved for 2024, 2025, and 2026 as outlined in the attached summary, the result will be significant change to the replacements plans which will most definitely result in significant increases in maintenance costs for the equipment as the equipment ages. Operating deficits will be experienced related to parts and maintenance as required, as well as the increased risk of user departments not being able to maintain expected service levels.

**Equipment Price Increases - Examples:**

Type of Equipment	Previous Purchase Pricing	Current Pricing	% Increase	Department
Minivans	\$23,000	\$49,000	115%	Corporate
Pick-Up Trucks	\$28,000	\$51,000	85%	Corporate
Fire Engines	\$460,000 to \$556,000	\$1,050,000	89% to 129%	Fire
Large Area Mowers (10'/16')	\$97,000 and \$122,000	\$140,000 and \$200,000	45% and 64%	Parks
Rodder Truck	\$250,000	\$750,000	200%	Corporate

Above are several examples of the cost impacts experienced since 2019. The price increases far exceed the annual inflation historically applied to the projections to determine reserve sustainability. Over the course of the pandemic, there has been a reduction or elimination of Fleet vehicles manufactured based on lower profit margins, with an emphasis placed on higher demand, higher profit vehicles with better trim and convenience packages, which increases the overall purchase price on any readily available vehicles equipped with features we would not normally ask for in a tendering process. In addition, municipal fleet incentives have been significantly reduced and/or completely eliminated, also resulting in increased costs.

Another by-product of the pandemic is the introduction of surcharges applied by the manufacturers after a PO is already issued, requesting additional purchase funds for items including but not limited to; volatile pricing of raw materials, parts, components, fuel, freight, shipping delays, high order volumes, extended lead times and other various factors which also contribute to escalated purchase pricing. As such, the Corporate, Parks, and Fire reserves all require a post-pandemic reset to ensure their sustainability and stabilize them in relation to revised manufacturing & distribution processes and resulting current market conditions so that all areas are able to secure the equipment needed to meet corporate service delivery requirements.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Firefighting	Depreciation	245,000				
Parks Operations	Depreciation	145,000				
Fleet	Depreciation	410,000				
	<b>Total Expenses</b>	<b>800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>800,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**2024 OPERATING BUDGET DEVELOPMENT - PUBLIC WORKS - FLEET RESERVES**

**Adjustment Scenarios for Depreciation Contributions for Fleet Reserves (Funds 136, 163, 197)**

**2% Inflation Factor with Adjusted Replacement Costs (2023 Costs)**

**Operating Budget Issue 2024-0008**

	Reserve Balances - FIRE FUND #163				Reserve Balances - PARKS FUND #197				Reserve Balances - CORPORATE FUND #136			
	NO Depreciation Adjustment	One-Time Increase	Smooth Increases 2 Years \$350,000 - 2024 \$350,000 - 2025 TOTAL = \$700,000	Smooth Increases 3 Years \$245,000 - 2024 \$245,000 - 2025 \$245,000 - 2026 TOTAL = \$735,000	NO Depreciation Adjustment	One-Time Increase	Smooth Increase 2 Years \$200,000 - 2024 \$200,000 - 2025 TOTAL = \$400,000	Smooth Increase 3 Years \$145,000 - 2024 \$145,000 - 2025 \$145,000 - 2026 TOTAL = \$435,000	NO Depreciation Adjustment	One-Time Increase	Smooth Increases 2 Years \$585,000 - 2024 \$585,000 - 2025 \$1,170,000 Total	Smooth Increases 3 Years \$410,000 - 2024 \$410,000 - 2025 \$410,000 - 2026 \$1,230,000 Total
2024	\$4,417,751	\$5,109,626	\$4,776,501	\$4,668,876	(\$957,199)	(\$577,755)	(\$757,755)	(\$812,755)	(\$473,805)	\$626,195	\$111,195	(\$63,805)
2025	\$5,533,901	\$6,934,947	\$6,619,119	\$6,293,554	(\$867,155)	(\$102,510)	(\$265,030)	(\$430,800)	\$351,516	\$2,566,916	\$2,114,706	\$1,587,256
2026	\$6,613,166	\$8,741,114	\$8,443,015	\$8,143,135	(\$1,019,186)	\$136,518	(\$8,278)	(\$141,368)	(\$1,022,339)	\$2,324,076	\$1,935,535	\$1,460,701
2027	\$4,640,095	\$7,513,117	\$7,233,191	\$6,961,689	(\$499,741)	\$1,052,983	\$926,160	\$826,206	(\$3,281,328)	\$1,211,937	\$887,957	\$466,475
2028	(\$2,362,999)	\$1,273,724	\$1,012,424	\$770,010	(\$914,478)	\$1,041,331	\$932,733	\$866,380	(\$2,934,015)	\$2,722,156	\$2,463,640	\$2,096,257
2029	(\$7,483,195)	(\$3,063,680)	(\$3,305,887)	(\$3,518,487)	(\$1,514,538)	\$850,531	\$760,413	\$728,130	(\$4,639,088)	\$2,196,269	\$2,004,134	\$1,691,608
2030	(\$6,835,828)	(\$1,613,949)	(\$1,836,586)	(\$2,018,626)	(\$2,169,577)	\$611,034	\$539,654	\$541,920	(\$5,231,462)	\$2,799,591	\$2,674,765	\$2,417,864
2031	(\$6,125,361)	(\$81,060)	(\$283,638)	(\$434,354)	(\$2,495,430)	\$707,118	\$654,739	\$692,036	(\$5,629,745)	\$3,613,743	\$3,557,170	\$3,356,672
2032	(\$6,706,296)	\$180,986	(\$1,031)	(\$119,640)	(\$3,175,554)	\$455,439	\$422,327	\$495,146	(\$8,961,410)	\$1,511,487	\$1,524,122	\$1,380,817
2033	(\$5,896,725)	\$1,854,614	\$1,693,672	\$1,607,973	(\$4,025,978)	\$40,088	\$26,512	\$135,351	(\$11,622,719)	\$96,798	\$179,610	\$94,298
2034	(\$6,161,864)	\$2,475,134	\$2,335,793	\$2,283,826								
2035	(\$7,064,261)	\$2,480,537	\$2,363,337	\$2,345,947								
2036	(\$6,138,327)	\$4,336,966	\$4,242,461	\$4,260,511								
2037	(\$12,532,609)	(\$1,103,559)	(\$1,174,802)	(\$1,120,425)								
2038	(\$11,986,844)	\$430,058	\$382,659	\$474,270								

**Combined Budget Adjustment Options:**

		<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>TOTAL INCREASE</u>	
Option 1	One-Time Adjustment	\$2,155,000			\$2,155,000	
Option 2	Smooth over 2-years	\$1,135,000	\$1,135,000		\$2,270,000	
<b>Option 3</b>	<b>Smooth over 3-years</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$800,000</b>	<b>\$2,400,000</b>	<b>** Recommended Option</b>

<b>Budget Issue #</b>	2024-0005	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Public Works	<b>Category</b>	[F] Revenue Reduction
<b>Division</b>	Administration - Public Works	<b>Status</b>	Public

## Recovery Adjustments Related to Public Works Recoverable Staff

This issue addresses the adjustments required to accurately budget recoveries from other sources for all applicable Public Works Staff in all Divisions. Recovery adjustments are required annually to address fluctuations in salary, equipment, and vehicle budgets over the prior year as a result of equipment rental rate adjustments and staff vacancies, recruitments, step progressions, and funding methodology revisions. Revenue funding sources include the Sewer Surcharge fund, On-Off Street Parking fund, capital programs, and dedicated reserves.

**Recommendation:** Recommended

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

### Issue Detail

This issue addresses the adjustments required to accurately adjust recoveries from other sources related to all applicable recoverable Public Works staff in the Contracts, Field Services, and Maintenance, Parking, Fleet, Technical Support, and Environmental Services Divisions. Recovery adjustments are required annually to address changes in salary due to position vacancies and recruitments, and changes in associated equipment and vehicle rental rate budgets over the prior year. Revenue funding sources include the Sewer Surcharge fund, On-Off Street Parking fund, capital programs, and dedicated reserves.

Any increases or decreases in staff recoveries related to capital projects and work authorizations will affect the available capital funding for project work. Not all recoverable work completed for work authorizations relates to capital projects, as some work is recovered from various operating budgets. The majority of the overall impact of the increased capital and work authorization recoveries in this budget issue could result in a decrease in the capital funding available for project work in the amount of \$103,974 spread over all capital projects and programs impacted within several departments and divisions including Engineering, Transportation Planning, Contracts, and ROW Maintenance.

### Reserve Impact:

Should Council accept the submitted adjustments, the budget for the annual transfer to the On-Off Street Parking Reserve will decrease by \$24,045. The balance in the On-Off Street Parking reserve at December 31, 2022 was \$1,957,022.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
PW Contracts (Sewer Surcharge)	TRANSFER to Current Fund				3,066	
PW Enforcement (Sewer Surcharge)	TRANSFER to Current Fund				(9,321)	

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
PW Field Services (Sewer Surcharge)	TRANSFER to Current Fund				11,870	
PW Maintenance (Sewer Surcharge)	TRANSFER to Current Fund				(74,033)	
Environmental Services (Sewer Surcharge)	TRANSFER to Current Fund				(157,086)	
On-Off Street Parking (Prkg Reserve)	TRANSFER to Current Fund			19,063		
Technical Support (Sewer Surcharge)	TRANSFER to Current Fund				5,165	
	<b>Total Expenses</b>	<b>0</b>	<b>0</b>	<b>19,063</b>	<b>(220,339)</b>	<b>0</b>
PW Contracts	Recovery of Fringes INTERNAL	36				
PW Contracts	Recovery of Salaries-INTERNAL	109				
PW Contracts	Sewer Surcharge Recoveries	(3,066)				
PW Contracts	Work Auth Recovery INTERNAL	(125,685)				
PW Enforcement	Sewer Surcharge Recoveries	9,321				
PW Enforcement	Work Auth Recovery INTERNAL	(7,149)				
PW Field Services	Recovery of Fringes INTERNAL	36				
PW Field Services	Recovery of Salaries-INTERNAL	109				
PW Field Services	Sewer Surcharge Recoveries	(11,870)				
PW Field Services	Work Auth Recovery INTERNAL	97,110				
PW Maintenance	Recovery of Fringes INTERNAL	100				
PW Maintenance	Recovery of Salaries-INTERNAL	218				
PW Maintenance	Sewer Surcharge Recoveries	74,033				
Environmental Services	Recovery of Fringes INTERNAL	(2,784)				
Environmental Services	Recovery of Salaries-INTERNAL	(8,440)				
Environmental Services	Sewer Surcharge Recoveries	157,086				
Fleet	Recovery of Fringes INTERNAL	36				

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Fleet	Recovery of Salaries-INTERNAL	109				
Fleet	TRANSFER From Reserve Funds	(9,093)				
On-Off Street Parking	On/Off Str Pkg-Intrnl Recovery	(19,063)				
On-Off Street Parking	Recovery of Fringes INTERNAL	(1,236)				
On-Off Street Parking	Recovery of Salaries-INTERNAL	(3,746)				
Technical Support	Recovery of Fringes INTERNAL	36				
Technical Support	Recovery of Salaries-INTERNAL	109				
Technical Support	Sewer Surcharge Recoveries	(5,165)				
Parking Enforcement	Recovery of Fringes INTERNAL	(696)				
Parking Enforcement	Recovery of Salaries-INTERNAL	(2,110)				
Traffic Operations	Recovery of Fringes INTERNAL	(895)				
Traffic Operations	Recovery of Salaries-INTERNAL	(2,710)				
Traffic Operations	Work Auth Recovery INTERNAL	(13,519)				
Transportation Planning	Recovery of Fringes INTERNAL	(812)				
Transportation Planning	Recovery of Salaries-INTERNAL	(2,462)				
	<b>Total Revenues</b>	<b>117,947</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>117,947</b>	<b>0</b>	<b>19,063</b>	<b>(220,339)</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0104	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Public Works	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Contracts, Field Services & Maintenance	<b>Status</b>	Public

## Increased Asset Maintenance Costs for Public Works Operations

This issue makes necessary adjustments to various maintenance budgets in Public Works related to increased annual maintenance and repair costs required as a result of 2022 additions of 8 pedestrian crossovers (PXO's), 1.83kms of bike lanes, 2050M of underground fiber, 63 CCTV cameras, 4kms of sewer, 6kms of paved roads, 347 catch basins, 19kms of sidewalks, 3kms of curb-gutter, and 6 oil grit separator units (OGS's). In addition, CR441/2022 (Speed Humps - Victoria), CR130/2023 (Speed Humps - Grove Avenue), CR 374/2022 (Speed Humps - Dandurand), and CR 318/2023 (Speed Humps - Avondale, Beals, and Academy) all refer the annual costs increases required for signs and markings and speed hump maintenance to the 2024 budget.

**Recommendation:** Recommended

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

### Issue Detail

Administration has reviewed the addition of assets maintained annually by the Traffic and Maintenance divisions of Public Works to determine the budget increases required to perform necessary annual maintenance.

SPEED HUMPS and associated signage and pavement markings:

CR 374/2022 approved the installation of speed humps and associated signs and pavement markings on Dandurand Avenue between Piazza Street and Northwood Street, and Partington Avenue between College Avenue to Tecumseh Road. As a result of this approval, annual maintenance cost budgets are required for signs and markings maintenance, \$435 per year, and speed hump maintenance, \$1,750 per year.

CR 441/2022 approved the installation of speed humps and associated signs and pavement markings on Victoria Avenue between Tecumseh Road West and Jackson Street. As a result of this approval, annual maintenance cost budgets are required for signs and markings maintenance, \$200 per year, and speed hump maintenance, \$700 per year.

CR 130/2023 approved the installation of speed humps and associated signs and pavement markings on Grove Avenue between Bruce Avenue and Janette Avenue. As a result of this approval, annual maintenance cost budgets are required for signs and markings maintenance, \$850 per year, and speed hump maintenance, \$700 per year.

CR 318/2023 approved the installation of speed humps on Avondale Avenue between West Grand Boulevard and Norfolk Street; on Beals Street East and Beals Street West between Dougall Avenue and Huntington Avenue; and on Academy Drive between Northwood Street and North Service Road West. As a result of this approval, annual maintenance cost budgets are required for:

- |  |                                |
|--|--------------------------------|
| <b>Signs and Markings Maintenance:</b> | <b>Speed Hump Maintenance:</b> |
| - Avondale \$1,270 per year            | - Avondale \$1,050 per year    |
| - Beals \$850 per year                 | - Beals \$700 per year         |
| - Academy \$850 per year               | - Academy \$700 per year       |

PEDESTRIAN CROSSOVERS (PXO's):

In 2022, eight (8) new PXO's were added at Rosebriar @ Forest Glade, McNorton @ Radcliff, McDougall @ Foch, North Talbot @ Southwood Lakes, and the new Banwell roundabout.



Annual maintenance of PXO's includes the following:

- \* battery checks
- \* cleaning of solar panels
- \* functionality checks of pushbuttons and flashing LED boards
- \* reviews of approach visibility in case of physical changes (i.e. tree growth)
- \* replacement of defective parts
- \* checking of marking visibility
- \* reflectivity testing of signage
- \* replacement of defective or damaged signage
- \* responding to 311 calls

BIKE LANES:

In 2022, there were 1.85kms of bike lanes added in the City on Dougal, Cabana, and North Talbot.

Annual maintenance of bike lanes-shared pathways includes the following:

- \* repainting of solid long lines
- \* repainting of hatch marks and symbols
- \* reflectivity testing of signage
- \* replacement of defective or damaged signage

NEW SIGNALIZED INTERSECTIONS:

In 2022 there were no new signalized intersections added.

Annual maintenance of signalized intersections includes the following:

- \* testing of conflict monitors twice per calendar year
- \* testing of all pushbuttons
- \* review and testing of all detection zones
- \* winterizing and spring clean up at each controller cabinet
- \* assessment and testing of all components including wiring and connections
- \* replacement of defective parts
- \* repainting of stop bars, crosswalks, and symbols
- \* responding to 311 calls

In 2022, there was 2,050 meters of new underground fibre added. Annual maintenance of fibre includes locating costs and repair of issues as needed.

CCTV CAMERAS:

In 2022, there were 63 CCTV cameras added. Annual maintenance of CCTV cameras includes monitoring, replacement, and cleaning.

ROW MAINTENANCE ASSETS:

In 2022, the following assets were added to the existing inventory of the Maintenance Division:

- \* 4kms of sewer
- \* 6kms of paved roads
- \* 1km of granular shoulder
- \* 347 catch basins
- \* 19kms of sidewalks
- \* 3kms of curb-gutter
- \* 6 Oil Grit Separator Units (OSG's)

The Maintenance Division requires increased budget to fund the annual maintenance of the above-noted assets. Estimated maintenance cost increases required are based on several sources including 2021 MBNC cost data for roads, sewers, and winter control; set prices currently paid for contracted equipment and labour for catch basin cleaning and municipal drain maintenance; and existing budgets per km of sidewalk and curb/gutter and per stop winter maintenance budgets for bus stops and shelters.

In addition to the assets identified above, Administration will be working through the development of a schedule of maintenance related to low impact developments (LID's). A maintenance budget increase related to existing and new LID's will be presented for consideration as part of a future asset maintenance operating budget submission.

Asset information is updated annually after the year has ended. A budget issue for required maintenance cost adjustments related to changes in asset quantities are submitted annually. The 2023 asset information will be available in 2024 and will be used to develop the required budget issue for 2025 asset maintenance cost adjustments during the 2025 budget development completed in 2024 and so forth.

