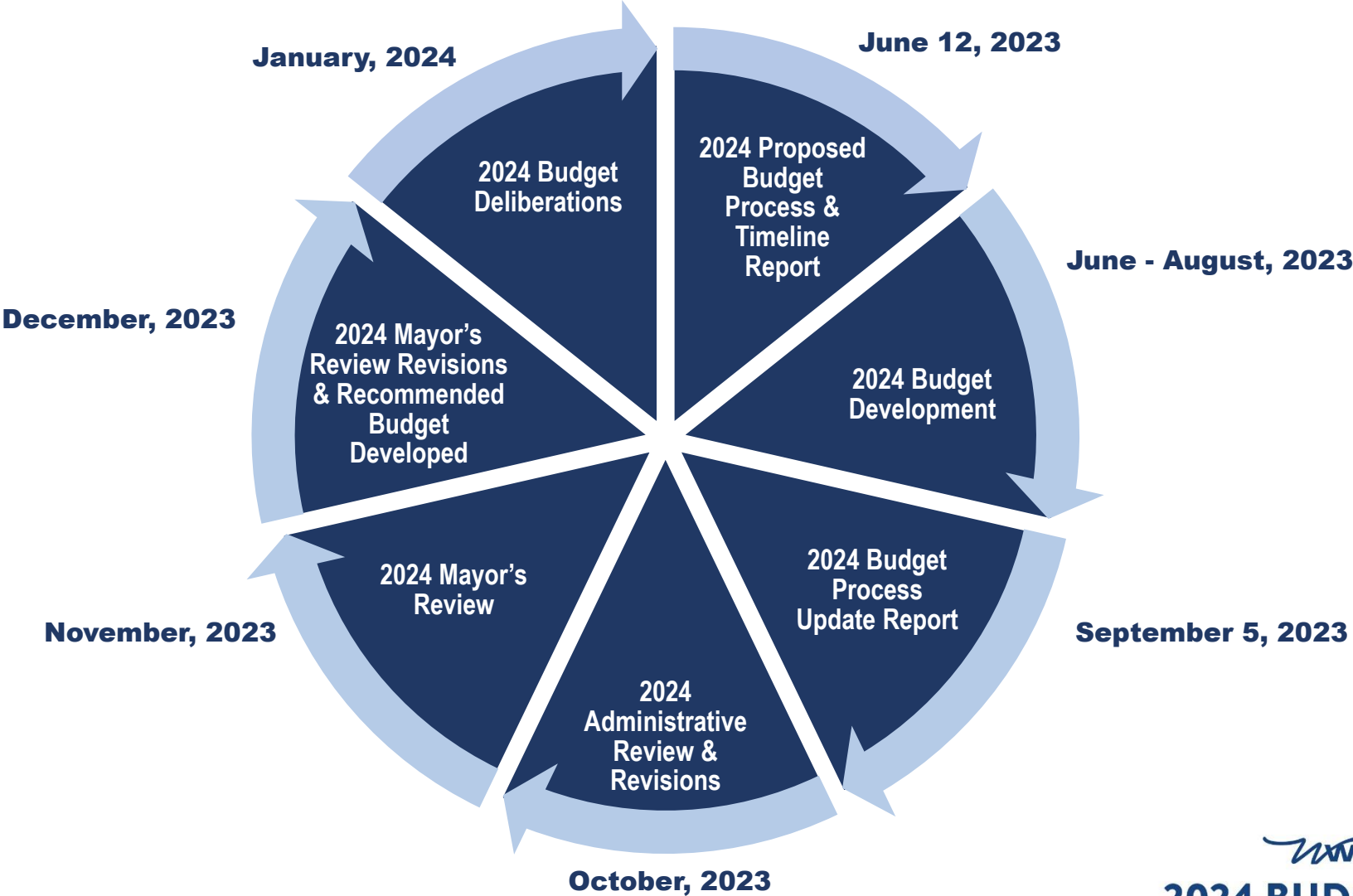




CITY OF WINDSOR 2024 BUDGET



2024 Operating & Capital Budget Process

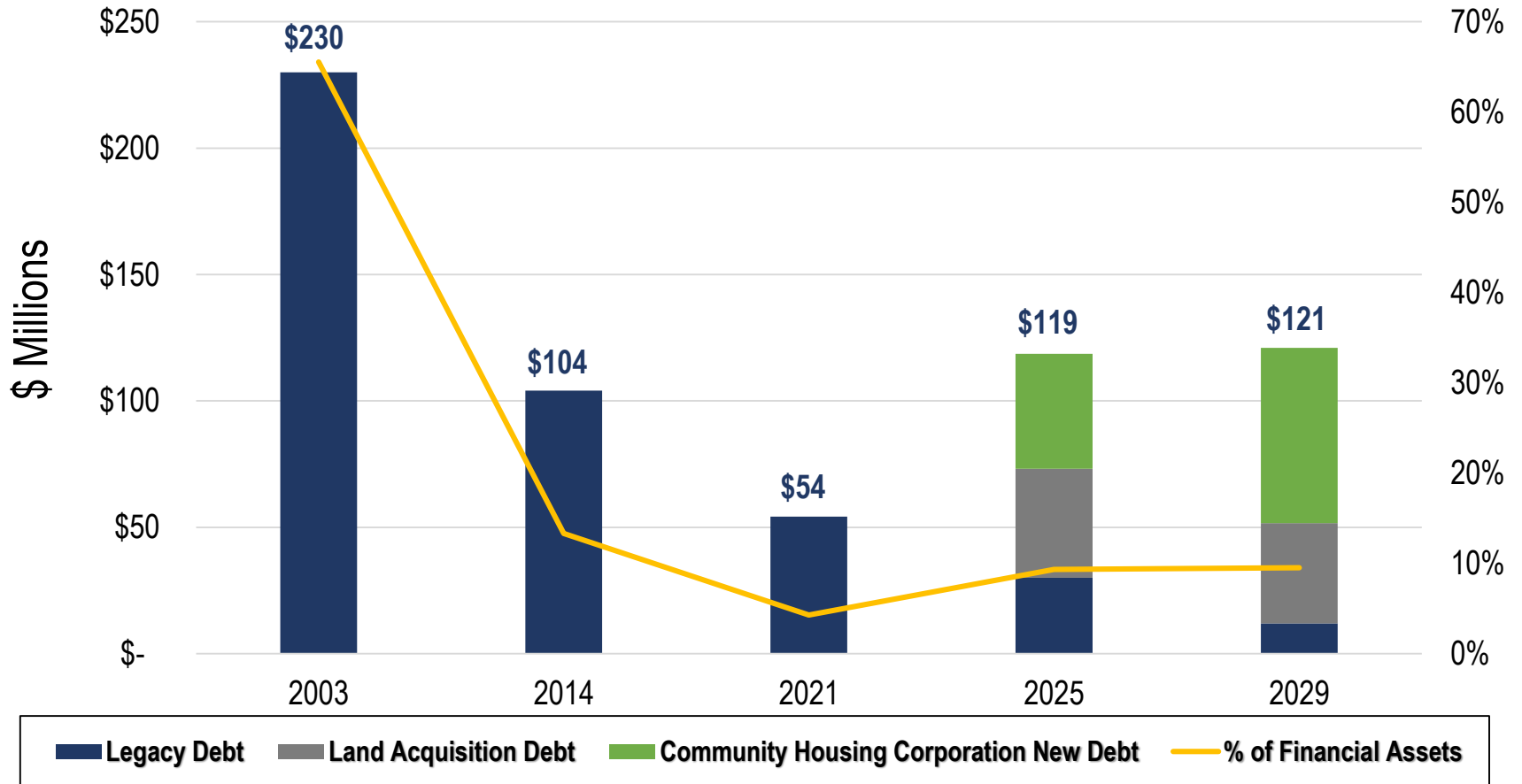


City of Windsor Financial Snapshot



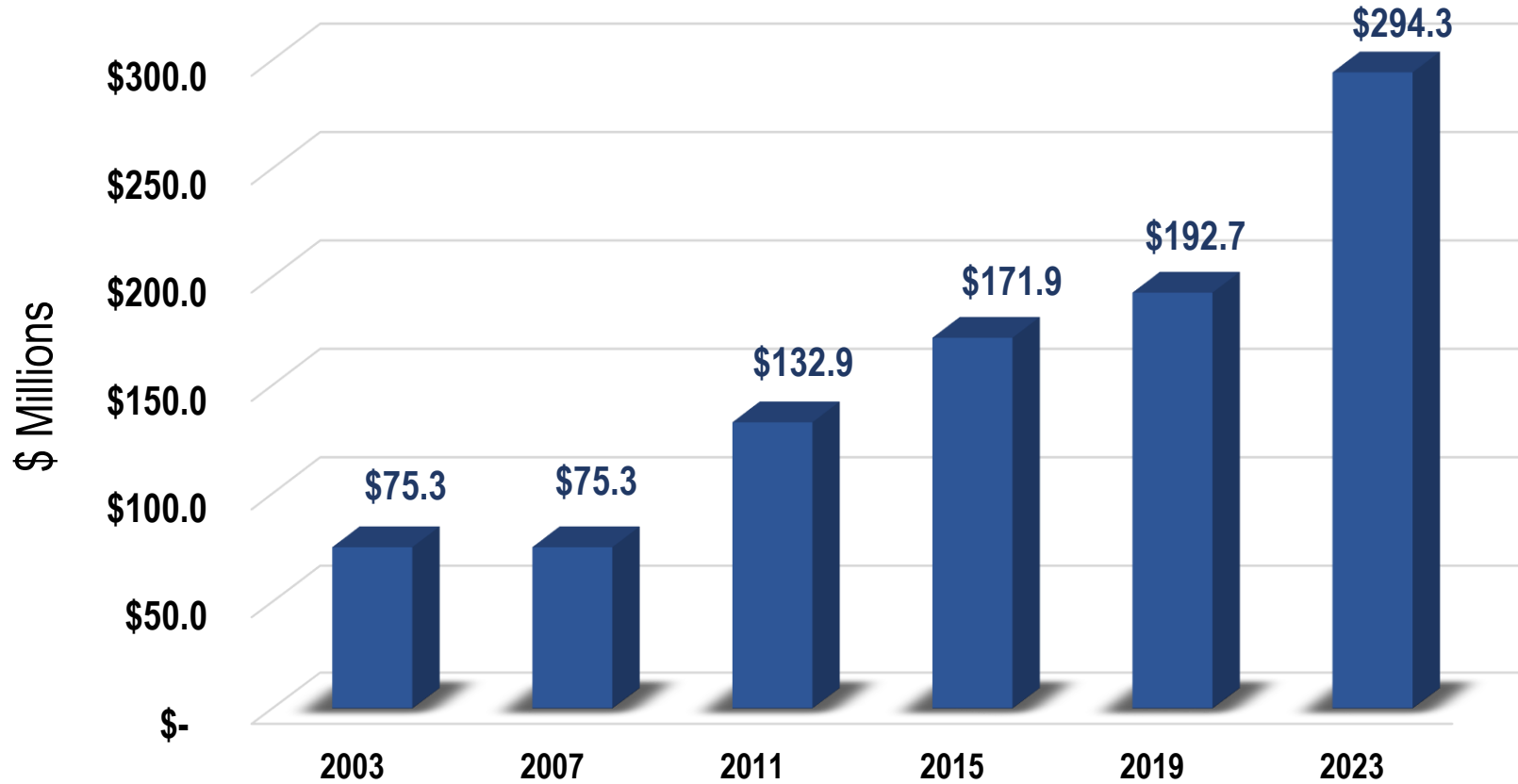