**Risk:**

Current approved annual operating budgets for asset maintenance in Public Works provides the required funding to meet the current annual service standards. Without this requested increase for maintenance budget for additional assets, annual maintenance programs for all assets will fall behind.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Salary & Wage Adjust Provision	Fringe Benefit Allocation	735				
PW Maintenance	Contracted Services	82,102				
PW Maintenance (Sewer Surcharge)	TRANSFER to Current Fund				47,329	
Traffic Operations	Fringe Benefits (Dept.)	735				
Traffic Operations	Infrastructure Maint. Material	25,925				
Traffic Operations	Salary-Temporary	4,595				
	<b>Total Expenses</b>	<b>114,092</b>	<b>0</b>	<b>0</b>	<b>47,329</b>	<b>0</b>
Fringe Benefits Recovery	Automated Fringes Recovery	(735)				
PW Maintenance	Sewer Surcharge Recoveries	(47,329)				
	<b>Total Revenues</b>	<b>(48,064)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>66,028</b>	<b>0</b>	<b>0</b>	<b>47,329</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0154	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Public Works	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Administration - Public Works	<b>Status</b>	Public

## Increase in Temporary Wage Budgets

This issue will increase the temporary wage budgets for non-union, L543, and L82 wages for 2024 for the increases received under the current contracts, 1.25% January 1, 2024 and 1.50% July 1, 2024.

**Recommendation:** Recommended

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

### Issue Detail

This issue will increase temporary wage accounts to account for increases in wages in 2024 of 1.25% as at January 1 and 1.50% as at July 1.

Should Issue #2024-0102 (In-Camera Issue) be approved, adjustments in this issue would be required to reduce the increase accordingly.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Salary & Wage Adjust Provision	Fringe Benefit Allocation	2,707				
PW Field Services	Fringe Benefits (Dept.)	61				
PW Field Services	Salary-Temporary	401				
PW Maintenance	Fringe Benefits (Dept.)	377				
PW Maintenance	Hourly-Temporary	3,091				
PW Maintenance	Salary-Temporary	124				
PW Maintenance (Sewer Surcharge)	TRANSFER to Current Fund				861	
Environmental Services	Fringe Benefits (Dept.)	195				
Environmental Services	Hourly-Temporary	1,857				
Environmental Services	TRANSFER to Current Fund	6				
Environmental Services (Sewer Surcharge)	TRANSFER to Current Fund				373	

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Fleet	Fringe Benefits (Dept.)	203				
Fleet	Hourly-Temporary	273				
Fleet	Salary-Temporary	1,080				
On-Off Street Parking	Fringe Benefits (Dept.)	71				
On-Off Street Parking	Salary-Temporary	452				
On-Off Street Parking (Prkg Reserve)	TRANSFER to Current Fund			525		
Technical Support	Fringe Benefits (Dept.)	96				
Technical Support	Salary-Temporary	612				
Technical Support (Sewer Surcharge)	TRANSFER to Current Fund				355	
Crossing Guards	Fringe Benefits (Dept.)	1,332				
Crossing Guards	Salary-Temporary	8,337				
Parking Enforcement	Fringe Benefits (Dept.)	12				
Parking Enforcement	Salary-Temporary	72				
Traffic Operations	Fringe Benefits (Dept.)	360				
Traffic Operations	Salary-Temporary	2,248				
	<b>Total Expenses</b>	<b>23,967</b>	<b>0</b>	<b>525</b>	<b>1,589</b>	<b>0</b>
Fringe Benefits Recovery	Automated Fringes Recovery	(2,707)				
PW Maintenance	Sewer Surcharge Recoveries	(861)				
Environmental Services	Sewer Surcharge Recoveries	(379)				
On-Off Street Parking	On/Off Str Pkg-Intrnl Recovery	(525)				
Technical Support	Sewer Surcharge Recoveries	(355)				
	<b>Total Revenues</b>	<b>(4,827)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>19,140</b>	<b>0</b>	<b>525</b>	<b>1,589</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0230	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Public Works	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Traffic Operations & Parking	<b>Status</b>	Public

## Wage and Clothing Increases for Crossing Guards

This issue is submitted for consideration to request increased budgets with respect to the wages and clothing allowances paid to crossing guards in an effort to attract potential guards for the program. Administration is struggling with recruitments for the guard position with the current wage in place.

**Recommendation:** Recommended

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

### Issue Detail

#### CLOTHING ALLOWANCE:

The Crossing Guard clothing allowance has not been increased from its current \$12 per month payment per guard since 2005. Administration is recommending an increase to \$15 per month per guard effective 2024. This 25% increase of \$3 per month per guard equates to an overall budget increase of \$1,800 per year.

#### HOURLY RATE:

Administration is requesting approval to increase the Crossing Guard pay rate \$3 per hour in an effort to make the position more attractive as we are experiencing issues with recruitment for this program. An increase of \$3 per hour equates to an overall budget increase of \$50,020 plus fringe benefits for 205 paid school days.

Should budget issue 2024-0159 (In-Camera) be accepted, this request will no longer be required.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Salary & Wage Adjust Provision	Fringe Benefit Allocation	8,005				
Crossing Guards	Clothing Allowance	1,800				
Crossing Guards	Fringe Benefits (Dept.)	8,005				
Crossing Guards	Salary-Temporary	50,020				
	<b>Total Expenses</b>	<b>67,830</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Fringe Benefits Recovery	Automated Fringes Recovery	(8,005)				
	<b>Total Revenues</b>	<b>(8,005)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>59,825</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0310	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Public Works	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Traffic Operations & Parking	<b>Status</b>	Public

## One-Time Funding Increase to the Allowance for Safety Boots Corporate-Wide

This budget issue to increase the allowance for safety boots purchased for employees throughout the Corporation on a one-time basis to ensure all employees have quality safety equipment made available to them.

**Recommendation:** Recommended

**One-Time Funding:** \$56,000 from Budget Stabilization Reserve

### Issue Detail

The current contract allows all employees (L82, L543 and CANUE) to buy boots that cost up to a certain amount at no cost to the employee. The City pays a fixed amount for select types of safety boots, based on a discounted amount negotiated as part of the City's contract with the selected vendor.

Based on the increased amount charged for safety boots in recent years and a noticeable decline in the quality of the products, employees are now needing to replace their safety boots on a more frequent basis as the boots deteriorate beyond their useful life much more quickly. In addition, given the rising costs of safety boots in general, the current allowance which has been in place for many years is now only able to cover lower quality safety boots. As a result, employees often times are now utilizing their own funds to upgrade to a higher quality pair of safety boots due to the poor quality of the boots covered by the City's current allowance. Considering this is a vital piece of safety equipment for most employees who often times utilize these boots for their entire work day, Administration is recommending a one-time funding increase to the allowance for safety boots throughout the Corporation.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Building - Inspections	Clothing - Uniforms	1,260				
Bylaw Enforcement	Clothing - Uniforms	1,260				
Right of Way	Clothing - Uniforms	360				
Firefighting	Clothing - Uniforms	10,080				
Fac.Ops. -Huron Lodge	Clothing - Uniforms	560				
Facility Operations Admin	Clothing - Uniforms	9,450				
Parks Administration	Clothing - Uniforms	10,890				
LRPCP Operations	Clothing - Uniforms	2,250				

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
LRWRP Operations	Clothing - Uniforms	3,150				
PW Operations - Admin	Clothing - Uniforms	8,190				
PW Field Services	Clothing - Uniforms	720				
Environmental Services	Clothing - Uniforms	5,310				
Traffic Operations	Clothing - Uniforms	2,520				
	<b>Total Expenses</b>	<b>56,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Building - Inspections	TRANSFER From Reserve Funds	(1,260)				
Bylaw Enforcement	TRANSFER From Reserve Funds	(1,260)				
Right of Way	TRANSFER From Reserve Funds	(360)				
Firefighting	TRANSFER From Reserve Funds	(10,080)				
Fac.Ops. -Huron Lodge	TRANSFER From Reserve Funds	(560)				
Facility Operations Admin	TRANSFER From Reserve Funds	(9,450)				
Parks Administration	TRANSFER From Reserve Funds	(10,890)				
LRPCP Operations	TRANSFER From Reserve Funds	(2,250)				
LRWRP Operations	TRANSFER From Reserve Funds	(3,150)				
PW Operations - Admin	TRANSFER From Reserve Funds	(8,190)				
PW Field Services	TRANSFER From Reserve Funds	(720)				
Environmental Services	TRANSFER From Reserve Funds	(5,310)				
Traffic Operations	TRANSFER From Reserve Funds	(2,520)				
	<b>Total Revenues</b>	<b>(56,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0009	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Public Works	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Environmental Services	<b>Status</b>	Public

## User Fee Adjustments and Additions for Public Works

This budget issue makes adjustments to existing user fees in Public Works for containerized garbage collection, roll-off truck service, hard surface restoration, inspection and admin fees related to the ROW, and hoarding inspections. All fee adjustments are a result of increased costs for 2024.

**Recommendation:** Recommended

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

### Issue Detail

#### USER FEE ADJUSTMENTS:

FIELD SERVICES FEE ADJUSTMENTS - adjustments required to bring fee in line with current cost recovery:

	2023	2024	
#4 (PW) - Inspection Fee By-Law 25-2010	\$68.50 / inspection	\$74.50 / inspection	8.76% Increase
#5 (PW) - Order to Comply Final Notice Letter	\$100 / letter	\$103 / letter	3.00% Increase
#6 (PW) - ROW Order - Non Compliance Fee	\$315 / letter	\$322 / letter	2.22% Increase
#12 (PW) - Restoration Admin Fee	\$210 / agreement	\$216 / agreement	2.86% Increase
#1 (ENG) - Annual Encroachment Inspection Fee	\$68 / hour	\$74.50 / hour	9.56% Increase

The total revenue increase resulting from the above fee increases would be approximately \$3,075 overall.

#### HARD SURFACE RESTORATION:

	2023	2024	
#21 (ENG) - Hard Surface Restoration Admin Fee	\$210 / project	\$216 / project	2.86% Increase
#22 (ENG) - asphalt (over 4 inches)	\$2,100 / 10x12 ft. pit	\$2,142 / 10x12 ft. pit	2.00% Increase
#23 (ENG) - asphalt (up to 4 inches)	\$2,020 / 10x12 ft. pit	\$2,060 / 10x12 ft. pit	2.00% Increase
#24 (ENG) - concrete road panel	\$2,844 / 10x12 ft. pit	\$2,901 / 10x12 ft. pit	2.00% Increase
#25 (ENG) - concrete non-road panel (up to 6 inches)	\$2,508 / 10x12 ft. pit	\$2,558 / 10x12 ft. pit	2.00% Increase

Increase related to hard surface restoration are required for cost recovery based on increases experienced by our contracted service providers.

The hard surface restoration fee increases will result in an increase in revenue of approximately \$13,075 as well as an offsetting increase in the contracted service cost related to the restoration work of \$11,575.

HOARDING INSPECTION FEE - adjustment required to bring fee in line with current cost recovery:

	2023	2024	
#26 (ENG) - Hoarding Monthly Inspection Fee	\$62 / inspection	\$65.50 / inspection	5.65% Increase

The total revenue increase resulting from the above fee increase would be approximately \$17.50 overall.

WASTE COLLECTION AND DISPOSAL CHARGES - adjustment required to bring fee in line with current cost recovery:

	2023	2024	
#19 (PW) - Containerized Refuse	\$29 / lift	\$32.50 / lift	12.07% Increase
#20 (PW) - Containerized Refuse - Condos	\$29 / lift	\$32.50 / lift	12.07% increase



Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
PW Maintenance	Contracted Services	11,575				
	<b>Total Expenses</b>	<b>11,575</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
PW Enforcement	User Fees- External	(1,875)				
PW Maintenance	User Fees- External	(14,275)				
Environmental Services	Fees and Recoveries INTERNAL	(7,174)				
Environmental Services	User Fees- External	(10,459)				
Traffic Operations	User Fees- External	(17)				
	<b>Total Revenues</b>	<b>(33,800)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(22,225)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0098	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Public Works	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Environmental Services	<b>Status</b>	Public

## Rodent Control Program - Implementation of New User Fee

The current Rodent Extermination contract expires March 2024 and consists of a baiting service to residential properties experiencing rat infestation on the exterior of their home. In 2023, a \$20 user fee was established with a delayed implementation date of January 1, 2024. On Nov 27/23 per CR469/2023, Council directed Administration to maintain the Rodent Extermination Program status quo further deferring the implementation of the new fee to 2025. One-time funding from BSR is required to fund \$24,000 in budgeted user fee revenue in 2024.

**Recommendation:** Recommended

**One-Time Funding:** \$24,000 BSR Funding

### Issue Detail

The Rodent Extermination program consists of a baiting service to residential properties experiencing rat infestation on the exterior of their home. This program has been around for over 20 years, but has seen a fluctuation in the number of properties baited. This fluctuation in rodent population is consistent with many other Canadian and American municipalities. As with any wildlife, the rodent population can fluctuate rapidly under the proper conditions (food/water/shelter/predator presence). The Rodent Control Program is intended to minimize spikes in the population, however, in order to have any significant impact, the participation in the program needs to be robust. In the last 5 years, while the program has been free, less than 2% of the properties in Windsor have been serviced by the program. The number of properties baited has been steadily decreasing since 2021, with 2023 being significantly lower.

During 2023 budget deliberations, Council approved a \$20 user fee but deferred implementation to 2024. Revenue from the new fee was funded from the Budget Stabilization Reserve Fund in 2023. The current Rodent Extermination Contract has been in place since 2020 and expires March 2024. It is anticipated that a new contract will see an increase in costs, and the established user fee will have less impact on offsetting the overall cost of the program.

Number of properties baited:

2023	459 as of August 8, 2023
2022	1265
2021	1495
2020	778 (COVID Impact, service offered for only a part year)
2019	1617
2018	1750
2017	1357
2016	519
2015	836

As part of the 2023 Budget process, Administration recommended the introduction of a nominal user fee of \$20.00 per service call.

The Operating Budget Review Committee (OBRC) recommendation for 2023 was as follows:

The Operating Budget Review Committee recommended the establishment of a new user fee for the rodent control program but deferred the implementation to 2024. Revenue from the new fee will be funded from the Budget Stabilization Reserve Fund (BSR) in 2023. The new fee, along with the program will be reassessed during the 2024 budget

deliberation process prior to rolling out the fees to the public.

On Nov 27/23 per CR469/2023, Council directed Administration to maintain the Rodent Extermination Program status quo further deferring the implementation of the new fee to 2025.

It is anticipated that the introduction of a fee will result in less usage of the program at approximately 1,200 calls per year rather than the average 1,600 call per year we have been experiencing. At an estimated 1,200 calls per year, the new fee would generate approximately \$24,000 in revenue. Therefore, one-time funding of \$24,000 will be required in 2024 to fund the deferral of the user fee implementation.

**5-Year Trend Analysis (Pest/Wildlife Control)**

Year	Budget	Actual	Variance	
2019	\$147,084	\$114,729	\$32,355	surplus
2020	\$137,701	\$110,356	\$27,345	surplus
2021	\$118,501	\$148,688	(\$30,187)	deficit
2022	\$131,796	\$130,475	\$1,321	surplus
2023 *projected	\$112,139	\$112,139	\$0	*projected

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Environmental Services	TRANSFER From Reserve Funds	24,000				
Environmental Services	User Fees- External	(24,000)				
	<b>Total Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0162	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Public Works	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Administration - Public Works	<b>Status</b>	Public

## Revenue Adjustment to Adjust Sewer Surcharge Funding

This issue makes necessary adjustments to properly fund sewer surcharge funded operating budgets. These adjustments are required as a result of budget adjustments to fleet equipment rentals completed during the budget adjustment stage in prior years.

**Recommendation:** Recommended

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

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
PW Field Services (Sewer Surcharge)	TRANSFER to Current Fund				741	
PW Maintenance (Sewer Surcharge)	TRANSFER to Current Fund				20,754	
Environmental Services (Sewer Surcharge)	TRANSFER to Current Fund				77,757	
	<b>Total Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>99,252</b>	<b>0</b>
PW Field Services	Sewer Surcharge Recoveries	(741)				
PW Maintenance	Sewer Surcharge Recoveries	(45,440)				
Environmental Services	Sewer Surcharge Recoveries	(53,071)				
	<b>Total Revenues</b>	<b>(99,252)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(99,252)</b>	<b>0</b>	<b>0</b>	<b>99,252</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0222	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Public Works	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	On-Off Street Parking	<b>Status</b>	Public

## Parking Fee Adjustments for Parking Lots and Meters

This issue is being introduced to adjust: the enforcement time for parking meters (add 6pm to 9pm - 3 hours), the flat fees charge in lots (6pm to midnight), and the full day flat fee charged in some lots. There are currently 1,476 parking meters in the City of Windsor with approximately 900 of the meters in core high use areas such as the downtown, university, and entertainment areas. Increasing the enforcement time for all parking meters will aid in ensuring traffic is rotating as intended at meters with the 2-hour maximum park time. There are currently flat fee charges in most lots from 6pm to midnight, fees could be increased or added in some lots where there are currently no fees. Acceptance of all proposed increases will result in increased revenue of approximately \$572,410.

**Recommendation:** Recommended

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

### Issue Detail

**INCREASED METER ENFORCEMENT FROM 6pm to 9pm:**

There are currently 1,476 parking meters in the City of Windsor with approximately 900 of those meters in core high use areas such as the downtown, university, and entertainment areas. This issue if accepted will adjust the enforcement time for all parking meters with enforcement ending at 9pm instead of 6pm.

The total projected revenue impact of this fee change is an increase of approximately \$400,000 which is net of a reduction for anticipated loss of use due to the increased cost.

**FLAT FEES IN MUNICIPAL LOTS - 6pm to Midnight:**

Currently there is a flat rate fee charged in most lots between 6 pm and midnight. In addition, there are several lots that do not charge a flat fee from 6pm to midnight, and we have one lot with an all-day fee of \$5. Due to the on-street meters being free of charge after 6 pm, the lots are rarely used in the evening. Meters are prime parking spaces in of a number of BIA areas and allow for turnover of spaces during prime dinner time. After 6 pm, with no time limit or enforcement, these spaces are utilized by one car for the entire night, thus not allowing for turnover.

Administration is proposing fee increases as follows:

- Flat Fee (6pm to Midnight) - increase from \$3 to \$5 - approximate \$103,660 increase in revenue
- No Flat Fee (6pm to Midnight) - Add new fee at \$5 - approximate \$10,000 increase in revenue
- All Day Fee in Lot 22 - Increase from \$5 / day to \$10 / day - approximate \$58,750 increase in revenue

Current parking policy was reviewed for several other municipalities in Ontario with results posted below.

The total projected revenue impact of all fee changes is an increase of approximately \$572,410 in revenue. Additionally, enforcement revenue may increase as a result of this proposed change, however, Administration is unable to quantify what the impact would be.

**Reserve Impact:**

Should Council accept this revenue increase, the budget for the annual transfer to the On-Off Street Parking Reserve will also increase by \$572,350. The balance in the On-Off Street Parking reserve at December 31, 2022 was \$1,957,022.

**Municipality Comparisons:**

City	Enforcement in Downtown Core ends:	Enforcement Outside of Downtown Core ends:
Hamilton	6pm/9pm	6pm
Mississauga	6pm	9pm
Guelph	9pm	9pm
Oshawa	6pm	6pm
Burlington	9pm	9pm

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
On-Off Street Parking (Prkg Reserve)	TRANSFER to Current Fund			(572,410)		
	<b>Total Expenses</b>	0	0	(572,410)	0	0
On-Off Street Parking	On/Off Str Pkg-Intrnl Recovery	572,410				
On-Off Street Parking	Parking Revenue - Daily	(572,410)				
	<b>Total Revenues</b>	0	0	0	0	0
	<b>Net Total</b>	0	0	(572,410)	0	0

<b>Budget Issue #</b>	2024-0327	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Public Works	<b>Category</b>	[K] Service Reduction
<b>Division</b>	Contracts, Field Services & Maintenance	<b>Status</b>	Public

## Reduction in Winter Maintenance Budget

Given the impacts of climate change and the variability of snowfall, the average annual expenditure for winter maintenance has remained stable given milder winters and less frequent major snowfalls. With a \$1 million year-end budget surplus projected for 2023, a reduction of \$500,000 to the winter maintenance budget still maintains it at a level above the five-year annual average expenditure for winter maintenance of \$5,268,913. Acceptance of this reduction would result in a 8.3% decrease to the 2023 winter maintenance budget.

**Recommendation:** Recommended

**One-Time Funding:** \$500,000 From the Budget Stabilization Reserve (BSR)

### Issue Detail

Currently, residential streets are cleared of snow after a snow fall event of 4 inches. The 4 inch standard was adopted during the 2007 Budget (previously, the standard was 3 inches). Winter Control activities (plowing, salting, etc.) are performed on arterial and collector roads for every snowfall event. At present, when snowfalls are less than 4 inches, intersections are salted when conditions warrant.

The average cost of Winter Control on arterials and collectors is approximately \$15,000 per hour. Under the current policy of 4-inch accumulation for residential plowing, the cost for clearing residential streets is approximately \$600,000 per event.

The five-year trend analysis below indicates the average annual expenditure for winter control over the past five years (Including the projected 2023 figure) to be \$5,268,913. A reduction of \$500,000 equates to a 8.3% reduction of the current 2023 budget of \$6,041,045 for winter control operations.

It should be noted, the operating budget for winter maintenance is based on average winter conditions. Any changes in the average winter conditions will cause an operating budget variance.

### 5 Year Trend Analysis - Winter Control Budget

Year	Budget	Actual	Variance	
2019	\$5,165,912	\$5,224,773	(\$58,861)	deficit
2020	\$5,141,859	\$4,976,109	\$165,750	surplus
2021	\$5,170,931	\$5,291,520	(\$120,589)	deficit
2022	\$5,532,359	\$5,811,119	(\$278,760)	deficit
2023 * projected	\$6,041,045	\$5,041,045	\$1,000,000	surplus

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
PW Maintenance	Contracted Services	(500,000)				
	<b>Total Expenses</b>	<b>(500,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(500,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



<b>Budget Issue #</b>	2024-0006	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Public Works	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Fleet	<b>Status</b>	Public

## Addition of a Temporary Fleet Technology and Training Administrator

Council directed Administration to bring the creation of a Fleet Technology and Training Administrator position to the 2022 budget for consideration, CR314/2021. The position will be instrumental in researching current industry trends related to technology and sustainability initiatives and to participate in corporate climate change activities such as greening the fleet to reduce fuel use and emissions. This position will provide a shared training service between Fleet and Parks for equipment/vehicle training for mechanics and for operators. The position will also oversee and manage the safety of fleet operations, including the City’s Commercial Vehicle Operator Registration (CVOR). Administration recommends adding the temporary Fleet Technology and Training Administrator for one-year.

**Recommendation:** Recommended

**One-Time Funding:** \$116,645 BSR Funding

### Issue Detail

Approval to add a Fleet Technology and Training Administrator was recommended by PricewaterhouseCoopers (PwC) during two separate organizational reviews. The Fleet and Joint Fleet and Parks organizational reviews were completed in 2019 and 2020. On July 5, 2021, Council received the PwC Joint Fleet and Parks Organizational Review report and directed Administration to bring the creation of a permanent full-time Fleet Technology and Training Administrator position to the 2022 budget for consideration, CR314/2021. The position was brought forward but not approved in 2022 and again in 2023. Administration recommends adding the position temporary for one-year in 2024.

This position has been recommended during the following audits/reviews completed by PwC since 2019:

(i) Fleet Organizational Review (2019)

PwC identified that certain positions and capabilities were needed that do not exist in the current structure but are required to align the department for the future. This position would develop a training strategy to build more capabilities around electric vehicle maintenance. PwC identified that several Ontario based fleet organizations already have either a training or a technology focused role. By combining the two roles into one position, Fleet can further its strategic mandate and vision to consider emerging technology and trend in the fleet industry while attempting to reduce environmental impacts. Without a dedicated position, continuing to meet this mandate will be challenging.

(ii) Joint Fleet Operations & Parks Organizational Review (2020)

PwC identified that shared services between Fleet and Parks would create efficiencies around training, technology, inventory management and financial/maintenance reporting and tracking. Synergies around training activities can be realized through the development of a training shared service between Fleet and Parks through the creation of a Fleet Training and Technology Administrator position which was also recommended in the 2019 Fleet Organizational Review. Types of fleet related training could include equipment/vehicle training for mechanics and for operators as well as new fleet technologies (green vehicles, etc.).

This position is critical to fill the gap identified in the organizational reviews with respect to technology and training related to the fleet and is key to participating in corporate climate change initiatives such as greening the fleet to reduce fuel use and emissions.

GREENING THE FLEET:

The current shortage in full-time staff makes it difficult to research and implement new and innovative thinking around a green fleet. This position will identify and evaluate new technologies, including supporting infrastructure where operationally feasible, which may provide fuel savings and reduction in greenhouse gas emissions.

This position will be instrumental in researching current industry trends related to technology. Fleet is driven to seek out leading practices and understand new technology, processes and enhanced sustainability initiatives. It will be involved with updating and monitoring the City's Green Fleet Plan and the preparation of an electric vehicle transition strategy to provide a roadmap to guide the Fleet Division with future fleet replacements. Furthermore, it will be involved in assessing current repair facilities to ensure they can meet the changing requirements of the fleet.

**TRAINING:**

This position will be responsible for researching and coordinating training programs for drivers of city vehicles. Furthermore, mechanical staff will require training specific to working with the variety of classes of electric vehicles. To date, the corporate fleet consists of cars and compact sport utility vehicles, however, with the transition to electric vehicles and equipment, specific training will be required. For example, the Corporation is currently working towards the purchase of its first electric ice resurfacers. Specialized training will be required for mechanics and operators of these units.

This position will also be critical in ensuring compliance with regulations to the CVOR and Carrier Safety Rating program. Following a downgrade of the City's safety rating in 2021, it was recognized that a training position or additional training would reduce the items impacting the City's CVOR and carrier safety rating and mitigate risks around drivers of city vehicles. This position would work collaboratively with Corporate Health and Safety and Transit Windsor to review training programs to prevent collisions as well as post collision.

**SUPERVISORY COVERAGE:**

This position will also allow for a backup supervisor to cover operational issues as required throughout the year during vacations, illness, training etc. This is currently a significant challenge due to the required coverage of multiple shifts in the Fleet Division, and especially since the changes to the collective agreement during the last round of bargaining with Local 82, which has limited the availability of qualified temporary Supervisors in Fleet due to the loss of seniority issue when working outside of the bargaining unit.

**CLIMATE CHANGE:**

This position will work collaboratively with Asset Management to monitor corporate greenhouse gas emission targets and investigate grant opportunities to help fund various sustainability initiatives.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Fleet	Cell Phones	550				
Fleet	Licenses	200				
Fleet	Other Pay	113,895				
Fleet	Training Courses	2,000				
	<b>Total Expenses</b>	<b>116,645</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Fleet	TRANSFER From Reserve Funds	(116,645)				
	<b>Total Revenues</b>	<b>(116,645)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0247	<b>Stage</b>	Recommended
<b>CLT Office</b>	Infrastructure Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Public Works	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Traffic Operations & Parking	<b>Status</b>	Public

## One-Time Funding For a Temporary Locator for Traffic Signals and Streetlighting

This issue is presented to request an extension of funding for a temporary Infrastructure Location Technician for signals and streetlights previously approved in 2022, issue 2022-0048 which approved combining traffic signal locate services and in-sourced street lighting locate services to enhance efficiency and reduce cost. Due to several challenges and delays implementing and recruiting for the in-house service, Administration has been unable to experience a full year of in-house locating at the time of preparing this budget issue. A temporary locator is requested for an additional year, and further analysis of the program will be completed during the 2025 budget development to determine if this position is required on a permanent basis.

**Recommendation:** Recommended

**One-Time Funding:** \$97,137 (Budget Stabilization Reserve) - temporary position

### Issue Detail

In October of 2020, ENWIN notified the City that based on their records, they had not previously been billing the City properly for locates performed by internal ENWIN staff. According to ENWIN, internal staff perform as many locates as they can and anything that they cannot complete in a timely fashion, they utilize the services of an outside contractor (GTel). Based on this notification from ENWIN, the City paid double in 2020 what it normally was paying and this trend continued into 2021.

Based on initial estimates, Administration projected that the locates required for street lighting and traffic could be completed using two (2) Full Time and one (1) Temporary one-year internal Infrastructure Location Technicians, reporting to the Manager, Traffic Operations. Call handling and clearing could be completed by an existing position within the traffic department. In 2022, Council approved the in-sourcing of streetlight locating, combining the service with our existing signal location services performed by Traffic Operations. Budget issue 2022-0048 approved the addition of two (2) full time Infrastructure Location Technicians and one (1) temporary Infrastructure Location Technicians. Both regular full-time positions were filled later in 2022 and the Temporary position was filled in late November of 2022 and is once again vacant as of August 6, 2023. There have been difficulties in recruiting for the temporary position, and the former incumbent has transferred to a non-union position.

The initial plan for this program was to have City staff (including the temporary Infrastructure Location Technician) use GPS technology to properly develop digital maps in AutoCAD for all underground street lighting infrastructure to ensure that only equipment required to be located is being done. Currently, neither Traffic nor ENWIN have digital mapping for the underground infrastructure, much of the mapping system is still on paper. During this period the workload required all staff to complete locates and no digitization of the mapping was completed. The expectation was that once the mapping is created and entered into the City's locate software, the two (2) permanent Locators should be able to perform both street lighting and traffic locates. At this time, the transition of locates from ENWIN to Traffic Operation took place in late 2022 which provides only 10 months of statistical data. Administration has been unable to determine if two (2) permanent locators are sufficient to run the program once we have the digital mapping completed. The temporary locator position is needed to complete the mapping project.

Administration will report back to Council during the 2025 budget if it is determined that conversion of the temporary position is required to sustain the locating program.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Traffic Operations	Cell Phones	600				
Traffic Operations	Clothing - Uniforms	500				
Traffic Operations	Computer Software	1,200				
Traffic Operations	Computers - PCs	300				
Traffic Operations	Licenses	3,250				
Traffic Operations	Other Pay	76,587				
Traffic Operations	VehicleRent- TempOther INTERNAL	14,700				
	<b>Total Expenses</b>	<b>97,137</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Traffic Operations	TRANSFER From Reserve Funds	(97,137)				
	<b>Total Revenues</b>	<b>(97,137)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0158	<b>Stage</b>	Recommended
<b>CLT Office</b>	Human & Health Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Employment & Social Services	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	OW & Discretionary Assistance	<b>Status</b>	Public

## Funeral & Burial Expense Review

The Employment and Social Services Department received requests from cemeteries and funeral homes within the region to increase the fees that are provided through the funeral and burial program operated by the department for social assistance recipients, low income individuals and deceased individuals who were not claimed.

**Recommendation:** Recommended

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

### Issue Detail

The City of Windsor is the Consolidated Municipal Service Manager (CMSM) for the delivery of Ontario Works in Windsor and Essex County. Funeral and burial costs are paid as discretionary benefits under Ontario Works for social assistance recipients as outlined in Ontario Regulation 134/98 s. 59(2) of the Ontario Works Act, 1997. Funerals for social assistance recipients are funded 100% by the province, as long as total discretionary benefits issued in the year does not exceed the province’s discretionary benefit cap. Costs in excess of the cap become a cost to the municipality in which the individual resided (city or county).

Funerals and burials are also paid on a discretionary basis on behalf of low income residents not in receipt of social assistance at a 100% municipal cost for the municipality in which the individual resided (city or county).

In Spring/Summer 2023, the department received the following request in regards to the fees associated with funeral and burial services:

#### Funeral Homes

“seeking an annual increase of 6% each year for five years with a scheduled review and renegotiation by the City of Windsor in 2028.”

#### Considerations- Funeral Homes

Currently, the Windsor CMSM provides funding of \$3,000 +HST for a graveside service for deceased individuals in receipt of social assistance or low income individuals. Based on information provided by local funeral homes, the current posted rate for a funeral service on average is \$5,870 +HST. In reviewing comparator municipalities, the average fee paid for a funeral service by other municipalities is approximately \$3,700 +HST. The department is suggesting an annual increase of 6% over a three year period (2024, 2025 and 2026) instead of the five year request, as it aligns with the current term of Council.

If the request for a 6% increase is approved, the costs covered by the department would increase to approximately \$3,573 per service by 2026. Funeral Service costs for Social Assistance clients are covered 100% by the Ministry of Children, Community and Social Services, therefore there will be no municipal cost implications. For low income individuals in the City of Windsor who meet the eligibility criteria and are not in receipt of social assistance, it is estimated that an average \$20,000 budget increase would be required in each of the three years to support the costs for funeral services. This is based on a historical trend analysis. For 2024, a \$20,000 budget increase is being requested. A budget issue will be brought forward in 2025 and 2026 for the \$20,000 pre-commitment related to each subsequent year.

#### Risk

If the recommendation is not approved, the organizations providing funeral and burial services will continue to incur deficits when services are provided for deceased individuals that are approved through the program.

**Performance Indicators**

N/A

**Capital Budget Implication**

N/A

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Municipal Discretionary	Funeral and Burial	20,000				
	<b>Total Expenses</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0138	<b>Stage</b>	Recommended
<b>CLT Office</b>	Human & Health Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Employment & Social Services	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	OW & Discretionary Assistance	<b>Status</b>	Public

## County Revenue Increase - Ontario Works Program Delivery Budget

Ontario Works Program Delivery is cost shared with the Province and the County of Essex. For 2024, notional Provincial gross funding allocation is \$23,495,500. The amount of budgeted County revenue is being realigned in relation to the increase in salary and fringe benefit costs for the delivery of the Ontario Works program.

**Recommendation:** Recommended

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

### Issue Detail

The Corporation of the City of Windsor is the Consolidated Municipal Service Manager (CMSM) for the delivery of the Ontario Works (OW) program within Windsor and Essex County. The Ministry of Children, Community and Social Services (MCCSS) provides Ontario Works Program Delivery Funding to support program administration and delivery. Based on the funding allocations provided for 2024, MCCSS will share OW Program Delivery gross expenditures up to a capped amount of \$23,495,500. The first \$2,919,700 in gross expenditures would be 100% funded by the Province. Any remaining expenditures to the capped amount would be cost shared 50/50 provincially/municipally. Costs that are above the expenditure cap will not be eligible for 50% Provincial funding and must be borne by the City and County only. The County of Essex shares in the municipal contribution using the arbitrated weighted assessment formula.

Budgeted County revenue is being realigned to reflect the changes to the 2024 Ontario Works Program Delivery Salary Budget, which will result in an overall Net City budget reduction of \$148,347.

**Risk**  
Changes to OW Program Delivery funding allocation subsequent to budget approval may affect the level of municipal (City and County) contributions required.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Ontario Works-Program Delivery	Net County Cost	(148,347)				
	<b>Total Revenues</b>	<b>(148,347)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(148,347)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0285	<b>Stage</b>	Recommended
<b>CLT Office</b>	Human & Health Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Employment & Social Services	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Other Employment Services	<b>Status</b>	Public

## Corporate Program Support Revenue Increase

The Employment and Social Services Department was awarded the contract by the Province to become the Service System Manager for Integrated Employment Services in the Windsor-Essex, Chatham-Kent and Sarnia-Lambton catchment area. In order to facilitate this program, indirect supports from other departments and portions of direct staffing costs from other service departments are required. Funding from the Ministry of Labour, Immigration, Training and Skills Development (MLITSD) agreement will cover 100% of the resulting operating costs.

**Recommendation:** Recommended

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

### Issue Detail

In March 2023, the Province announced that it would be expanding its new employment service transformation program to Windsor-Essex, Chatham-Kent and Sarnia-Lambton. The City’s Employment and Social Services (“ESS”) Division, together with its consortium partner, Workforce Windsor-Essex, was awarded the contract to deliver this transformative program on behalf of the Province.