2024 BUDGET
CITY OF WINDSOR

Decreasing Debt, Investing in Affordable Housing & Creating Jobs



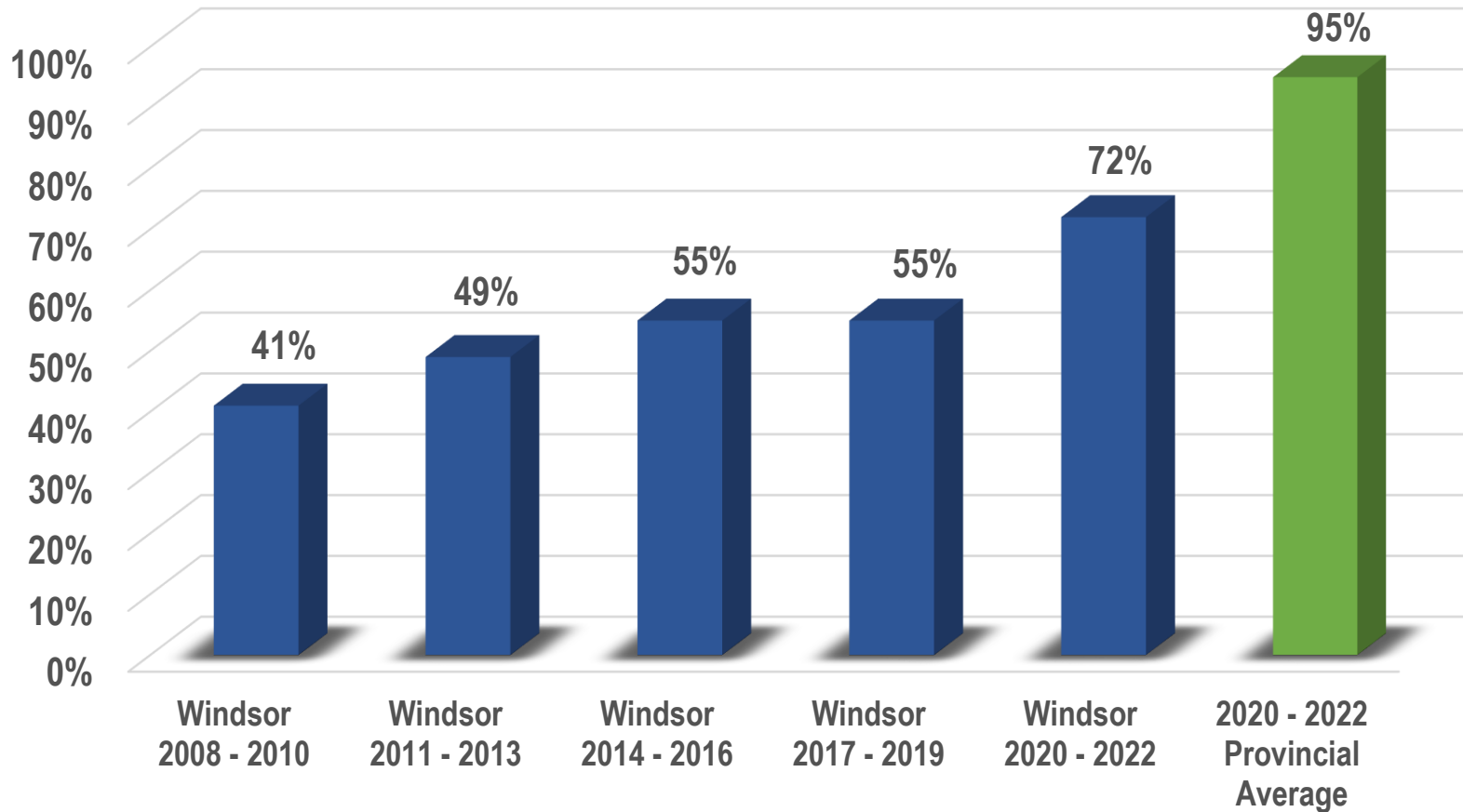
Projected Debt to Financial Assets Ratio for 2025 and 2029.