The Service System Manager will utilize Corporate supports for both indirect expenses such as Accounts Payables, Payroll and Information Technology based on the FIR Allocation of Program Support Allocation and direct expenses related to portions of Legal and Human Resource staffing. This results in an increase in Corporate Program Support Revenue in the amount \$125,000, offset 100% by funding from the Ministry of Labour, Immigration, Training and Skills Development (MLITSD) agreement.

**Risk**  
The current agreement with MLITSD terminates on December 31, 2025. There is the expectation that the funding agreement will be renewed at that time, however there is a low risk that the Ministry agreement would be terminated and City would need to react accordingly to the revenue reduction

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Windsor Regnl Emplmt Network	Fees and Recoveries INTERNAL	(125,000)				
	<b>Total Revenues</b>	<b>(125,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(125,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



<b>Budget Issue #</b>	2024-0182	<b>Stage</b>	Recommended
<b>CLT Office</b>	Human & Health Services	<b>Classification</b>	[3] Budget Enhancement
<b>Department</b>	Employment & Social Services	<b>Category</b>	[M] Service Enhancement
<b>Division</b>	Other Employment Services	<b>Status</b>	Public

## Addition of Fleet Vehicle for Service System Manager

The Employment and Social Services Department was awarded the contract by the Province to become the Service System Manager for Integrated Employment Services in the Windsor-Essex, Chatham-Kent and Sarnia-Lambton catchment area. The need for a dedicated vehicle for staff to provide on-site support to the Service Partners throughout the region has been identified. By having a dedicated fleet vehicle we will save money overall and will streamline processes for travel within the catchment area. Funding from the Ministry of Labour, Immigration, Training and Skills Development (MLITSD) agreement will cover 100% of the resulting operating costs.

**Recommendation:** Recommended

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

### Issue Detail

In March 2023, the Province announced that it would be expanding its new employment service transformation program to Windsor-Essex, Chatham-Kent and Sarnia-Lambton. The City’s Employment and Social Services (“ESS”) Division, together with its consortium partner, Workforce Windsor-Essex, was awarded the contract to deliver this transformative program on behalf of the Province.

Through this role, City of Windsor staff will regularly be travelling throughout Windsor-Essex, Chatham-Kent and Sarnia-Lambton to meet with Service Providers, employers and community partners. In addition, there may be instances where the City staff are called to travel with short notice to provide support to service providers or employers. Due to the high usage of a vehicle, the department would like to add one (1) dedicated Pacifica Hybrid through the Fleet program. This will allow the department to schedule the usage of the car based on demand and respond quickly to meeting requests in Windsor-Essex, Chatham-Kent and Sarnia-Lambton. Funding from the Ministry of Labour, Immigration, Training and Skills Development (MLITSD) agreement will fund 100% of the resulting operating costs.

**Risk**  
 If the request is not approved, there is a risk that renting a vehicle through the City’s rental car agreement will result in higher costs based on the amount of travel anticipated throughout the catchment area. Also, there will be additional administration staff time required to book the rental vehicle and process any receipts and invoices required as opposed to having the vehicle available to staff to attend meetings.

Additionally, the current agreement with MLITSD terminates on December 31, 2025. There is the expectation that the funding agreement will be renewed at that time, however there is a low risk that the Ministry agreement would be terminated before the end of the term of the rental and the City would need to find an alternative use for the vehicle.

### Capital Budget Implication

Should this budget request be approved, the purchase of one hybrid Pacifica would be required and purchased through the Capital Fleet Additions project OPS-022-07 at an estimated cost of \$63,500 including non-refundable HST costs. The unit would be included in the dedicated fleet with the appropriate depreciation contributed to the Fleet Replacement Reserve #136 to fund future replacements.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Windsor Regnl Emplmt Network	VehicleRent-Dedicated INTERNAL	12,400				
Fleet	Depreciation	10,583				
Fleet	Licenses	105				
Fleet	Maintenance Parts & Materials	500				
Fleet	Motor Fuels	500				
Fleet	Vehicle Maint Parts/Materials	712				
	<b>Total Expenses</b>	<b>24,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Windsor Regnl Emplmt Network	Ontario Specific Grants	(12,400)				
Fleet	Lease & Rental Revenue	(12,400)				
	<b>Total Revenues</b>	<b>(24,800)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0035	<b>Stage</b>	Recommended
<b>CLT Office</b>	Human & Health Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Housing & Children's Services	<b>Category</b>	[A] Annualization
<b>Division</b>	Housing Services	<b>Status</b>	Public

## Canada Mortgage & Housing Corporation - Rapid Housing Initiative (RHI)

On July 26, 2021, at an In-camera meeting City Council pre-committed (CR 368-2021) operating funding of up to \$493,000 for estimated operating costs related to the Rapid Housing Initiative projects, for each of the post-construction operating years to a maximum of 20 years, to support the City based projects. In 2022 and 2023, a portion of the annualized amount was approved to bring the total budget amount to \$207,167. In 2024, this Budget Issue of \$185,833 reflects the required funding needed for the two RHI projects that will be occupied and operational in 2023. A request may be brought in 2025 budget for the remaining amount of \$100,000.

**Recommendation:** Recommended

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

### Issue Detail

#### Issue Detail

The Canada Mortgage and Housing Corporation (CMHC) is the lead in delivering National Housing Strategy Initiatives over the next 10 years by offering funding opportunities for new construction and repair/renewal to local private and non-profit organizations with the purpose of increasing the housing stock, or sustaining the existing affordable housing supply.

Canada Mortgage and Housing Corporation (CMHC) announced the creation of 4,500 new affordable housing units across the country with an additional investment of \$1.5 billion through a Round 2 of the Rapid Housing Initiative (RHI). On June 30, 2021, the City of Windsor received a priority allocation of \$9,337,117 to create a minimum of 35 units of new permanent affordable housing as part of the Cities Stream. These housing units will support Canadians who are in uncertain housing situations, experiencing or at risk of homelessness, or living in temporary shelters because of the pandemic.

On August 31, 2021, Housing Services submitted three applications to the CMHC RHI program and on October 14, 2021, the City received CMHC approval to proceed with three Capital projects. The Windsor Essex Community Housing Corporation will lead the Crawford youth supportive transitional housing project, a new construction that will offer 15 single occupancy bed units for young adults at a cost of \$2,671,113. The Windsor Essex Community Housing Corporation's Phase I of the Bloomfield Development is a new construction project for 12 attached stacked townhome style 2 bedroom units at a cost of \$4,808,004. Building Bridges Erie Shores will develop 8 single occupancy standard apartments as part of their Tiny Homes Modular project at a cost of \$1,858,000.

The City of Windsor is the sole shareholder of the Windsor Essex Community Housing Corporation (CHC) and, also, the provincially designated Consolidated Municipal Service Manager for Windsor and Essex County for social and affordable housing.

Under the RHI requirements, affordable housing units must serve and be affordable (household is paying less than 30% of gross income on housing costs) to targeted people and populations who are vulnerable and at high risk of homelessness. Affordability must be maintained for a minimum of 20 years.

Based on this operating model, it is anticipated that rent revenues will not be sufficient to cover operating costs at the two proposed city locations. CMHC requires the municipality to issue a Letter of Support for the operating subsidy required

for each project. Affordable Housing projects are not mandated and therefore any operating shortfall or future capital costs would be borne by the municipality in which the project is located. The amount of the annual operating shortfall will vary depending on the income of the tenants.

A report to the County of Essex on their support for operating funding for Tiny Homes Leamington based project was approved on August 11, 2021 with an Agreement in place between Building Bridges Erie Shores and County of Essex for the duration of the affordability period of at least 20 years.

CHC has projected that both City projects together would require approximately \$493,000 of annual operating funding from the City, which includes the estimated \$115,000 of operating funding to provide supports and services through Family Services Windsor Essex at the youth supportive housing units. On July 6, 2021, at an In-Camera meeting, city Council pre-committed (CR 368-2021) City Funding of up to \$493,000 for estimated operating costs.

Since 2022, the request for operating funding has been presented in stages based on construction timelines and occupancy with \$82,167 approved in 2022, \$125,000 approved in 2023, \$185,833 being requested in 2024 to address the annual funding needs of CHC’s Crawford and Bloomfield Phase I projects. The 2024 operating budget request brings the RHI Budget to \$393,000. The final request of \$100,000 may be brought forward in 2025 bringing the RHI Budget to \$493,000.

**Risk**

The City’s agreement with the CMHC requires that the municipality maintain and operate the asset for a minimum of 20 years. While the RHI capital investments are welcome, without the operating funding commitment from City and County Councils, there is a risk that this capital development will not be financially viable. As always, Administration will pursue any funding opportunities available to leverage the investment of the RHI or any other funding program, and reduce the impact to the municipal budget.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Housing Services	Special Projects-Social Servic	185,833				
	<b>Total Expenses</b>	<b>185,833</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>185,833</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0036	<b>Stage</b>	Recommended
<b>CLT Office</b>	Human & Health Services	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Housing & Children's Services	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Housing Services	<b>Status</b>	Public

## One-Time Funding - Rent Supplement Program Expiries and Mitigation

Housing Services is requesting a one-time allocation (2024) of up to \$ 200,000 from the Budget Stabilization Reserve (BSR) to fund any potential shortfall associated with the March 31, 2024 expiry of provincially funded Rent Supplement/Housing Allowance (RS/HA) households after all other alternative sources of funding e.g., RGI (Rent Geared-to-Income), Municipally funded rent supplement programs, HPP (Homelessness Prevention Program) , WEHB (Windsor Essex Housing Benefit), COHB (Canada Ontario Housing Benefit), and other funding options/sources e.g., COCHI (Canada-Ontario Community Housing Initiative), OPHI (Ontario Priorities Housing Initiatives), have been explored and maximized.

**Recommendation:** Recommended

**One-Time Funding:** \$200,000 (Budget Stabilization Reserve)

### Issue Detail

The City of Windsor is the Service Manager with respect to Social and Affordable Housing for the City of Windsor and the County of Essex. The City administers a number of affordable housing programs funded municipally, as well as provincially and federally, including Rent Supplement (RS) and Housing Allowance (HA) Programs.

These programs provide rental assistance to low-income households living in private rental accommodations, and in social and affordable market housing units in Windsor and Essex County. A portion of these programs are municipally funded through a shared contribution agreement between the City of Windsor, as Service Manager, and the County of Essex since the devolution of social housing programs in 2001. In addition, the federal and provincial governments have provided RS/HA funding under time-limited housing program funding envelopes such as, Investment in Affordable Housing (IAH and IAH-E), Social Infrastructure Fund (SIF) and OPHI (Ontario Priorities Housing Initiative).

RS/HA(s) have not only benefited low-income households and households exiting homelessness in Windsor and Essex County but have also assisted social and/or affordable housing landlords in our community with their housing project's financial viability by providing RS/HA(s) to a specific number of their qualifying tenants and as a means of expanding affordable housing options in our region for years.

In November 2021, approximately \$3.29 million was being allocated to RS/HA(s) assisting monthly approximately 500-549 households throughout Windsor and Essex County. In response to the pending expiry of a number of Provincially funded programs at March 31, 2022 through March 31, 2024, an extensive rent supplement expiry mitigation effort was undertaken in 2020. As a result of our efforts, we were jointly able to successfully mitigate the majority of the March 31, 2022 expiring RS/HA households by navigating a transfer into an alternate housing benefit program e.g., RGI, WEHB on or before April 1, 2022. The Rent Supplement Program Expiries and Mitigation Strategy report was originally presented to Council on January 5, 2022 (Council Report: S 144/2021; CR 36/2022) with an update to Council on July 6, 2022 (Council Report; C 85/2022; CR 327/2022).

In March 2022, the Ministry of Municipal Affairs and Housing (MMAH) announced the new Homelessness Prevention Program (HPP), which came into effect starting April 1, 2022. HPP is a consolidation of three funding programs, including the Strong Communities Rent Supplement Program (SCRSP). The conversion of SCRSP to HPP, equates to approximately \$1.18 million in annual funding, allowing the continuance of funding for approximately 195 RS/HA households, which were set to expire March 31, 2023 (Council Report C 51/2022).

The remaining legacy RS/HA programs funded under the IAHE, SIF and OPHI expire March 31, 2024. As of May 2023,

these remaining programs fund approximately 197 households with an approximate annual cost of \$1.4 million. Housing Services continues to coordinate and actively work with RS/HA Program Administrators and the Central Housing Registry (CHR-WEC) staff on a rent supplement expiry mitigation strategy prioritizing our efforts on the mitigation efforts associated with the March 31, 2024 expiries. RS/HA Program Administrators are assisting expiring RS/HA households with navigating and applying for a replacement housing benefit in an effort to mitigate the negative effect the loss of subsidy will have on their housing affordability. Without the assistance of a housing benefit, it is expected the majority of these remaining tenant households will be unable to pay their rent and as a result, may face eviction and ultimately homelessness. Although every effort is being made to mitigate expiring RS/HA households with a replacement housing benefit, more specifically by offering an alternate municipally funded social housing program, the City's Housing Services department is forecasting it may not be able to fully fund the program funding losses through its existing social housing budget without an injection of additional replacement funding from upper levels of government and/or base budget adjustments from the City of Windsor and/or the County of Essex.

Table A, attached, highlights the funding loss by program funding, housed population category and the numbers associated with each category.

Housing Services has identified a number of options currently available to offset potential RS/HA funding shortfalls (in order of preference) as follows:

- RGI Assistance- A small number of the RS/HA recipients reside in market units located in social housing buildings. The service manager is able to provide approval for a conversion (PII Market to RGI) of these RS units to RGI subsidized units funded within the City of Windsor Housing Services base budget allocation. These costs would continue to be cost shared with the County of Essex under the current legislated agreement.
- Commercial/Municipal Rent Supplement Programs - The City of Windsor administers and funds a number of municipally funded legacy rent supplement programs, which form part of the City's legislative service levels under the Housing Service Act. A limited amount of annualized funding is available in these program budgets. Costs associated with these legacy social housing programs are also cost shared with the County of Essex.
- Homelessness Prevention Program (HPP) - This consolidated annual provincial funding envelop was introduced in 2022, combining Community Homelessness Prevention Initiative (CHPI) funding with Strong Communities Rent Supplement Program (SCRSP) funding envelop providing affordable housing and support services for people at risk of or experiencing homelessness and offering stability for long-term SCRSP households beyond the program's original planned expiry March 31, 2023. The 2023-2024 HPP funding allocation was \$16,698,400, of which \$875,000 has been allocated to fund RS/HA households (based on the current funding needs for 2023-24). Although the annualized HPP funding allocation has not yet been announced for 2024-25 it is anticipated based on past-annualized homelessness funding programs the City's allocation will be similar to the 2023-24 funding. A pre-commitment of \$1.327 million from the 2024-25 HPP funding will be used to continue funding RS/HA households previously linked to the Strong Communities Rent Supplement Program (SCRSP) funding. It is understood that it is unlikely that additional HPP funding can be considered to assist with any further RS/HA mitigation as there are competing priorities related to other necessary services offered to prevent and/or end homelessness.
- Windsor Essex Housing Benefit (WEHB) - The WEHB program was introduced as a 2020 operating budget issue (#2020-0230) and approved by City Council on January 27, 2020 (Decision #B55/2020) and was further presented to Council on June 1, 2020 (Council Report: S 73/2020; CR274/2020). Unlike other forms of housing assistance (e.g. rent-gear-to- income, rent supplement), the WEHB is tied to the household and not a physical housing unit, allowing the benefit to move with the household within Windsor and Essex County. Upon approval of the base operating budget increase for 2020 Housing Services developed a framework for the WEHB, inclusive of program guidelines, program material and eligibility criteria in line with the requirements set forward under the Housing Services Act (HSA) 2011 (Schedule 4.1 of O. Reg. 367/11). The WEHB is a monthly benefit paid directly to eligible low-income households to bridge the gap between affordable rent (roughly 30 percent of income) and average market rent.
- Canada-Ontario Housing Benefit (COHB) - The COHB is a monthly benefit paid directly to eligible low-income households. Eligible applicants will receive a monthly benefit based on the difference between 80% of the COHB Program's Average Market Rent (AMR) for the Windsor Essex service area and 30% of their Adjusted Family Net Income (AFNI). Like the WEHB the COHB is tied to the household and not a physical housing unit and allows the benefit to move with the household within the Province of Ontario. The COHB funding for the 2023-24 program year equals \$1,748,200 and is estimated will be able to assist between 288 and 352 households .
- Canada Ontario Community Housing Initiative (COCHI) RS Program - Introduced as part of the Community Housing Renewal Strategy (CHRS) in 2019, COCHI funding is to be used to protect affordability for households in social housing, to support the repair and renewal of existing social housing supply, and to expand the supply of community housing over

time. Rent supplements, which are paid to the landlord on behalf of a household, to support social and/or community housing are an allowable operating expense under the program. For the purposes of this program, community housing is defined as: "housing...owned and operated by non-profit housing corporations and housing co-operatives or housing owned directly or indirectly by provincial, territorial or municipal governments...and includes social housing but does not include private landlords" and prioritizes urban native housing (COCHI & OPHI Program Guidelines). CHRS Programs were announced as nine-year program funding and scheduled to end in 2027-2028 i.e., March 31, 2028. At the time of writing this report, no funding allocations beyond March 31, 2025 have been announced. Capital expenditures which increase community housing via new construction, acquisition and/or rehabilitation and conversion as well as, social housing repairs are on-going competing funding priorities to the assistance needed to mitigate transferrable expiring rent supplement households.

- Ontario Priorities Housing Initiative (OPHI) RS/HA Program - Introduced as part of the Community Housing Renewal Strategy (CHRS) in 2019 OPHI funding is to be used to address local housing priorities, including affordability, repair and new construction. The City has been notified of a 2024-2025 OPHI funding allocation of \$2 million. No funding commitments have been announced beyond March 31, 2025. To date, a pre-commitment of up to \$240,000 for up to 40 Rent Supplement units at Meadowbrook Place (3100 Meadowbrook), the latter being a requirement CMHC's funding agreement for this project (Council Report: C 191/202; CR15/2021). For reference, CHRS Programs were announced as nine-year program funding and scheduled to end in 2027-2028 i.e., March 31, 2028. At the time of writing this report, no funding allocations beyond March 31, 2025 have been announced. Replacing and/or repairing core building systems, and sub-systems e.g., heating and/or cooling, leaking roof systems, water issues, structural repairs, etc., health and safety related priority repair needs within our social housing stock, as well as, the creation of new affordable housing units will be competing funding priorities to the assistance needed to mitigate the balance of the expiring RS/HA benefits.
- City of Windsor / County of Essex Operating Budget - where no other funding sources are identified or determined Housing Services is requesting a one-time (2024) funding allocation from the Budget Stabilization Reserve (BSR).

The rent supplement expiry mitigation strategy has included the following:

- In 2021, a hold on offering new RS/HA supplements was initiated in an effort to reduce the negative effect the loss of subsidies will have on unfunded households as well as, reduce increased pressures on the housing and homelessness system
- Expiring RS/HA households are notified of the expiry in writing and advised on required action(s) to be considered for an alternate benefit such as, a COHB, WEHB or an RGI unit. Each participant must be on and/or eligible to be on, the CHR-WEC's centralized waitlist to be considered eligible for an alternate housing subsidy.
- Consistent with earlier RS/HA mitigation efforts, all expiring rent supplement participants have been offered Priority II status on the CHR-WEC's centralized waitlist and the participant's date of application goes back to their original application date; understanding that in accordance with the Housing Services Act RGI units and the WEHB must be offered from the centralized waitlist in order of priority.
- Regular meetings are being held with RS/HA Program Administrators to ensure all expiring households are contacted, informed and provided an opportunity to access an available alternate housing benefit.

Expiring RS/HA funding under the IAHE and SIF programs were provided to the City of Windsor a number of years ago as multi year funding envelopes expiring in 2024. As noted above, as a result of the need to mitigate and ensure the successful transition of tenancies to alternative funding sources, the City placed a pause on offering new RS/HAs on turnover as a way to mitigate the effect of the imminent expiries. As a result of this action, the total active households affected by these expiries is now at 197; down from 238 reported to Council as of September 2022.

As a result of the pause on attrition/turnovers of RS/HA units Housing Services is estimating on March 31, 2024 the IAHE and SIF funding allocations will be \$600,000 underspent. This underspending represents 6.2% of the \$9.588 million in allocated funding under the IAHE and SIF programs. The underspent IAHE dollars is being redirected to fund the 2023-24 WEHB program which is equivalent to what the province describes as a housing allowance direct delivery program and is an eligible operating program under the province's 2014 IAHE Program Guidelines. A further request will be forthcoming in a report requesting the retention and carry-forward of any unused City-County-funded WEHB allocation as of December 31, 2023 to be applied as a one-time funding allocation to assist in partially offsetting any funding shortfall associated with the expiring RS/HA rent subsidy mitigation efforts expected on April 1, 2024.

On expiry of the above noted Provincially funded RS/HA rent subsidy programs and based on the current households receiving these benefits currently, to continue to provide RS/HA assistance, without the application of other potential funding sources outlined above, there could be an estimated potential funding shortfall for the 2024-2025 year of up to \$473,000 (City and County) as shown on Table B attached. The estimated potential shortfall for 2024-2025 of \$473,000 is

based on a request to carry-forward the projected unspent 2023 WEHB funding being approved at year end. This would partially offset any shortfall in RS/HA rent subsidy expiry mitigation efforts expected at April 1, 2024 and does not consider the ability to find an alternate housing benefit replacement for the household e.g., RGI, COHB. The WEHB carry-forward would represent a one-time savings to offset any RS/HA expiry mitigation shortfall in the 2024 year only. It is anticipated that the funding shortfall will be further reduced as a result of natural attrition as well as the moratorium currently in place on offering new RS/HA households until the mitigation of expiring RS/HA households is complete. Although Housing Services is unable to estimate the actual reduction in units and potential cost savings at this time, based on the current moratorium activities underway it is anticipated that Housing Services will be successful in identifying other sources of funding to mitigate the remaining expiry of units at March 31, 2024.

Housing Services will continue to work with RS/HA Program Administrators and the Central Housing Registry (CHR-WEC) staff to determine the best and most cost-efficient methods to mitigate and reduce the need to access the BSR in 2024. Once the RS/HA mitigation plans are finalized and sources of funding for current expiring units are determined, Housing Services will be able to determine if a request for on-going municipal funding is required for 2025 and future years with respect to this issue. An update to Council will be brought forward at the completion of the mitigation effort and if deemed necessary, Housing Services will include a funding request engaging with the County of Essex as necessary to determine program next steps and/or cost sharing.

As such, Housing Services is requesting a one-time allocation of up to \$200,000 from the Budget Stabilization Reserve, to offset any potential shortfall resulting from the expiry of Provincially funded RS/HA programs on March 31, 2024.

**Risk**

There continues to be a critical risk to RS/HA households linked to an expiring RS/HA funding agreement requiring immediate, significant and ongoing action to mitigate the negative effect the loss of subsidies will have on the housing affordability for these households, which may result in evictions and a potential return to homelessness for a majority of these households.

Ongoing efforts with RS/HA households with an expiring RS/HA are underway assisting households in navigating and applying for a replacement housing benefit, understanding a replacement benefit may not provide the same level of subsidy as their expiring RS/HA. There is also risk that not all households experiencing this loss (RS/HA funding expiring) will have access to a replacement RS/HA if the need exceeds the availability of provincial and/or municipal program funding allocations. Furthermore, the loss of RS/HA funding continues to have an impact on our ability to assist new households in Windsor-Essex seeking assistance with their affordable housing need.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Housing Services	Rent Supplement	200,000				
	<b>Total Expenses</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Housing Services	TRANSFER From Reserve Funds	(200,000)				
	<b>Total Revenues</b>	<b>(200,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Table A: # of Households Affected by Loss of Funding - By Program Funding and Housed Population Category**

Program Funding	Housed Population	# of Households
IAHE	Housing First - Homelessness	114
IAHE	Persons with disability	13
IAHE	Mental Health & Addictions	6
IAHE	Other	14
IAHE YR2	Urban Native Housing	3
SIF	Seniors	22
SIF	Youth	3
SIF	Other	5
SIF	Persons with disability	5
SIF	Anti-Human Trafficking	8
OPHI	Other	4
	<b>Total</b>	<b>197</b>

**Table B: Potential Funding Shortfall by Funding Program**

Program	Current # Units	Budgeted Funding 2024-25	Estimated Yearly Cost 2024-25 **	Potential Surplus (Deficit)
HPP - Funded by Province	138	1,327,000		
HPP			870,000	457,000
<b>Expired Programs</b>				
IAHE	150		1,120,000	(1,120,000)
AHT	8		75,000	(75,000)
SIF-IAHE	35		175,000	(175,000)
OPHI-HA	4		30,000	(30,000)
<b>Total</b>	<b>197</b>	<b>1,327,000</b>	<b>2,270,000</b>	<b>(943,000)</b>

Offset: Saving (Carryforward - WEHB Funds) - up to: 470,000

Potential Funding shortfall - 2024-2025 (473,000)

\*\* Estimated Yearly costs - based on current costs at May 2023. Housing Services currently has a moratorium on new rentals in expiring RS/HA programs. Administrators are not re-renting units vacated at this time. This estimate represents a maximum costs but will likely be reduced by the April 2024 program year start.

<b>Budget Issue #</b>	2024-0037	<b>Stage</b>	Recommended
<b>CLT Office</b>	Human & Health Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Housing & Children's Services	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Housing Services	<b>Status</b>	Public

## Increase in County Revenue for Housing and Children’s Services

The City of Windsor is the Consolidated Municipal Service Manager for Windsor and Essex County for Childcare and Social Housing programs. The County of Essex shares in the municipal cost of the programs based on the arbitrated weighted assessment formula. This budget issue is to increase the level of budgeted County revenue for these programs based on current weighted assessment rates.

**Recommendation:** Recommended

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

### Issue Detail

The City of Windsor is the Consolidated Municipal Service Manager for Windsor and Essex County for Childcare and Social Housing programs. The County of Essex shares in the municipal cost of the programs based on the arbitrated weighted assessment formula. Budgeted County revenue is being increased in relation to incremental salary and fringe benefit rate increases, as well as to incorporate the projected impact of the weighted assessment changes.

Program	Amount
Housing Services	\$191,826
Children's Services	\$127,055
<b>Total</b>	<b>\$318,881</b>

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Child Care	Net County Cost	(126,810)				
EarlyON	Net County Cost	(245)				
Housing Services	Net County Cost	(191,826)				
	<b>Total Revenues</b>	<b>(318,881)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(318,881)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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<b>Budget Issue #</b>	2024-0170	<b>Stage</b>	Recommended
<b>CLT Office</b>	Human & Health Services	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Huron Lodge	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Administration - Huron Lodge	<b>Status</b>	Public

## Increase in Ministry of Long-Term Care Funding

Based on the most recent funding announcement by the Ministry of Long-Term Care in May 2023, the department expects to receive an additional \$250,000 of provincial funding in 2024. Further changes may occur, with those financial impacts being uncertain at this time.

**Recommendation:** Recommended

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

### Issue Detail

This budget issue increases the revenue budget for the Ministry of Long-Term Care funding for the home based on the most recent funding announcement in May of 2023 for the fiscal year April 2023 to March 2024.

Ministry of Long-Term Care funding fluctuates at any given time. Due to the unpredictability of the funding allocations beyond April 1, 2024 estimates in this budget issue are under the assumption that annualized funding streams remain constant.

Note: the funding surplus expected at the end of 2023 are related to one-time funding streams. The additional funding will be directly offset with corresponding expenditures.

The 5 Year Ministry of Long-Term Care Funding Budget History below includes COVID-19 funding and other one-time funding streams which do not form part of the Grants and Subsidies Revenue Budget.

Administration has drafted the 2024 budget submission based on the most current information from government sources at the time of writing.

### 5 Year Huron Lodge Ministry of Long-Term Care Funding Budget History

Year	Budget	Actual	Variance	Variance Description
2019	(\$10,952,881)	(\$11,198,823)	\$245,942	Annualized Funding Increase
2020	(\$11,092,741)	(\$13,951,400)	\$2,858,659	Covid-19 Funding
2021	(\$11,934,713)	(\$16,205,022)	\$4,270,309	Covid-19 Funding
2022	(\$12,297,037)	(\$17,746,417)	\$5,449,380	Covid-19 Funding
2023 Projected	(\$16,766,003)	(\$17,546,003)	\$780,000	One-time Funding Streams

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
HL Administration	Ontario Specific Grants	(250,000)				
	<b>Total Revenues</b>	<b>(250,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(250,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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<b>Budget Issue #</b>	2024-0203	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Accounts	<b>Category</b>	[A] Annualization
<b>Division</b>	Debt Charges	<b>Status</b>	Public

## Battery Plant Land Acquisition Debt (Interest & Principle Payments)

Increase in expenditures required to meet debt repayment principal and interest from land acquisition financing. C77-2022, CR215/2022. This is the annualization of the second of the semi-annual debt payments.

**Recommendation:** Recommended

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

### Issue Detail

On October 18, 2021, LG Corporation and Stellantis announced that they had entered into a memorandum of understanding to form a joint venture (JV) to produce battery cells and modules for North America that would enable Stellantis to realize its goal of 40% of its sales in the U.S. comprised of electrified vehicles. LG Energy Solutions (LGES), a subsidiary of LG Corporation, expressed interest in investing a landmark \$4-5 billion to construct a 4.0 million sq. ft. facility to establish a battery manufacturing facility on ~200 acres of land which will require up to 2,500 local employees by 2025/2026. On March 23, 2022 an announcement was made with regards to Windsor being selected to become home to the first Large-Scale Electric Vehicle Battery Plant in Canada. The development is proposed to be located immediately west of Banwell Road and south of EC Row. The bulk of the lands are currently privately owned by a number of entities with a portion owned by the City.

The City was requested to acquire and assemble the privately held land with the intention to lease the consolidated land to the JV. With the City already owning 42.4 acres, this would require a purchase of the remaining 181.6 acres. The total anticipated cost of the land acquisition was \$45 million to be financed through the issuance of debt to Ontario Infrastructure and Lands Corporation. Repayments of both principal and interest will be required semi-annually.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Point East Dev.- Land Debt	Debt Principal	1,383,789				
	<b>Total Expenses</b>	<b>1,383,789</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>1,383,789</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0241	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Accounts	<b>Category</b>	[A] Annualization
<b>Division</b>	Fund Transfers	<b>Status</b>	Public

## Life Cycle Costing for Major Information Technology Costs

A prevalent I.T. industry trend, is a shift away from perpetual licensing to an annual subscription service which includes a monthly/annual charge based on usage. As we deploy new applications, our major enterprise systems are facing the challenge of vendors only offering a subscription model. This includes the MS Office suite, which is moving to the cloud (MS365). The current operating & capital funding model is not adequate and difficult to predict years in advance with changing technology needs, it was thus recommended in 2022 we annualize the funding for these purchases through the Pay-As-You-Go reserve. This sustainable funding plan is the result of a pre-commitment approved in the 2022 budget.

**Recommendation:** Recommended

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

### Issue Detail

The technology landscape is ever changing, and as our business model adapts to leverage new software, and to maintain, and enhance our existing platforms, it is becoming increasingly necessary to build a sustainable funding source.

The current funding model did not provide sufficient funds to sustain our required trend towards the “cloud” and the pressing demand for modernization.

A prevalent I.T. industry trend, is a shift away from traditional perpetual licenses towards a software as a service (SaaS) model that is hosted in the “cloud”. In a license model, a one-time purchase is typically made using capital dollars with a separate agreement for annual support services, usually funded through the operating budget. Licensed applications are mostly housed on premise and the City of Windsor (City) has historically been able to extend their useful life. The SaaS fee is a monthly/annual charge based on usage compared to the one-time purchase of perpetual licenses and includes the annual support services. In a SaaS model, the City is contractually obligated to follow the product life-cycle and must complete regular maintenance and upgrades.

Our major enterprise systems have a similar challenge. As we deploy new applications such as the Tax system, and Workforce Software, vendors are only offering a SaaS model. The two PeopleSoft systems, Financials & HRMS (PeopleSoft) were purchased with a perpetual license however, the City has not done an upgrade to these applications in over a decade. They have been identified by Administration as high risk. In order to mitigate the enterprise risk of a technology failure, these systems need to be upgraded or replaced within the next 5 years. In both scenarios, the City may have to move to a SaaS model for PeopleSoft. While the future costs are currently an unknown, it is anticipated that this will significantly raise the annual fee and necessitate more regular maintenance (upgrades) to the applications. Utilizing a pay-as-you-go (PAYG) funding formula will allow for a sustained approach to managing the enterprise systems.

A criticism in previous technology audits and consultant reports is that the City does not maintain the version of its applications and stretches the useful life of a product beyond the recommended use. This creates security vulnerabilities and limits our ability to leverage new technology. PeopleSoft as the City’s largest enterprise system(s) is an example of this.

Rather than continuing the current funding model of operating and capital budgets, that are difficult to predict years in advance with changing technology needs, it was recommended in the 2022 Operating Budget to pre-commit and annualize the funding through the Pay-As-You-Go (PAYG) reserve fund. The pre-commitment approved in the 2022 budget included these 2 increases:

Operating Budget includes 2 types of funding increases:

**INCREASE 1**

- Software costs are expected to increase annually with inflation - in 2022 an annual 3% budget increase be made to the PAYG reserve fund contributions was approved, which starting with \$151K in 2022 and increasing by 3% each year (\$160K incremental increase in 2024), which would go directly to funding corporate enterprise software.

**INCREASE 2**

- A reduction of the annual dividend payment from the PAYG fund to the current fund in the amount of \$1.8M to be phased in over 4 years which began with \$150K in 2022 and is increasing to a level of \$450K in 2023 (\$300,000 incremental increase), \$900K in 2024 (\$450,000 incremental increase), \$1.35M in 2025 (\$450,000 incremental increase) and remaining at \$1.8M annually thereafter.

**NOTE:**

- Currently budgeted capital funding approved in principle until 2032 for Enterprise software as well as a portion of future sustainability funding would go directly to funding corporate enterprise software in the PAYG reserve. This new funding model is expected to maintain the PAYG reserve into the future. As we proceed with determining a direction for our corporate ERP system and as we continue to annually review the PAYG reserve balance, updated funding recommendations will come forward to ensure the health of the fund.

**Risk**

- The software estimates are based on past trends and anticipated costs to replace/upgrade applications. As technology, costing and our needs change, a periodic review will be required to maintain the health of the fund.
- Without these expected enhancements to the funding model the City cannot proceed with the full deployment of MS365. This limits our ability to utilize collaborative tools and to modernize our work environment which will severely impact the efficiency of remote workers in the long-term.
- The change from MS perpetual license to MS365 that is hosted in the cloud is significant and requires major modifications to our current set-up. The City will need lead time to deploy MS365 corporately to avoid having unsupported Microsoft software deployed which could result in large security vulnerabilities.

**2024 Increase**

	2024
Increase 1	\$160,000
Increase 2	\$450,000
Total	\$610,000
Total	

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Trns frm Reserve-PAYG Dividend	TRANSFER From Reserve Funds	450,000				
	<b>Total Revenues</b>	<b>450,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfer to PAYG Lease Reserve	TRANSFER to Reserve Fund	160,000				
	<b>Total Expenses</b>	<b>160,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>610,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0248	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Accounts	<b>Category</b>	[B] Legislated
<b>Division</b>	Fringe Benefits	<b>Status</b>	Public

## Canada Pension Plan (CPP)

CPP contributions are a legislated payroll cost. The CPP rate for 2024 has remained at 5.95%. Beginning January 1, 2024, employees and employers will each contribute an additional 4% on earnings above the first earnings ceiling (the YMPE), up to the amount of the second earnings ceiling (the YAMPE). Maximum pensionable earnings and employee payroll data used to calculate the CPP budget are based on the Corporation's payroll estimates - a variance from the budget will occur if the assumptions used change significantly.