Increasing Reserves



Opening values as at January 1st

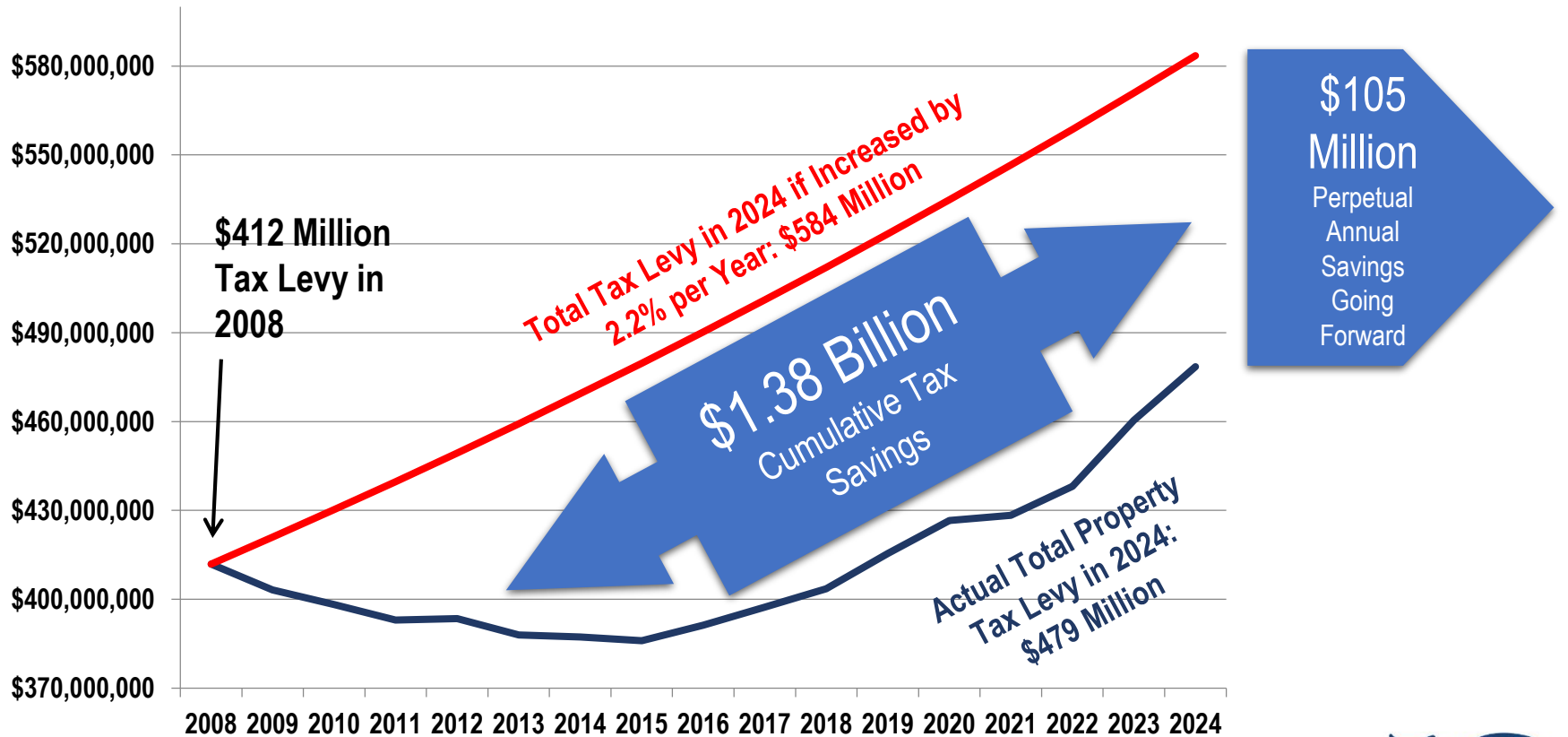
Reserves as a % of Taxation



Source: 2008-2023 BMA Management Consulting Inc.

Continued Fiscal Responsibility

\$1.38 Billion Cumulative Savings to Date
\$105 Million Perpetual Annual Savings Going Forward