**Recommendation:** Recommended

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

### Issue Detail

On January 1, 2024, the government is introducing a second earnings ceiling known as the Year's Additional Maximum Pensionable Earnings (YAMPE). People who have income above the first earnings ceiling will contribute an additional percentage of the income they earn above the first earnings ceiling up to the second earnings ceiling. This additional CPP contribution is part of the CPP enhancement known as second CPP contributions.

The CPP rate for 2024 is 5.95% with the Year's Maximum Pensionable Earnings (YMPE) of \$68,500, the Year's Additional Maximum Pensionable Earnings (YAMPE) of \$73,200 and the exemption remaining at \$3,500. Due to the changing staffing levels throughout the year, this account is difficult to forecast with certainty.

2024 CPP premiums are expected to be approximately \$11.6M. As such, a budget increase of \$1.1M is estimated for 2024. However, due to a healthy balance in the Fringe Stabilization Reserve, Administration has decided to take on some risk by recommending an increase of the budget by \$900,000. Any deficit that materializes at the end of 2024 will be offset by a transfer from the Fringe Stabilization Reserve.

2023 Approved Budget: \$10,500,000  
 2024 Requested Budget: \$11,400,000  
 2024 Requested Increase: \$900,000

### 5 Year Budget History

Year	Budget	Actual	Variance	% Committed
2019	\$7,750,000	\$8,042,522	(\$292,522)	103.8%
2020	\$8,250,000	\$8,189,576	\$60,424	99.3%
2021	\$9,000,000	\$9,067,562	(\$67,562)	100.8%
2022	\$9,700,000	\$10,111,182	(\$411,182)	104.2%
2023	\$10,500,000	\$ 10,900,000*	(\$400,000)*	103.8%*

\* 2023 Year End Projections



Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Canada Pension Plan	Canada Pension Plan	900,000				
	<b>Total Expenses</b>	<b>900,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>900,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0249	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Accounts	<b>Category</b>	[B] Legislated
<b>Division</b>	Fringe Benefits	<b>Status</b>	Public

## Employment Insurance (EI)

EI contributions are a legislated payroll cost. The EI rate for 2024 is 1.66%, up from 1.63% in 2023. Maximum insurable earnings and employee payroll data used to calculate the EI budget are based on the Corporation's payroll estimates - a variance from the budget will occur if the assumptions used change significantly.

**Recommendation:** Recommended

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

### Issue Detail

The 2024 Employment Insurance premium rate and maximum annual insurable earnings are 1.66% and \$63,200, respectively. Due to the changing staffing levels throughout the year, this account is difficult to forecast with certainty.

2024 EI premiums are expected to be approximately \$4.3M. As such, a budget increase of \$300,000 is estimated for 2024. However, due to a healthy balance in the Fringe Stabilization Reserve, Administration has decided to take on some risk by recommending an increase of the budget by \$200,000. Any deficit that materializes at the end of 2024 will be offset by a transfer from the Fringe Stabilization Reserve.

2023 Approved Budget: \$4,000,000  
 2024 Requested Budget: \$4,200,000  
 2024 Requested Increase: \$200,000

### 5 Year Budget History

Year	Budget	Actuals	Variance	% Committed
2019	\$3,400,000	\$3,484,496	(\$84,496)	102.5%
2020	\$3,800,000	\$3,309,127	\$490,873	87.1%
2021	\$3,600,000	\$3,511,606	\$88,394	97.5%
2022	\$3,600,000	\$3,770,856	(\$170,856)	104.7%
2023	\$4,000,000	\$4,100,000*	(\$100,000)*	102.5%*

\* 2023 Year End Projection

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Employment Insurance	Unemployment Insurance	200,000				
	<b>Total Expenses</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>200,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0250	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Accounts	<b>Category</b>	[B] Legislated
<b>Division</b>	Fringe Benefits	<b>Status</b>	Public

## Employer Health Tax (EHT)

EHT contributions are a legislated payroll cost. The EHT rate for 2024 is projected to remain unchanged at 1.95%. Employee payroll data used to calculate the EHT budget are based on the Corporation's payroll estimates - a variance from the budget will occur if the assumptions used change significantly.

**Recommendation:** Recommended

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

### Issue Detail

Taxable gross earnings for 2024 are estimated to be approximately \$280.2 million based on current YTD totals and anticipated negotiated increases. The Employer Health Tax rate is unconfirmed but is forecasted to remain unchanged at 1.95% of gross taxable earnings. This account is difficult to project due to unknown variables such as sick leave payments and severance payments.

2023 Approved Budget: \$5,460,000  
 2024 Requested Budget: \$5,500,000  
 2024 Requested Increase: \$40,000

### 5 Year Budget History

Year	Budget	Actual	Variance	% Committed
2019	\$4,650,000	\$4,383,163	\$266,838	94.3%
2020	\$4,800,000	\$5,178,139	(\$378,139)	107.9%
2021	\$4,800,000	\$5,012,576	(\$212,576)	104.4%
2022	\$4,900,000	\$5,225,803	(\$325,803)	106.6%
2023	\$5,460,000	\$5,460,000*	\$0*	100.0%*

\* 2023 Year End Projections

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Employer Health Tax	Employer Health Tax	40,000				
	<b>Total Expenses</b>	<b>40,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>40,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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<b>Budget Issue #</b>	2024-0232	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Accounts	<b>Category</b>	[C] Contractual
<b>Division</b>	Fringe Benefits	<b>Status</b>	Public

## Ontario Municipal Employees Retirement System (OMERS) Pension Fund

OMERS, officially the Ontario Municipal Employees Retirement System, is a pension fund created by statute in 1962 to handle the retirement benefits of local government employees in Ontario, Canada. This Provincially mandated pension cost is based on the Corporation's payroll estimates.

**Recommendation:** Recommended

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

### Issue Detail

OMERS is a multi-employer, contributory defined benefit pension plan which the City of Windsor participates in. All plan members belong to the defined benefit provision of the OMERS Primary Plan and its costs are shared equally between members and employers. OMERS is designed to provide plan members with a lifetime pension protected against inflation and includes excellent survivor and disability benefits. It also offers early retirement options and is portable with many public sector plans.

Enrolment in the OMERS pension plan is mandatory for all permanent full-time City of Windsor employees. Prior to January 1, 2023, employees that are not permanent full-time (NFT) were eligible to enroll in the OMERS pension plan if they met certain enrolment conditions: In each of the two preceding calendar years an employee's service must equal a minimum of 700 employment hours and/or earnings must equal 35% of the Canada Pension Plan/Yearly Maximum Pensionable Earnings (YMPE). Currently there are 416 NFT employees enrolled in the OMERS pension plan. This number may fluctuate from year to year based on the number of NFT's that meet the criteria, choose to enroll in the Plan and/or terminate their employment with the City of Windsor.

In 2020, OMERS passed a plan change to remove the current eligibility requirement for non-full-time employees to join the Plan effective January 1, 2023. This allows for NFT employees who work for an OMERS employer to join the Plan at any time on or after January 1, 2023. Lifting the eligibility requirements for all NFT has increased the number of enrollments into the OMERS plan; therefore, increasing the cost to the City of Windsor.

Contributions to the OMERS plan are calculated as a percentage of the member's contributory earnings and are normally matched by the City of Windsor.

The current contribution rate for normal retirement age (NRA) 65 members is 9% of contributory earnings up to the year's maximum pensionable earnings (YMPE) + 14.6% of contributory earnings over the YMPE (\$66,600 in 2023).

The current contribution rate for NRA 60 members is 9.2% of contributory earnings up to the YMPE + 15.8% of contributory earnings over the YMPE.

When preparing the budget calculations, an assumed 2024 YMPE of \$67,300 (based on the average YMPE increases over the last five years) was used, along with confirmed or estimated negotiated salary increases were used for all employees enrolled in the OMERS pension plan as at August 24, 2023. These calculations include the following groups:

- CUPE Local 543
- CUPE Local 82
- Mayor and City Council
- Non-Union

Non-Union CANUE  
 Non-Union Police  
 Windsor Police Association (WPA) - Uniform  
 Windsor Police Association (WPA) - Civilian  
 Ontario Nurses Association (ONA)  
 Windsor Professional Firefighters Association (WPFPA)  
 Transit Windsor - Non Union and Union  
 Windsor Public Library

2023 Approved Budget: \$26,363,200  
 2024 Requested Budget: \$28,500,000  
 2024 Budget Increase: \$2,136,800

**Performance Indicators**

In total there are 3,341 employees currently enrolled in the OMERS pension plan.

**5 Year Trend Analysis**

Year	Budget	Actual	Variance	% Committed
2019	\$23,365,000	\$23,422,445	(\$57,445)	100.3%
2020	\$23,994,000	\$24,196,884	(\$202,884)	100.8%
2021	\$24,200,000	\$24,553,980	(\$353,980)	101.5%
2022	\$24,750,000	\$24,536,813	\$213,186	99.1%
2023	\$26,363,200	\$27,209,052*	(\$845,852)*	103.2%*

\*2023 Year End Projection

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
OMERS	Pensions - Contributory	2,136,800				
	<b>Total Expenses</b>	<b>2,136,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>2,136,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0233	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Accounts	<b>Category</b>	[C] Contractual
<b>Division</b>	Fringe Benefits	<b>Status</b>	Public

## Green Shield Health & Dental Benefits Rate

The Corporation of the City of Windsor currently provides health care benefits such as drug, dental, extended health, vision, audio, travel for employees (Non-Union, ONA, CUPE 543 & 82, Windsor Fire Services, Windsor Police Services, Transit Windsor and Windsor Public Library) and to eligible retirees and surviving spouses/dependents.

**Recommendation:** Recommended

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

### Issue Detail

Our Corporate benefit plan is funded on an 'Administrative Services Only' basis or what is known in the industry as ASO. ASO refers to the City of Windsor funding our own health insurance program/benefit claims and pay an administration fee to Green Shield to evaluate and process health plan claims based on the negotiated/agreed to plan provisions of the various collective agreements.

The City of Windsor's Benefits Consultant is forecasting a 13.2% overall premium increase for the 2024 rate renewal. Given this projected percentage increase along with the increase in the number of employees/retirees covered for Green Shield benefits, 2024 premiums are expected to be approximately \$2,657,572 per month or \$31,890,869 per year. As such, a budget increase of \$4,953,429 is estimated for 2024. However, due to a healthy balance in the Fringe Stabilization Reserve, Administration has decided to take on some risk by recommending an increase of the budget by \$2,601,622 which includes a shortfall in 2023 of \$1,234,706 plus \$1,366,916 which represents an increase of approximately 5%. Any deficit that materializes at the end of 2024 will be offset by a transfer from the Fringe Stabilization Reserve.

### Performance Indicators

Number of Subscribers per Benefit Plan as of August 2023

- Audio - 4,269
- Dental - 5,105
- Drug - 5,259
- EHS - 5,255
- Long Term Care - 4,605
- Semi-Private - 4,617
- Travel - 5,126
- Vision- 4,607

### 5-Year Budget History

Year	Budget	Actual	Variance	% Committed
2019	\$25,453,440	\$25,559,830	(\$106,390)	100.4%
2020	\$24,380,440	\$22,370,431	\$2,010,009	91.8%
2021	\$24,380,440	\$24,154,554	\$225,886	99.1%
2022	\$24,380,440	\$25,864,452	(\$1,484,013)	106.1%
2023	\$26,832,440	\$28,032,440*	(\$1,200,000)*	104.5%*

\*2023 Year End Projection, any surpluses/deficits will be transferred to/from the Fringe Stabilization Reserve Fund.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Greenshield	Health Coverage	2,601,622				
	<b>Total Expenses</b>	<b>2,601,622</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>2,601,622</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



<b>Budget Issue #</b>	2024-0234	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Accounts	<b>Category</b>	[C] Contractual
<b>Division</b>	Fringe Benefits	<b>Status</b>	Public

## Group Life Insurance

The Group Life Insurance Program is comprised of the dollars (inclusive of tax) that are required to pay the monthly/annual premiums to the insurance carriers for the City’s contractual obligations to the various employee and retiree groups for benefit coverage in the areas of Group Life Insurance, Accidental Death & Dismemberment (AD&D) and Retiree Death Benefit.

**Recommendation:** Recommended

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

### Issue Detail

#### 1. Group Life Insurance

City of Windsor & Transit Windsor

The City is currently under contract with Canada Life Assurance Company who provides coverage for basic life, dependent life and optional life for both the City and Transit Windsor employee and retiree groups. The 3 year premium rate guarantee the City’s Benefits Consultant secured with Canada Life will be expiring at the end of 2024. The Benefits Consultant is not expecting any significant premium rate adjustments for 2024 based on the last 5 years of claims. Actual 2024 premium rates will not be available until November/December. For purposes of budget calculations, it is anticipated premium rates will remain unchanged. The 2024 budget request for life insurance for the City of Windsor and Transit Windsor will require a budget increase of \$160,181 in order to adjust to current volumes of insurance, which are determined based on employee salaries.

2023 Approved Budget: \$1,970,819  
 2024 Requested Budget: \$2,131,000  
 2024 Requested Increase: \$160,181

#### Windsor Public Library

The Library was under contract with Medavie Blue Cross who provides coverage for basic life and optional life for Library employee and retiree groups. Effective August 1, 2023 Group Life Insurance was switched over to Canada Life Assurance Company as the City’s Benefits consultant was able to negotiate the premium rate down to an overall increase of 4.2%. The 2024 budget for life insurance for the Library will require a budget increase of \$17,319 in order to adjust to current volumes of insurance, which are determined based on employee salaries.

2023 Approved Budget: \$41,181  
 2024 Requested Budget: \$58,500  
 2024 Requested Increase: \$17,319

#### 2. Accidental Death and Dismemberment (AD&D)

City of Windsor

The City is currently under contract with Beneva who provides coverage for accidental death and dismemberment to the City’s Police and Fire employee groups. It is anticipated that Beneva is not requesting any premium increases; however, a minor budget increase of \$3,300 will be required to adjust current volumes of coverage.

2023 Approved Budget: \$34,700  
 2024 Requested Budget: \$38,000  
 2024 Requested Increase: \$3,300

Transit Windsor

Transit Windsor is currently under contract with Canada Life Assurance Company for AD&D coverage. The 3 year premium rate guarantee the City's Benefits Consultant secured with Canada Life will be expiring at the end of 2024. The Benefits Consultant is not expecting any significant premium rate adjustments for 2024 based on the last 5 years of claims and as a result of that and the type of benefit, the 2024 budget request for Transit AD&D coverage will remain unchanged for 2024.

2023 Approved Budget: \$9,000  
 2024 Requested Budget: \$9,000  
 2024 Requested Increase: \$0

3. Retiree Death Benefit

City of Windsor & Transit Windsor

The City self-insures up-to the first \$10,000 of retire life insurance for both City and Transit Windsor retirees, which is non-taxable when paid out to the retiree's beneficiary. This budget transfers funds monthly into a reserve account based on volume of retiree life insurance. This reserve account requires sufficient funds to cover the average 36 retiree deaths that occur each year for the last 10 years. The highest year of death claims was in 2019 where there were 51. Going forward and in consultation with the Finance department, this budget will be set at \$360,000 (with monthly transfers of \$30,000) to cover the average number of deaths in any given year as opposed to transfers based on the volume of insurance. Should there be a spike in claims in any given year, additional funds will be requested at that time to cover those claims.

2023 Approved Budget: \$360,000  
 2024 Requested Budget: \$360,000  
 2024 Requested Decrease: \$0

The overall 2024 recommended budget for each of the items noted above is:

2023 Approved Budget: \$2,415,700  
 2024 Requested Budget: \$2,596,500  
 2024 Requested Increase: \$180,800

**Performance Indicators**

Volume of insurance as of August 2023

- Basic Life (City & Transit -CL) - \$523,564,781
- Basic Life (Library - Beneva) - \$6,419,901
- Supplemental Life (City -CL) - \$3,547,500
- Dependent Life (City -CL) - \$14,656,625
- AD&D (City - Beneva) - \$74,855,00
- AD&D (Transit -CL) - \$12,336,250
- Retiree Death Benefit (City & Transit - CCW) - \$17,953,500

**5-Year Budget History**

Year	Budget	Actuals	Variance	% Committed
2019	\$2,142,990	\$2,218,021	(\$75,031)	103.5%
2020	\$2,142,990	\$2,339,398	(\$196,408)	109.2%
2021	\$2,354,350	\$2,730,341	(\$375,991)	116.0%
2022	\$2,393,700	\$1,290,364	\$1,103,335	53.9%
2023	\$2,415,700	\$ 2,509,026*	(\$93,326)*	103.9%*

\*2023 Year-End Projection, budget includes WPL Basic Life insurance

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Group Life Insurance	Group Life Insurance	180,800				
	<b>Total Expenses</b>	<b>180,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>180,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0206	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Accounts	<b>Category</b>	[E] Inflationary
<b>Division</b>	Corporate Expense Accounts	<b>Status</b>	Public

## Increase in Utilities Related to Water

The 2024 Water budget reflects a projected increase in Water costs compared to the 2023 budget resulting from consumption and rate increases as a result of current trends. Due to seasonality and fixed costs, administration is projecting 2023 avg. water costs to settle at \$4.54 per cubic meter, which represents a 4.3% increase over 2022 costs. The 2024 Water budget was formulated by taking 2022 and YTD 2023 actual consumption & rate data, with 2022 being partially impacted by COVID. Based on the trend analysis undertaken by Administration, the 2024 budget for Water amounts to \$2,792,000, which corresponds to a total increase of \$165,304 that is driven by rate and consumption increases.