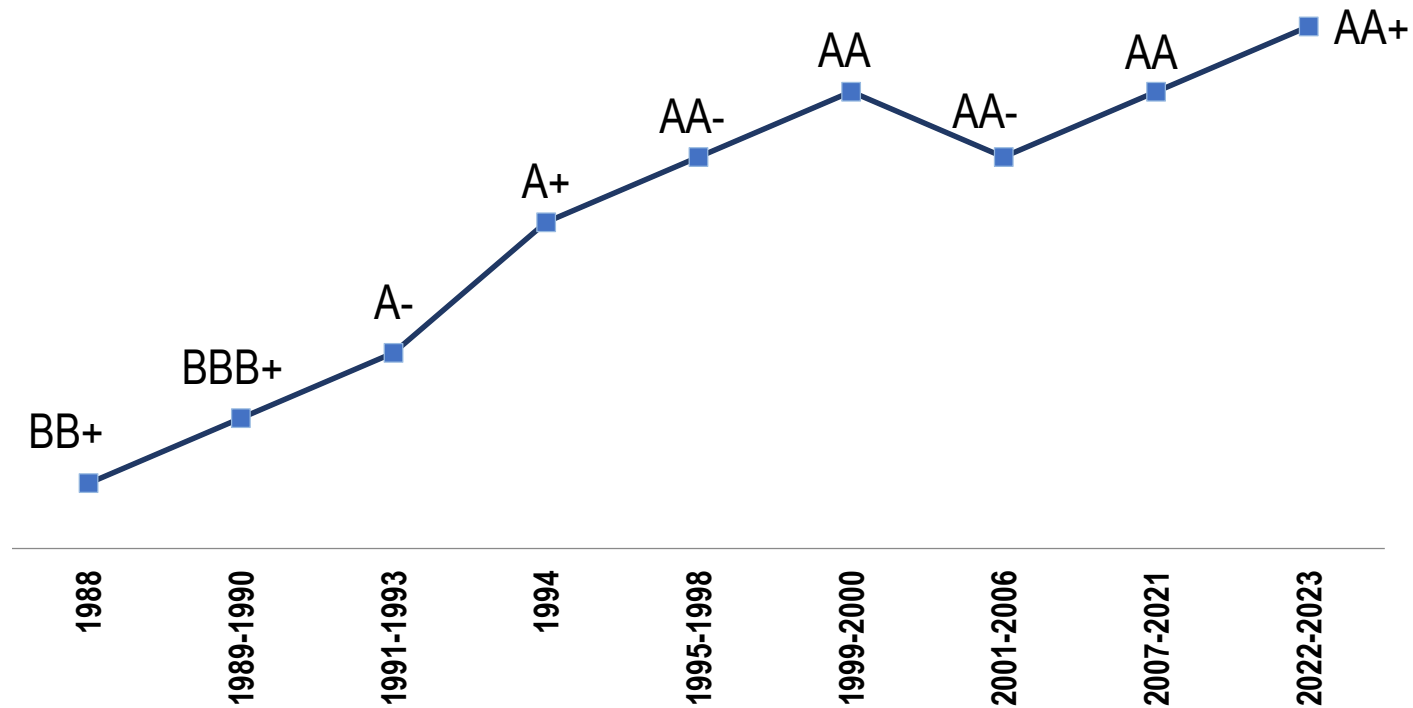
City of Windsor Bond Rating

1988 - 2023

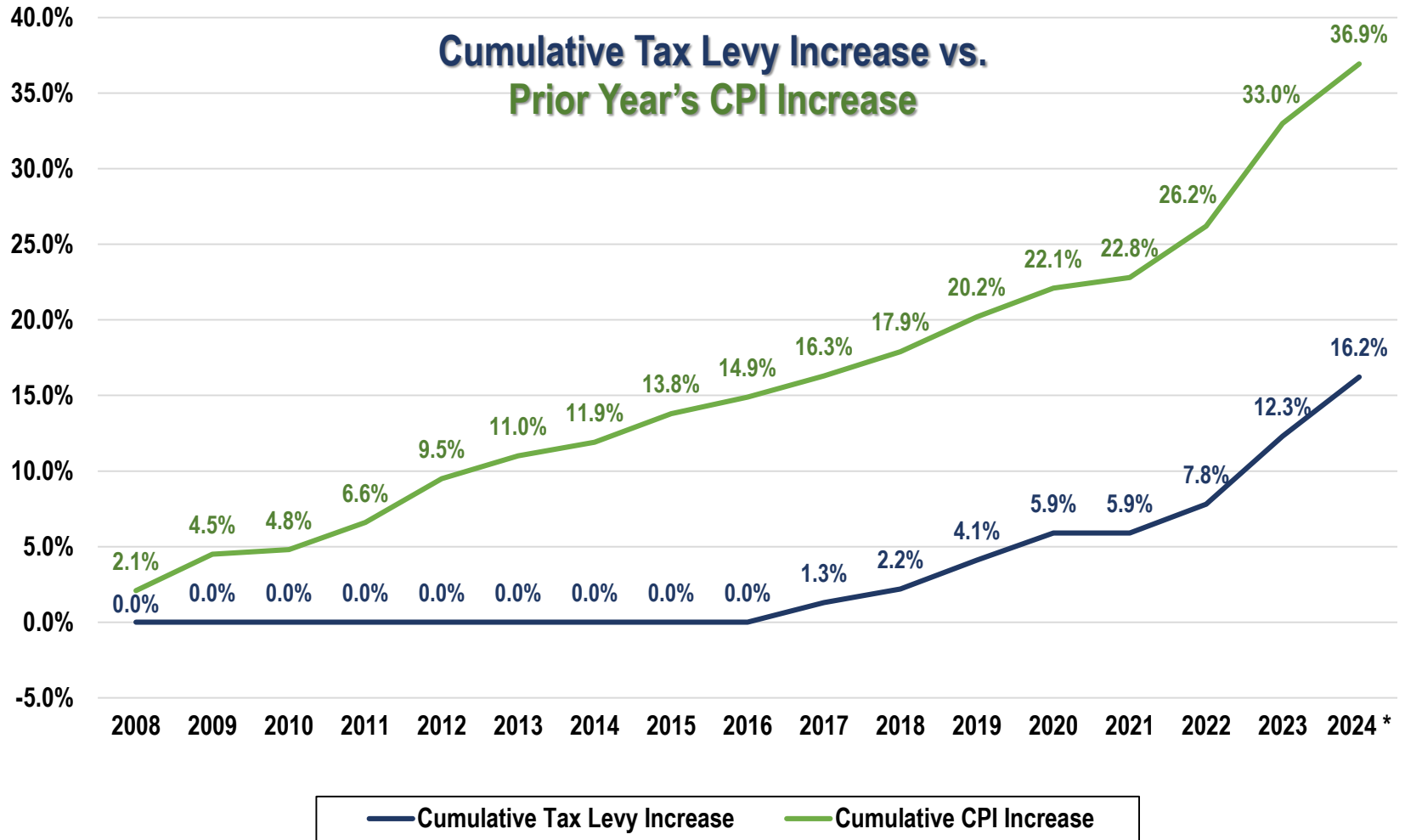
Standard & Poor's Bond Rating Services

"Windsor's prudent and forward-looking financial management practices will continue supporting the city's typically strong budgetary results."

"Windsor will continue to exhibit strong financial management, with a stable and highly experienced management team."



Inflationary Pressures

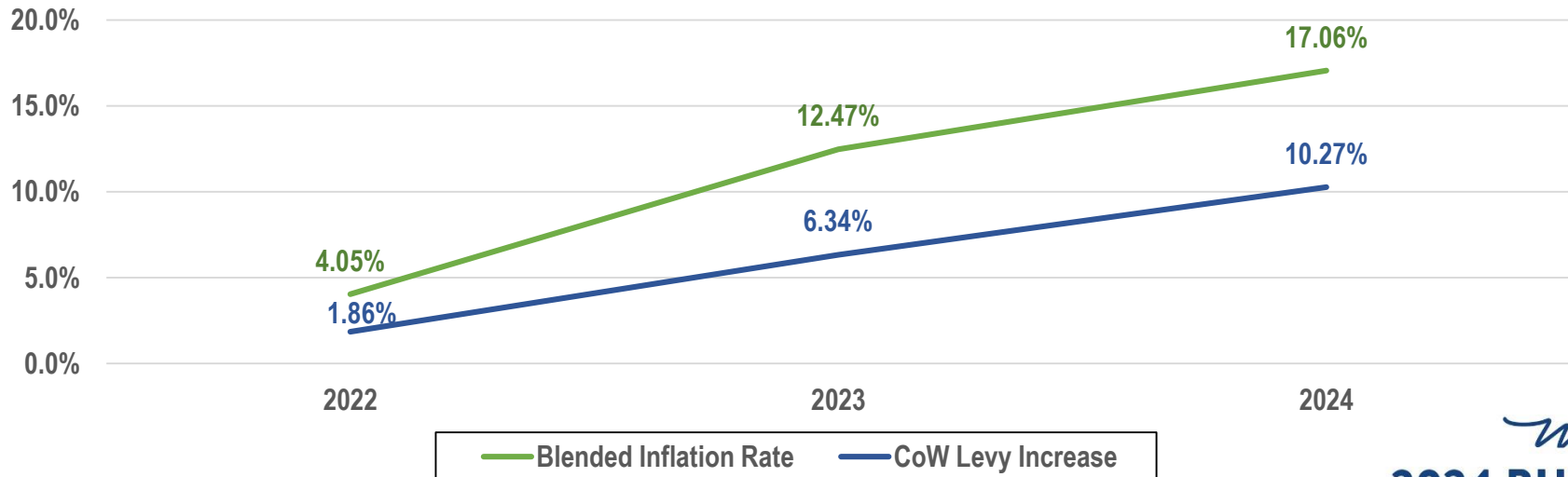


Actual Municipal Inflationary Pressures

Blended Consumer Price Index (CPI) & Building Construction Price Index (BCPI) Rates

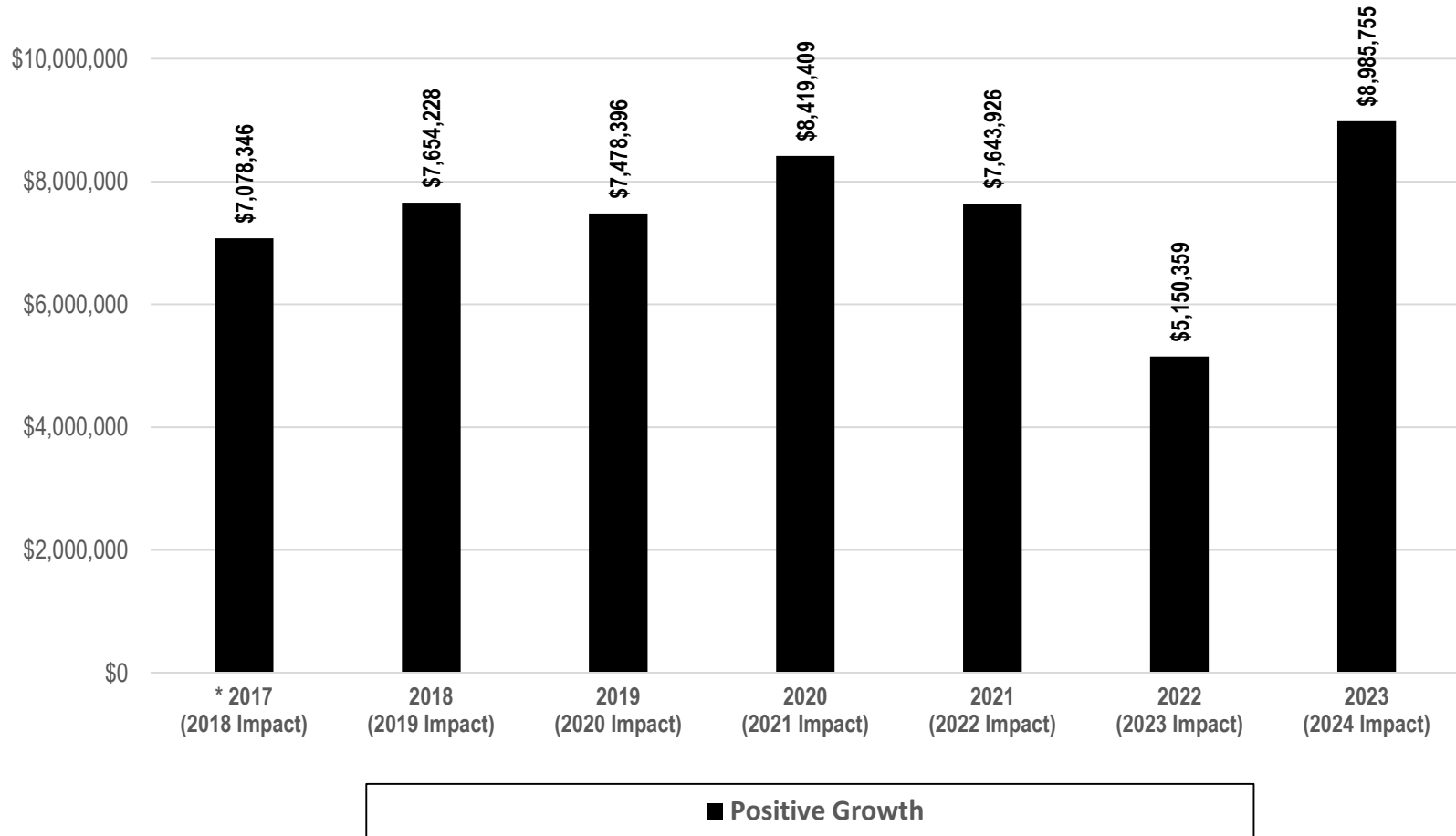
Year	Consumer Price Index (CPI)	Building Construction Price Index (BCPI)	Blended Inflation Rate	City of Windsor Levy Increase
2022	3.4%	7.7%	4.05%	1.86%
2023	6.8%	17.0%	8.42%	4.48%
2024	3.9%	8.1%	4.59%	3.93%