**Recommendation:** Recommended

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

### Issue Detail

The 2024 Water budget was formulated by taking 2022 and YTD 2023 actual consumption & rate data, with 2022 being partially impacted by COVID. Various analyses are detailed below:

#### 2022 Actual to 2023 Projected Actual:

As a result of Administrations trend analysis, the 2023 full year projected consumption is trending lower by ~ (6.2%) or ~ (39,100) m3 vs 2022 full year actual consumption but still slightly higher than 2023 Budgeted consumption. Also, the 2023 projected year end rate is trending 4.3% higher vs. 2022 full year actual rate.

#### 2023 Budget to 2024 Budget Comparison:

As a result of Administrations trend analysis, the recommended budgeted consumption for 2024 is estimated to increase by ~1.3% or ~7,500 m3 vs. 2023 budgeted consumption. Also, the recommended 2024 Budgeted rate of \$4.68 is an estimated increase that is ~4.9% higher or \$0.22 m3 vs 2023 budgeted rate. The 2024 total requested increase for Water amounts to \$165,304 which is driven by consumption and rate increases.

Total Consumption and total cost for the 2024 recommended budget for Water are estimated at 597,000 cubic meters and \$2,792,000 respectively.

Based on the above noted data, provincial policy, and related information, administration is recommending an electricity inflation rate of 3%, which represents an increase of \$81,500, exclusive of consumption and rate assumptions/trends.

- 589,441 2023 Budgeted Consumption (m3)
- 7,559 Estimated 2024 Consumption Increase (m3)
- 597,000 2024 Recommended Budgeted Consumption (m3)
- \$2,710,500 2024 - Baseline Water Cost
- \$ 81,500 Inflation @ 3%
- \$2,792,000 Total - 2024 Recommended Water Budget
- (\$2,626,696) Less: Total - 2023 Approved Budget
- \$ 165,304 2024 Requested Budget Increase (Total Municipal, Off-Street Parking and Sewer Surcharge)

**Risk**

Risk of rate increase is assessed as low as WUC rates have been established.

**5-Year Budget History**

Year	Budget	Actual	Variance	% Committed
2019	\$1,457,769	\$1,697,369	(\$239,600)	116.4%
2020	\$1,588,234	\$1,788,256	(\$210,022)	113.2%
2021	\$2,107,281	\$2,083,877	\$23,404	99%
2022	\$1,918,641	\$2,520,608	(\$601,967)	131.4%*
2023*	\$2,626,696	\$2,576,696*	\$50,000*	98.1%*

\* 2023 Q2 Year End Projection

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Contingency	Utilities	7,988				
Contingency (Parking Operations)	Utilities			2,484		
Contingency (Sewer Surcharge)	Utilities				154,832	
	<b>Total Expenses</b>	<b>7,988</b>	<b>0</b>	<b>2,484</b>	<b>154,832</b>	<b>0</b>
	<b>Net Total</b>	<b>7,988</b>	<b>0</b>	<b>2,484</b>	<b>154,832</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0207	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Accounts	<b>Category</b>	[E] Inflationary
<b>Division</b>	Corporate Expense Accounts	<b>Status</b>	Public

## Increase in Utilities Related to Gas

The 2024 Natural Gas budget reflects a projected increase in Natural Gas costs compared to the 2023 budget resulting from increase rates and offset by decreasing consumption due to current trends. The 2024 Natural Gas budget was formulated by taking 2022 and YTD 2023 actual consumption & rate data, with 2022 being partially impacted by COVID. Based on the trend analysis undertaken by Administration, the 2024 budget for Natural Gas amounts to \$4,041,900, which corresponds to a total increase of \$453,169 that is driven by rate and consumption increases.

**Recommendation:** Recommended

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

### Issue Detail

The 2024 Natural Gas budget was formulated by taking 2022 and YTD 2023 actual consumption & rate data, with 2022 being partially impacted by COVID. Various analyses are detailed below:

#### 2022 Actual to 2023 Projected Actual:

As a result of Administrations trend analysis, the 2023 full year projected consumption is trending higher by ~9.3% or ~710,800 m3 vs 2022 full year actual consumption. Also, the projected 2023 year end rate is trending by 14.3% higher vs. 2022 full year actual rate based .

#### 2023 Budget to 2024 Budget Comparison:

As a result of Administrations trend analysis, the recommended budgeted consumption for 2024 is estimated to decrease by ~(5.1%) or ~(452,300) m3 vs. 2023 budgeted consumption. Also, the recommended 2024 Budgeted rate of \$0.484 is an estimated increase that is ~18.7% higher or \$0.076 m3 vs 2023 budgeted rate. The 2024 total requested increase for Natural Gas amounts to \$453,169 which is driven by a reduction in consumption and and increase in rates.

Total Consumption and total cost for the 2024 recommended budget for Natural Gas are estimated at 8,342,900 cubic meters and \$4,041,900 respectively.

Based on the above noted data, provincial policy, and related information, administration is recommending an electricity inflation rate of 3%, which represents an increase of \$113,000, exclusive of consumption and rate assumptions/trends. The weighted average rate increase relating to carbon tax amounts to ~\$0.019 per cubic meter or \$158,700.

The 2023 natural gas budget increase is primarily due to international factors, a carbon tax increase, and higher inflation. As an illustration, the inflation and expected carbon tax make up \$271,700 or ~60% of the total increase of \$453,169.

- 8,795,242 2023 Budgeted Consumption (m3)
- (452,342) Estimated 2024 Consumption Decrease (m3)
- 8,342,900 2024 Recommended Budgeted Consumption (m3)
  
- \$3,770,200 2024 - Baseline Natural Gas Cost
- \$ 113,000 Inflation @ 3%
- \$ 158,700 Carbon Tax
  
- \$4,041,900 Total - 2024 Recommended Natural Gas Budget

- (\$3,588,731) Less: Total - 2023 Approved Budget
- \$ 453,169 2024 Requested Budget Increase (Total Municipal, Off-Street Parking and Sewer Surcharge)

**Risk**

The 2023 rates are trending higher compared to 2022, however international events and market conditions could affect rates further.

**5-Year Budget History**

Year	Budget	Actual	Variance	% Committed
2019	\$2,514,513	\$1,798,513	\$716,000	71.5%*
2020	\$2,874,166	\$2,039,192	\$834,974	71%
2021	\$2,649,066	\$2,398,742	\$250,324	90.6%
2022	\$2,699,436	\$3,225,836	(\$526,400)	119.5%
2023*	\$3,588,731	\$3,498,731*	\$90,000*	97.5%*

\*2023 Q2 Year End Projection

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Contingency	Utilities	14,046				
Contingency (Parking Operations)	Utilities			3,784		
Contingency (Sewer Surcharge)	Utilities				435,339	
	<b>Total Expenses</b>	<b>14,046</b>	<b>0</b>	<b>3,784</b>	<b>435,339</b>	<b>0</b>
	<b>Net Total</b>	<b>14,046</b>	<b>0</b>	<b>3,784</b>	<b>435,339</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0208	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Accounts	<b>Category</b>	[E] Inflationary
<b>Division</b>	Corporate Expense Accounts	<b>Status</b>	Public

## Increase in Utilities Related to District Energy

The 2024 District Energy budget reflects a projected increase in costs as a result of higher rates for hot water, offset by a rate decrease for chilled water. The 2024 budget of \$2,682,100 represents an increase of \$178,194 compared to the 2023 budget for District Energy.

**Recommendation:** Recommended

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

### Issue Detail

Chilled and Hot Water year to date average MWh rates are \$98.12 and \$65.36 respectively. The increase in the 2023 budget is primarily due to an increase in the Hot Water rate, with the 2024 chilled water budgeted rate estimated to remain flat to the 2023 budgeted rate. The estimated 2024 budgeted rates for Chilled and Hot Water are \$84.23 and \$69.25 respectively with consumption remaining flat for both Chilled and Hot Water at 11,500 MWh each.

- 22,948 2023 Budgeted Consumption (MWh)
- 52 Estimated 2024 Consumption Increase (MWh)
- 23,000 2024 Recommended Budgeted Consumption (MWh)
- \$ 931,400 2024 - Baseline Chilled Water Cost
- \$ 765,600 2024 - Baseline Hot Water Cost
- \$ 68,000 Inflation @ 4% (on Chilled & Hot Water Costs)
- \$ 917,100 Capacity Charge/OM & E Costs
- \$ 2,682,100 Total - 2024 Recommended District Energy Budget
- (\$ 2,503,906) Less: 2023 Budget
- \$ 178,194 2024 Requested Budget Increase (Municipal Only)

### Risk

Risk of rate increase is moderate and mostly influenced by electricity and natural gas rates.

### 5-Year Budget History

Year	Budget	Actual	Variance	% Committed
2019	\$2,148,687	\$2,090,687	\$58,000	97.3%
2020	\$2,436,675	\$2,359,829	\$76,846	96.8%
2021	\$2,436,675	\$2,099,470	\$337,205	86.2%
2022	\$2,754,794	\$2,200,627	\$554,167	80%
2023*	\$2,503,906	\$2,803,906*	(\$300,000)*	112%*

\*2023 Q2 Year End Projection



Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Corporate Utilities	Utilities	174,194				
	<b>Total Expenses</b>	<b>174,194</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>174,194</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0205	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Accounts	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Corporate Expense Accounts	<b>Status</b>	Public

## Increase in Utilities Related to Electricity & Energy Initiatives Unit Recovery

The 2024 Electricity budget reflects a projected increase in electricity costs compared to the 2023 budget resulting from consumption increases as a result of normalizing consumption to pre-2020 trends. The 2024 electricity budget was formulated by taking 2022 and YTD 2023 actual consumption & rate data, with 2022 being partially impacted by COVID. Based on the trend analysis undertaken by Administration, the 2024 budget for Electricity amounts to \$12,956,131, which corresponds to a total increase of \$123,925. Additionally, a change to the funding source of the Energy Initiatives Unit from various capital projects and reserves to Corporate Utilities is being recommended.

**Recommendation:** Recommended

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

### Issue Detail

The 2024 electricity budget was formulated by taking 2022 and YTD 2023 actual consumption & rate data, with 2022 being partially impacted by COVID. Various analyses are detailed below:

#### 2022 Actual to 2023 Projected Actual:

As a result of Administrations trend analysis, the 2023 full year projected consumption is trending higher by 0.6% or ~406,000 kWh vs 2022 full year actual consumption, primarily driven by normalizing consumption trends to pre-2020 levels. Also, the projected 2023 year end rate is trending higher by 2.2% vs. 2022 full year actual rate.

#### 2023 Budget to 2024 Budget Comparison:

As a result of Administrations trend analysis, the recommended budgeted consumption for 2024 is estimated to increase by ~0.7% or ~465,000 kWh vs. 2023 budgeted consumption. Also, the recommended 2024 Budgeted rate of \$0.148 is flat to the 2023 budgeted rate. The 2024 total requested increase for Electricity amounts to \$123,925 which is driven by an increase in consumption.

The 2024 budget of \$12,956,131 includes a transfer to capital in the amount of \$ 2,719,973 associated with the 3 Combined Heat & Power systems at WFCU Centre, Huron Lodge LTC, and Windsor International Aquatic and Training Centre (WIATC), the LED lighting conversion of the main spectator bowl at the WFCU Centre, the City wide Streetlight LED conversion, and the ongoing City Wide LED Conversion Phase 1, 2 & 3 projects.

Based on the above noted data, provincial policy, and related information, administration is recommending an electricity inflation factor of 3%, which represents an increase of \$286,400, exclusive of consumption and rate assumptions/trends.

Please note, the estimates contained herein are subject to government policy and market driven fluctuations.

- 65,751,423 2023 Budgeted Consumption (kWh)
- 465,477 Estimated 2024 Consumption Increase (kWh)
- 66,216,900 2024 Recommended Budgeted Consumption (kWh)

- \$9,542,100 2024 - Baseline Electricity Cost
- \$ 286,400 Inflation @ 3%
- \$ 287,500 CHP Maintenance
- \$ 120,158 Transfer to reserve
- \$2,719,973 Transfer to Capital

- \$12,956,131 Total - 2024 Recommended Electricity Budget
- (\$12,832,206) Less: Total - 2023 Approved Budget
- \$ 123,925 2024 Requested Budget Increase (Total Municipal, Off-Street Parking and Sewer Surcharge)

Furthermore, the City of Windsor’s Energy Initiatives Unit is responsible for monitoring, managing and reducing energy costs and greenhouse gas emissions throughout the Corporation’s many public properties. One Manager and two project Supervisors administrate over 600 utility accounts and a budget of \$21 million (in 2023), in addition to developing and executing energy saving and generation projects (such as rooftop solar and co-generation systems). In addition to administrative and project management duties, the Unit is responsible for the ongoing operation and maintenance of the Corporation’s energy assets to guarantee that savings are continuously realised. As of 2023, projects implemented by the Energy Initiatives Unit have reduced the Corporation’s energy costs by \$3.1 million annually.

In order to sustain this level of service, Administration is recommending that the funding sources used to recover 10% of the salary & benefits costs for the Manager of Energy Initiatives and 100% of the salary and benefits costs of the two Project Supervisors be changed from various capital projects and reserves to a more sustainable and appropriate funding source of Corporate Utilities. The total amount of said recoveries would total \$268,921 in the 2024 Operating Budget.

**Risk**

Regarding utilities related to electricity, the 2023 YTD rates are trending slightly higher compared to 2022, however market conditions and provincial policies could cause electricity rates to increase even higher. Risk of rate increase is assessed at moderate and is associated with changes to government policy thereby increasing rates as well as uncontrollable market and generation conditions.

**5-Year Budget History**

Year	Budget	Actual	Variance	% Committed
2019	\$12,553,929	\$12,607,467	(\$53,538)	100.4%
2020	\$12,884,659	\$11,622,739	\$1,261,920	89.9%
2021	\$11,518,741	\$11,861,884	(\$343,143)	103%
2022	\$12,474,026	\$12,269,316	\$204,710	98.3%
2023*	\$12,832,206	\$12,772,206*	\$60,000*	99.5%*

\*Based on 2023 Q2 Year-End Projection

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Contingency	Utilities	231,275				
Contingency (Parking Operations)	Utilities			18,109		
Contingency (Sewer Surcharge)	Utilities				(125,459)	
Corporate Utilities	INTERNAL Service Salary Allocn	268,921				
	<b>Total Expenses</b>	<b>500,196</b>	<b>0</b>	<b>18,109</b>	<b>(125,459)</b>	<b>0</b>
	<b>Net Total</b>	<b>500,196</b>	<b>0</b>	<b>18,109</b>	<b>(125,459)</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0221	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate	<b>Classification</b>	[1] Budget Increase
<b>Department</b>	Corporate Accounts	<b>Category</b>	[G] Line Item Increase
<b>Division</b>	Corporate Expense Accounts	<b>Status</b>	Public

## Increase in Community Improvement Plan Tax Rebate

To date, City Council has approved tax increment incentives on over 83 development applications under various City Community Improvement Plans. The recommended budget increase of \$1,600,000 reflects the estimated Community Improvement Plan grant payments which will be required to be paid to property owners in 2024 as a result of the completion of new and redeveloped properties in the City in accordance with the terms of the agreements as previously approved by City Council. This amount also includes additional funds to build up the expense account as very large new developments will be completed in the coming years.

**Recommendation:** Recommended

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

### Issue Detail

To date, Council has approved more than 83 applications under various Community Improvement Plans, largely the Economic Revitalization Plan. The total estimated grant payments under all approved applications to be paid out over a rolling 10 year period is in excess of \$73 million. As designed, these grants are funded through the increased property taxes received as a result of the redevelopment that has taken place on each property. The increase in property tax revenue for the first year is included in the reported growth which is reported separately. Thereafter, the increased revenue is included within the municipal tax levy and therefore the grant payment must be included as an expenditure item. Due to the timing from when applications are approved, development completed and reassessment takes place, not all grants become payable at the same time; however in future years it can be anticipated that there will be some level of overlap in expenditures. Those applicants will have been billed for the actual increase in property taxes and are eligible for the grants related to the increase in municipal taxes. The estimated amount to be paid out in 2024, based upon the estimated 2023 grants payable is \$2,800,000, an increase of approximately \$1.2 million. Administration is recommending that the budget be increased \$1,600,000 to \$3,200,486 for the 2024 year to cover the estimated grants payable, and an additional amount of \$400,000 to build up the expense account as large developments are expected to be completed in the coming years. This will help mitigate the need for another extremely large increase in budget in any one year.

It should be noted that as development is completed, the amount required to fund future grants will continue to increase. However, as noted, there will be a corresponding increase in property tax revenue available to fund the expenditures.

### Risk

If the budget increase for CIP Property Tax Rebates is not approved for 2024, there is a risk that we will not have enough funds to pay out the grants as they come due; grants that have been approved by Council.

### 5-Year Budget History

Year	Budget	Actuals	Variance	% Committed
2019	\$742,000	\$1,057,705	(\$315,705)	142.5%
2020	\$1,092,000	\$1,370,332	(\$278,332)	99.5%
2021	\$1,592,000	\$1,583,964	\$8,037	125.3%
2022	\$1,592,000	\$1,779,811	(\$187,811)	111.8%
2023*	\$1,600,486	\$1,600,486*	\$0*	100%

\* 2023 Q2 Year-End Projection

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
CIP Property Tax Rebates	Grants from City	1,600,000				
	<b>Total Expenses</b>	<b>1,600,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>1,600,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0240	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Corporate Accounts	<b>Category</b>	[H] Line Item Reduction
<b>Division</b>	Fringe Benefits	<b>Status</b>	Public

## Short Term Disability Program (STD)

Short Term Disability (STD) is a contract between the Corporation of the City of Windsor and Canada Life Assurance Company where in exchange for Transit Windsor premiums; Canada Life provides a financial benefit that pays a percentage of an employee's salary for a specified amount of time, if they sustain a non-occupational injury or illness and cannot perform the duties of their job.