Cumulative Blended Inflation Rate vs. City of Windsor Levy Increase



2024 Municipal Growth Analysis

Revenue from Growth and Development

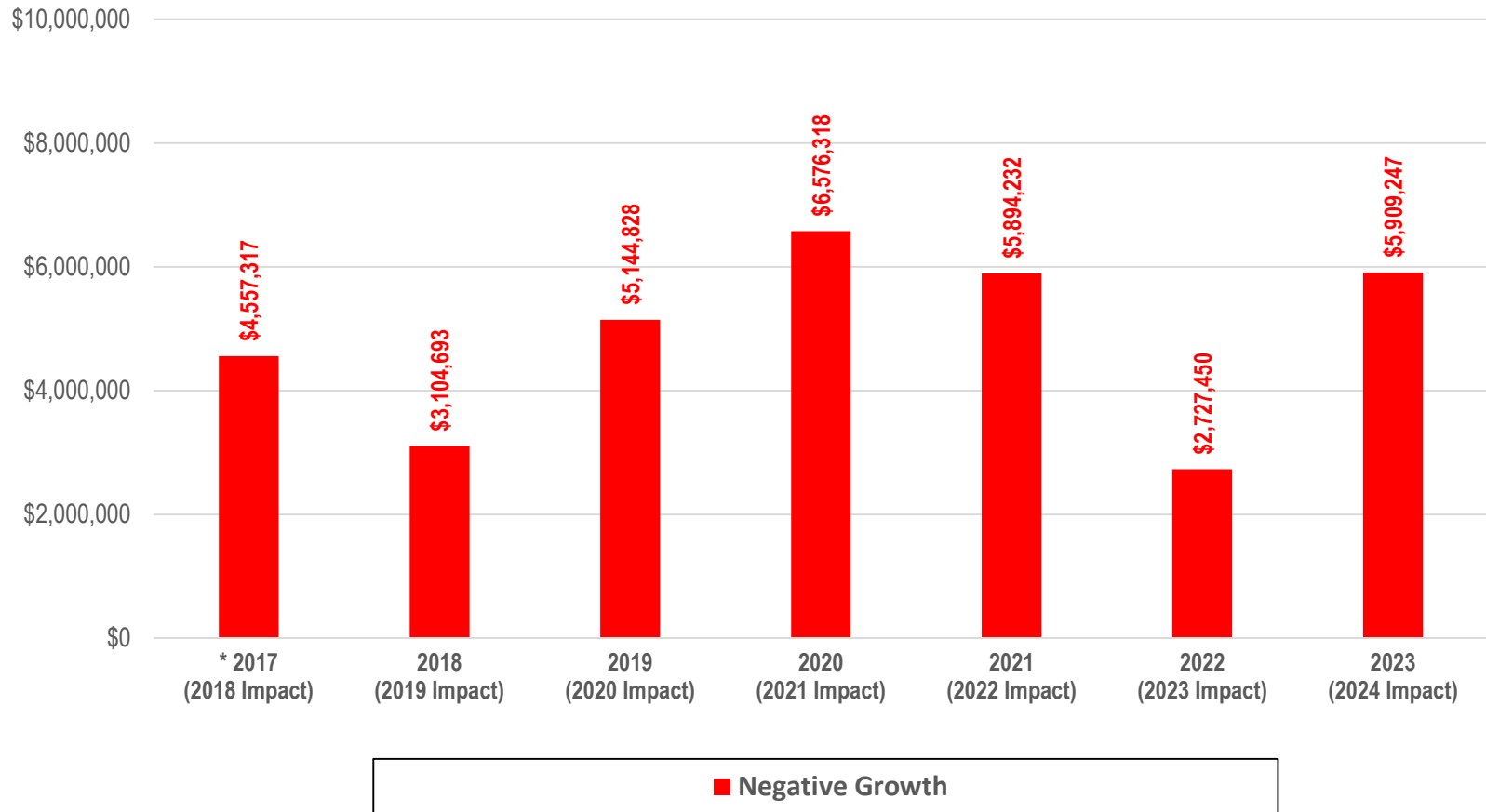


* 2017: Reassessment Year

Source: Municipal Tax Equity (MTE) Consultants Inc.

2024 Municipal Growth Analysis

Revenue Loss due to Assessment Appeals

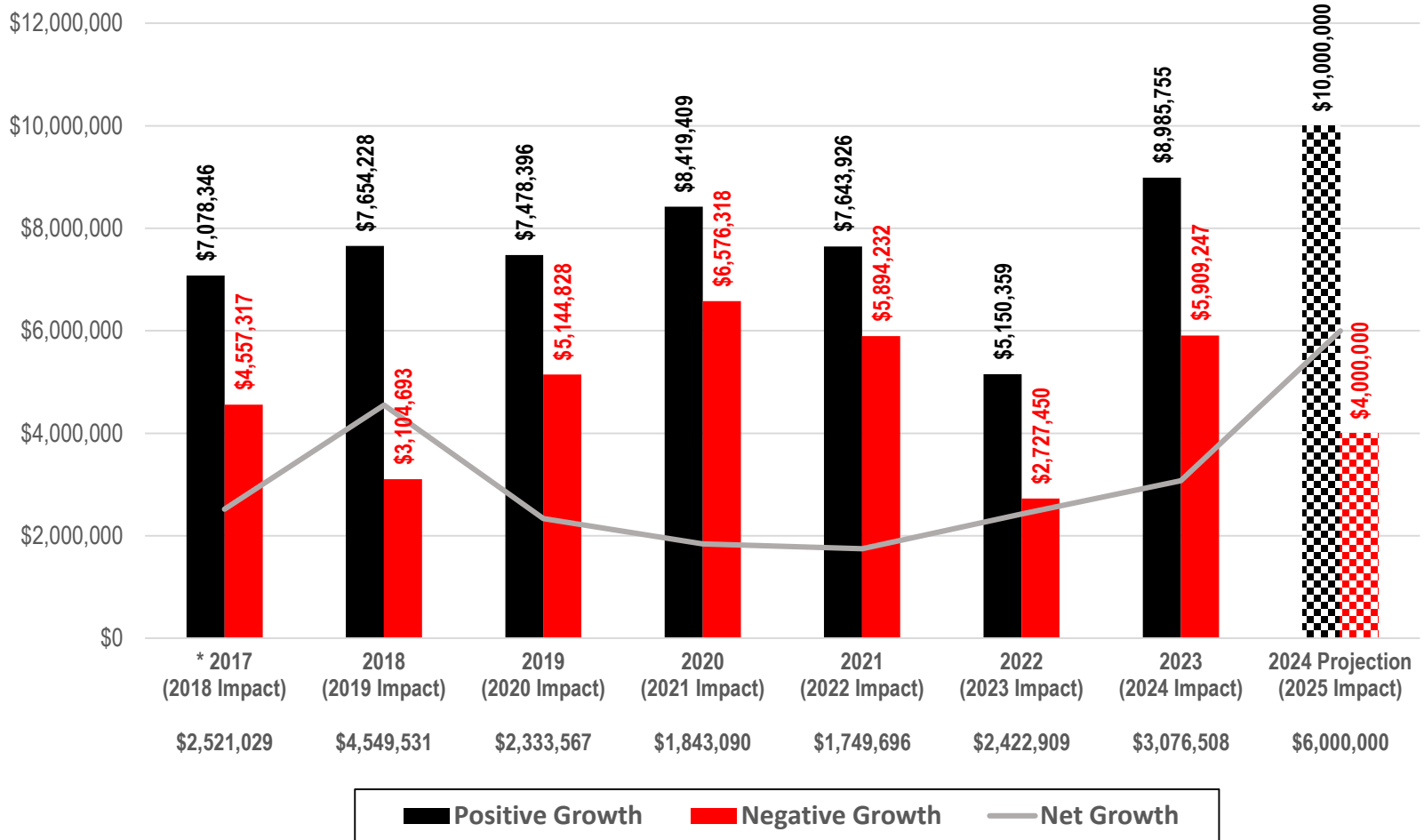


* 2017: Reassessment Year

Source: Municipal Tax Equity (MTE) Consultants Inc.

2024 Municipal Growth Analysis

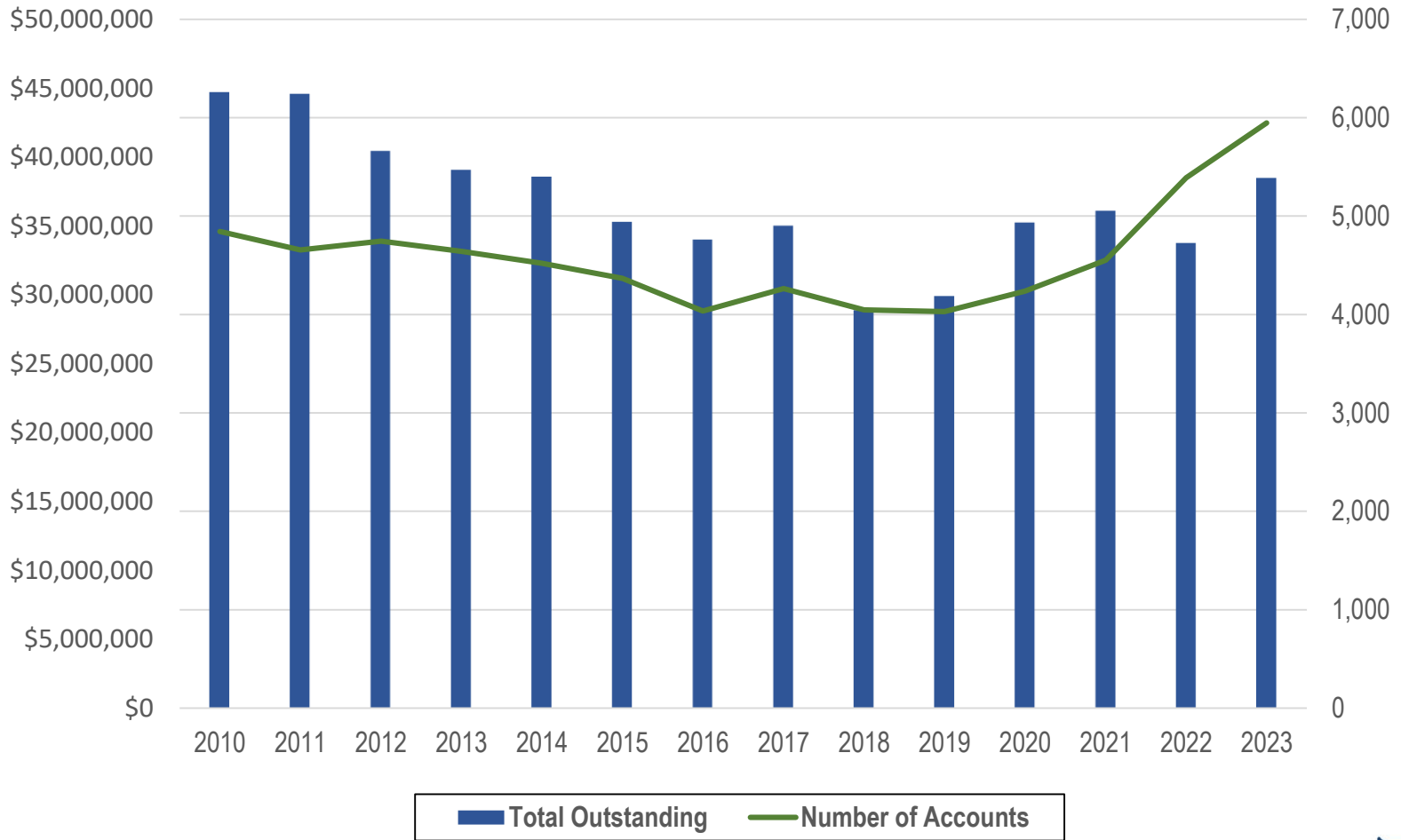
Combined Effects and Future Growth Projections



* 2017: Reassessment Year

Source: Municipal Tax Equity (MTE) Consultants Inc.