**Recommendation:** Recommended

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

### Issue Detail

Based on the current collective bargaining agreement with the Amalgamated Transit Union, Local 616, the STD benefit is 75% of a covered employee's salary to a weekly maximum of \$1,000. The City is an ASO (Administrative Services Only) client with Canada Life.

As per the City of Windsor's fringe benefits consultant, claims submitted to Canada Life have stabilized over the past year and a surplus is anticipated. The consultant therefore, is recommending of a budget reduction of 20% for 2024.

2023 Approved Budget: \$1,251,000  
 2024 Recommended Budget: \$1,000,000  
 2024 Recommended Decrease: (\$251,000)

### 5 Year Budget History

Year	Budget	Actual	Variance	% Committed
2019	\$580,000	\$715,391	(\$135,391)	123.3%
2020	\$580,000	\$761,539	(\$181,539)	131.3%
2021	\$730,000	\$802,619	(\$72,619)	109.9%
2022	\$780,000	\$1,134,780	(\$354,781)	145.5%
2023	\$1,251,000	\$1,047,315*	\$203,685*	83.7%*

\*2023 Year End Projection

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
STD Plan (Transit Windsor)	Other Prof Services- External	(251,000)				
	<b>Total Expenses</b>	<b>(251,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(251,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0290	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Corporate Accounts	<b>Category</b>	[H] Line Item Reduction
<b>Division</b>	Corporate Revenue Accounts	<b>Status</b>	Public

## Reduction in Transfer to Property Tax Reserve

A reduction of \$2 million in the budgeted transfer to the Property Tax Reserve is being recommended. Assessment appeals that continue to be filed, but the amounts estimated to be refunded are not material and can likely be funded through the annual provision for property tax write-offs.

**Recommendation:** Recommended

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

### Issue Detail

Annually a provision of \$3.3 million is allocated through a Transfer to Property Tax Reserve from the revenue received through the Caesar’s Windsor casino hosting fee. This transfer to the Property Tax Reserve has traditionally been held in a separate account which is then used to provide funding as needed to support retroactive property tax refunds. These refunds, which are legislatively required to be paid upon a successful property assessment appeal, can be considered material and would negatively impact annual operating results if not for the use of the Property Tax Reserve. As a result of the pandemic, the assessment valuation update cycle was placed on hold. As such, assessment values which reflect 2016 market conditions have remained unchanged since 2020 and the majority of assessment appeals which extend beyond a 3 year settlements have been resolved. While there are assessment appeals which continue to be filed, the amounts estimated to be refunded are not considered to be material and can likely be funded through the annual provision for property tax write-offs. The current balance in the reserve is approximately above \$19.7 million. A \$2 million reduction will leave sufficient funding in order to ensure that this Reserve continues to be sufficiently maintained. While there has been no announcement with regards to reassessment, it is anticipated that once a date is established and as a result of recent economic conditions which have positively impacted market values, there will be many assessment appeals filed seeking valuation reductions. Due to scheduling limitations, many of these appeals will likely extend beyond three years from the date of filing and the City will be required to once again refund tax dollars. As such, this reduction may need to be reconsidered in future years.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Casino Hosting Fee	TRANSFER to Reserve Fund	(2,000,000)				
	<b>Total Expenses</b>	<b>(2,000,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(2,000,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0317	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Corporate Accounts	<b>Category</b>	[H] Line Item Reduction
<b>Division</b>	Taxation Levy	<b>Status</b>	Public

## Reduction in Net Tax Write-Offs

This budget issue is to reduce the annual provision for property tax write-offs as a result of recent upwards trends in economic development, resulting in growth in assessment (increased municipal tax revenue) used to offset mandatory MPAC approved assessment reductions (reductions in assessment).

**Recommendation:** Recommended

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

### Issue Detail

This provision has been used to fund property tax refunds and rebates as it relates to MPAC approved assessment reductions and other related tax rebate and relief programs which are not otherwise funded by way of increases in tax revenue from assessment growth. Based on current economic conditions and financial analysis, a \$400,000 reduction to this provision is being recommended.

### Risk

There is a risk that should economic conditions change, that an increase to this provision may be required.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Net Tax Additions/Reductions	Tax Reductions - Prior Year	(400,000)				
	<b>Total Expenses</b>	<b>(400,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(400,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0318	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Corporate Accounts	<b>Category</b>	[H] Line Item Reduction
<b>Division</b>	Fund Transfers	<b>Status</b>	Public

## Reduction in the Corporate Contingency Budget

This budget issue recommends a \$300,000 reduction to the Corporate Contingency budget which is used for unforeseen events and to offset negative budget variances. This will reduce the Contingency budget from \$2.7M to \$2.4M.

**Recommendation:** Recommended

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

### Issue Detail

As a result of increased budget allotments recommended for various increased costs throughout the Corporation, the overall contingency budget could be reduced from \$2.7 million to \$2.4 million in order to offset other budget pressures and mitigate additional property tax levy increase requirements for City-controlled departments.

### Risk

Any decrease in the overall contingency increases the risk of negative budget variances. Budgets are based on complex planning exercises undertaken using best judgment, but often with incomplete or best estimate information about events and conditions that will happen a year or more in the future and which may not be in the direct control of the municipality.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Budget Stabilization Contingen	TRANSFER to Reserve Fund	(300,000)				
	<b>Total Expenses</b>	<b>(300,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(300,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0176	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Corporate Accounts	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Banking & Interest Charges	<b>Status</b>	Public

## Increase in Capital Interest Income

Increase in capital interest income as a result of increasing interest rates and number of pre-committed capital projects.

Recommendation: Recommended

One-Time Funding: n/a

### Issue Detail

Increase in capital interest income of \$500,000 as a result of the increase in the temporary monthly financing rate charged on capital projects in a deficit position combined with the increase in the number of approved enhanced projects that will begin spending with funding not available / transferred until future years.

### 5 Year Trend Analysis

Year	Budget	Actual	Variance
2019	(\$1,100,000)	(\$1,215,738)	\$115,738
2020	(\$1,100,000)	(\$693,790)	(\$406,210)
2021	(\$1,100,000)	(\$424,491)	(\$675,509)
2022	(\$1,100,000)	(\$2,064,106)	\$964,106
2023	(\$1,100,000)	(\$2,700,000)	\$1,600,000*

\* 2023 Year End Projection

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Capital Interest Income	Investment Income - Own Funds	(500,000)				
	<b>Total Revenues</b>	<b>(500,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(500,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Budget Issue #</b>	2024-0275	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Corporate Accounts	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Taxation Levy	<b>Status</b>	Public

## Property Taxes Resulting From New Assessment Growth

Annually the City receives property taxes as a result of increased development and redevelopment (assessment growth). This additional revenue can be used to offset budgetary pressures without impacting the property tax levy needed from existing taxpayers. Administration does not receive the final information to determine what this annual amount of property tax will be for 2024 until late November 2023. As such, this estimate is based upon information known to date and could change.

**Recommendation:** Recommended

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

### Issue Detail

As physical changes are made to a property through demolitions, construction and/or improvements MPAC will update the assessment value. Property owners are also able to appeal their assessment and/or classification on an annual basis. These changes are generally referred to as changes due to growth. The magnitude of change in assessment valuation in any given year can vary significantly and largely depends upon the timing of completion of construction contracts, building occupancy and/or building demolition. Overall there has been positive growth in assessment over the past three years. The financial impact of the 2023 growth for 2024 is an estimated additional \$3,076,508 in property taxes. This amount is being included in the 2024 budget without impacting existing taxpayers.

### Performance Indicators

Administration is reliant upon MPAC to update property assessment information on a timely basis. MPAC is currently reviewing all relevant information including building permit closures to ensure that all new property development can be appropriately valued. Administration does not receive the actual information to determine what this annual amount of assessment growth and therefore additional property tax from that assessment growth will be for 2024 until late November 2023. As such, this estimate is based upon information known to date and could change prior to the finalization of the budget process.

### Historical Assessment Growth

Year	Assessment Growth	I	Year	Assessment Growth
2013	\$750,000	I	2018	\$2,500,000
2014	\$500,000	I	2019	\$5,470,781
2015	\$0	I	2020	\$2,000,000
2016	\$1,160,167	I	2021	\$1,843,087
2017	\$1,116,365	I	2022	\$1,749,696

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Municipal Tax Levy	Main Municipal Tax Levy	(3,076,508)				
	<b>Total Revenues</b>	<b>(3,076,508)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(3,076,508)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0289	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Corporate Accounts	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Corporate Revenue Accounts	<b>Status</b>	Public

## Ontario Municipal Partnership Fund (OMPF) Increase

The Province has notified the City of Windsor that in 2024, the Ontario Municipal Partnership Fund (OMPF) amount will be \$22,875,800, which is the equivalent of \$225 per household. This is \$176,000 higher than the 2023 funding level.

**Recommendation:** Recommended

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

### Issue Detail

The OMPF is the Province’s main general assistance grant to municipalities. The program’s objectives are to:

- Recognize the challenges of northern and rural municipalities, while targeting funding to those with more challenging fiscal circumstances;
- Support areas with limited property assessment; and
- Assist municipalities that are adjusting to year-over-year funding changes.

The City of Windsor’s funding from the program is based on the Assessment Equalization Grant Component, resulting from the City’s limited property assessment as compared to other municipalities in the province. For 2024, the government is maintaining the OMPF structure as it was in 2023, while allowing for annual data updates and related grant parameter adjustments, in keeping with the program’s responsiveness to changing municipal circumstances. The Transitional Assistance component of the program is also remaining the same, and will continue to be reduced as fewer municipalities require this funding. The City’s 2024 OMPF grant will be \$22,875,800, which is \$176,000 higher than prior year due to adjustments in assessment.

### 5-Year Budget History

Year	Budget	Actual	Variance	% Committed
2019	(\$23,327,200)	(\$23,327,200)	\$0	100%
2020	(\$22,332,700)	(\$22,332,700)	\$0	100%
2021	(\$22,291,700)	(\$22,291,700)	\$0	100%
2022	(\$22,276,200)	(\$22,276,200)	\$0	100%
2023	(\$22,699,800)	(\$22,699,800)	\$0	100%

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
OMPF-Ont Municipal Partnership	Ontario Specific Grants	(176,000)				
	<b>Total Revenues</b>	<b>(176,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(176,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0298	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Corporate Accounts	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Corporate Revenue Accounts	<b>Status</b>	Public

## Increase to Enwin Utilities Ltd. Contribution Dividend

The City receives 4 quarterly dividends from Enwin Utilities Ltd. for a total of \$4,000,000 annually. In 2024, the total dividend will be increased by \$1,000,000 for a total of \$5,000,000.

**Recommendation:** Recommended

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

### Issue Detail

The City receives 4 quarterly dividends from Enwin Utilities Ltd. for a total of \$4,000,000 annually. In 2024, the total dividend will be increased by \$1,000,000 for a total of \$5,000,000.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Enwin Contribution Dividend	Dividends	(1,000,000)				
	<b>Total Revenues</b>	<b>(1,000,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(1,000,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0301	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Corporate Accounts	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Banking & Interest Charges	<b>Status</b>	Public

## Increase to Interest Income Revenue

Increase in anticipated revenue due to implementation of enhanced investment strategy

Recommendation: Recommended

One-Time Funding: n/a

### Issue Detail

An increase in investment revenue is anticipated in 2024 as a result of the implementation of an enhanced investment strategy as well as increase in interest rates offered by financial institutions targeted at longer-term investment of funds.

### 5-Year Budget History

Year	Budget	Actual	Variance
2019	(\$3,681,718)	(\$4,480,409)	\$798,691
2020	(\$4,158,720)	(\$2,931,734)	(\$1,226,986)
2021	(\$4,158,720)	(\$2,233,584)	(\$1,925,136)
2022	(\$4,158,720)	(\$5,231,123)	\$1,072,403
2023	(\$8,704,659)	(\$8,704,659)	\$0*

\* 2023 Year-End Projection

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Interest On Investments	Bank Deposit Interest Earned	(1,300,000)				
	<b>Total Revenues</b>	<b>(1,300,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(1,300,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0319	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Corporate Accounts	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Corporate Revenue Accounts	<b>Status</b>	Public

## Sewer Surcharge - Increase to Corporate Overhead Transfer to Levy

The City has historically assigned 7% of the total Sewer Surcharge-funded Capital and Operating Expenditures to the Operating Levy to recover corporate overhead costs associated with administering the Sewer Surcharge Program. This issue is being put forward to adjust the transfer for 2024, to align with the sewer surcharge expenditure increases in the various departmental areas.

**Recommendation:** Recommended

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

### Issue Detail

The City has historically assigned 7% of the total Sewer Surcharge-funded Capital and Operating Expenditures to the Operating Levy to recover corporate overhead costs associated with administering the Sewer Surcharge Program. An increase to the annual transfer of \$901,405 is being requested in 2024 as a result of increased sewer surcharge expenditures in the various departments.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Sewer Surcharge Revenue & Exp	INTERNAL Services-non-salary				901,405	
	<b>Total Expenses</b>	0	0	0	901,405	0
Sewer Surcharge Recovery	Fees and Recoveries INTERNAL	(901,405)				
	<b>Total Revenues</b>	(901,405)	0	0	0	0
	<b>Net Total</b>	(901,405)	0	0	901,405	0



<b>Budget Issue #</b>	2024-0320	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Corporate Accounts	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Corporate Revenue Accounts	<b>Status</b>	Public

## Corporate Savings From Permanent Salary & Wage Gapping

Savings from permanent salary & wage gapping is determined by the difference between the funding required for full salaries and wages for the entire staff establishment compared to the actual funding that is budgeted. In an effort to find savings in the 2024 operating budget, the City will continue to implement salary & wage gapping at a rate of approximately 1.58% or \$1,650,000 (an increase of \$400,000 over the 2023 level) in salary & wage gapping savings across the Corporation.

**Recommendation:** Recommended

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

### Issue Detail

Salary & wage gapping represents the savings that can be achieved as a result of vacancies or staff turnover not intended to be filled (known as gapping) and an allowance for unplanned or unanticipated staff turnover (unknown gapping). Gapping is a budgeting measure that accounts for the fact that staff turnover occurs naturally, resulting from the period of time between when a position becomes vacant and when it is filled. The estimated savings is not based on employee classification or union affiliation, nor is it based on whether or not employees are front line workers or management/non-union employees. It is based specifically on the total salary and wages required to fund all positions within the Corporation's entire staff establishment.

An estimate, based on historical data, has been used to generate an amount that will likely be achievable without incurring an overall corporate deficit. The savings, resulting from gapping, will be recognized by way of an expense charged to the departments in order to ensure that their portion of the savings are met. The gapping rate is expressed as the savings or reduction in compensation costs, as a percentage of the total salary and wage budget. The gapping rate for 2024 has been estimated at approximately 1.58% which represents \$1,650,000 in total savings.

### Risk

There is a risk that departments will not have the appropriate amount of salary & wage gapping to offset their proportion of the savings and will incur a year-end deficit. This reduction may also decrease the departmental flexibility to redirect gapping savings to offset other budget pressures.

### 2023 Estimated Salary & Wage Gapping

Year	Estimated Budget	% Gapping	\$ Gapping	Increase Over PY
2022	\$93,434,954	0.80%	\$750,000	\$750,000
2023	\$100,857,085	1.24%	\$1,250,000	\$500,000
2024	\$104,490,178	1.58%	\$1,650,000	\$400,000
Total				\$1,650,000

It should be noted that 24/7, 365 days-a-year operations such as Fire & Rescue Services, Huron Lodge and Transit Windsor have been excluded from this exercise. In addition, departments with external recoveries have been adjusted accordingly.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Salary Gapping	Other General Revenue	(400,000)				
	<b>Total Revenues</b>	<b>(400,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(400,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0321	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Corporate Accounts	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Corporate Revenue Accounts	<b>Status</b>	Public

## Increase in the Casino Hosting Fee

This budget issue is to increase the revenues received from Caesars Windsor as a result of the new sports betting kiosks that opened inside the casino in November 2023 and the full sports betting lounge that will soon be made available to customers. It is expected that these additions, along with the improving economy will result in additional annual revenue to the City.

**Recommendation:** Recommended

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

### Issue Detail

In November 2023 Caesars Windsor opened 10 kiosks available to patrons to place a bet on events that include football, basketball, baseball, hockey, soccer, auto racing and others sports as part of the Caesars Sportsbook, which has been currently available online since single-event sports betting was legalized in Ontario earlier in 2023. Additionally, construction is currently underway on the new sports betting lounge which will include several sports betting windows. Hosting Fees paid by Caesars Windsor to the City are estimated to increase by \$500,000 as a result of the new sports betting options, and the improving economy in the City.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
Casino Hosting Fee	Casino Hosting Fee	(500,000)				
	<b>Total Revenues</b>	<b>(500,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(500,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# 2024 Budget Issue Detail



<b>Budget Issue #</b>	2024-0331	<b>Stage</b>	Recommended
<b>CLT Office</b>	Corporate	<b>Classification</b>	[2] Budget Reduction
<b>Department</b>	Corporate Accounts	<b>Category</b>	[I] Revenue Increase
<b>Division</b>	Corporate Revenue Accounts	<b>Status</b>	Public

## Increase to Windsor-Detroit Tunnel Corporation Dividend

The City receives an annual dividend from the Windsor-Detroit Tunnel Corporation of \$1,000,000. In 2024, the total dividend is expected to increase by \$500,000 to \$1,500,000.

**Recommendation:** Recommended

**One-Time Funding:**

### Issue Detail

The City receives an annual dividend from the Windsor-Detroit Tunnel Corporation of \$1,000,000. In 2024, the total dividend is expected to increase by \$500,000 to \$1,500,000.

Dept ID	GL Account	Municipal Levy	Building Permit Reserve	Off Street Parking Reserve	Sewer Surcharge Reserve	Storm Water Reserve
WDTC Dividend	Dividends	(500,000)				
	<b>Total Revenues</b>	<b>(500,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Net Total</b>	<b>(500,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>