2010-2023 Tax Arrears



B U D G E T 2 0 2 4

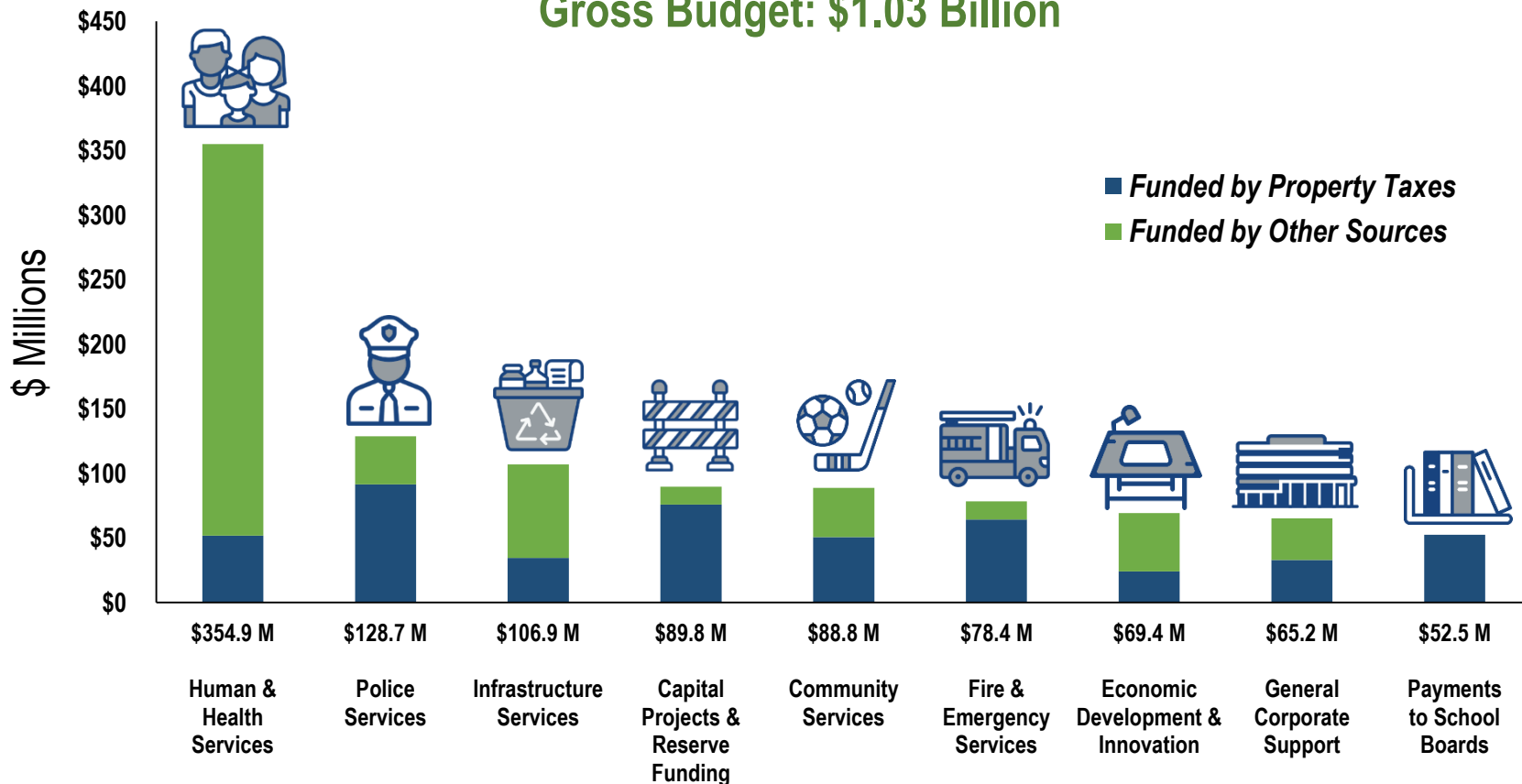
**INVESTING
IN GROWTH**



2024 BUDGET
CITY OF WINDSOR

2024 Recommended Municipal Gross Operating Expenditures by Function

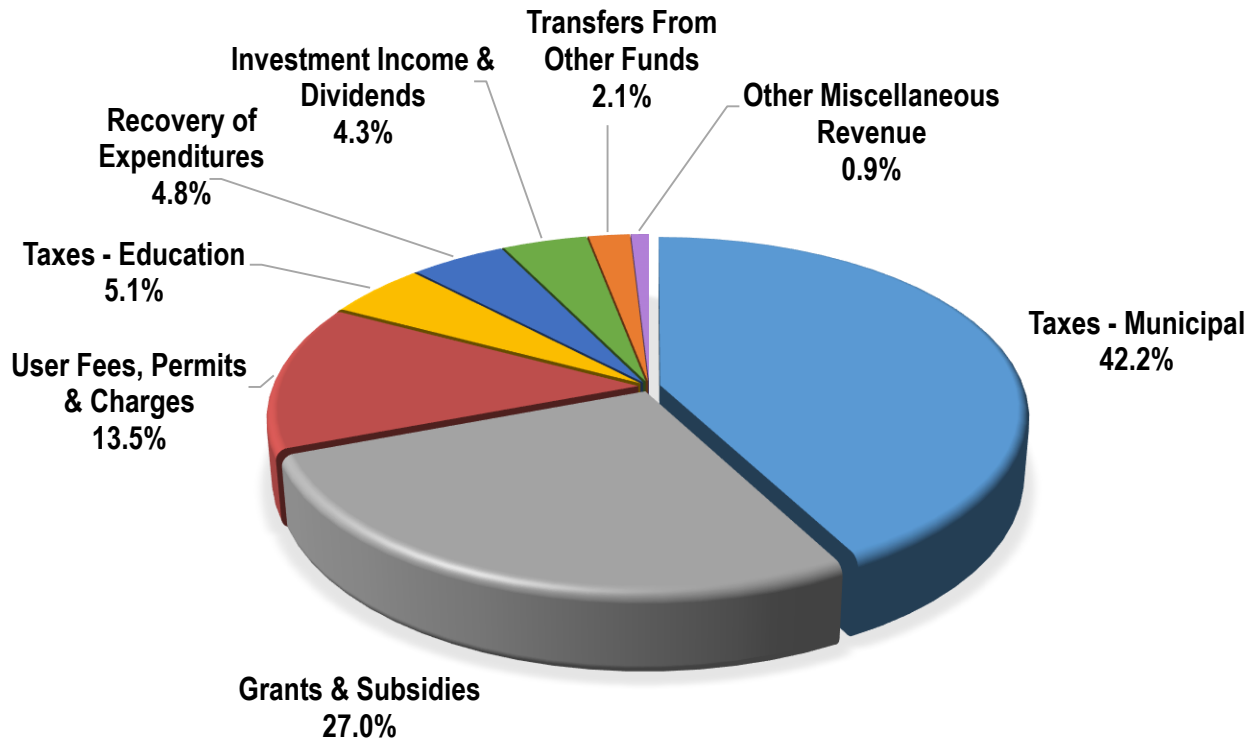
Gross Budget: \$1.03 Billion



Net Tax Levy: \$478.5 Million

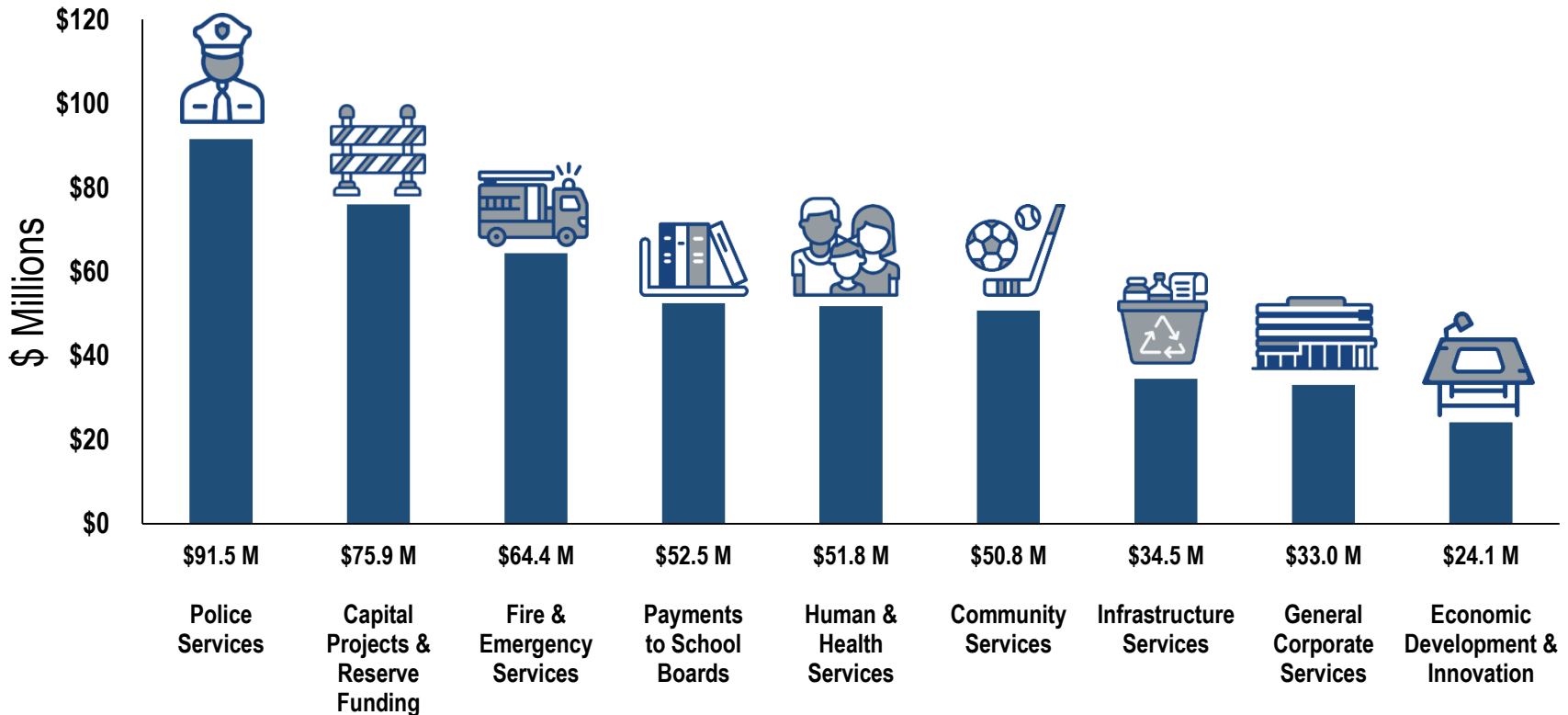
2024 Recommended Municipal Gross Operating Revenue

2024 Recommended Gross Operating Revenue: \$1.03 Billion



What is the 2024 Recommended Tax Levy Being Spent On?

Net Budget: \$478.5 Million



Mandatory vs. Discretionary Spending

Completely
Discretionary
22%



Completely or Mostly
Mandated
78%

Examples:

- *Transit Services*
- *Crossing Guards*
- *Tourism Promotion*
- *Parks & Natural Areas*
- *Recreation & Cultural Programming*
- *Public Library & Community Archives*

Examples:

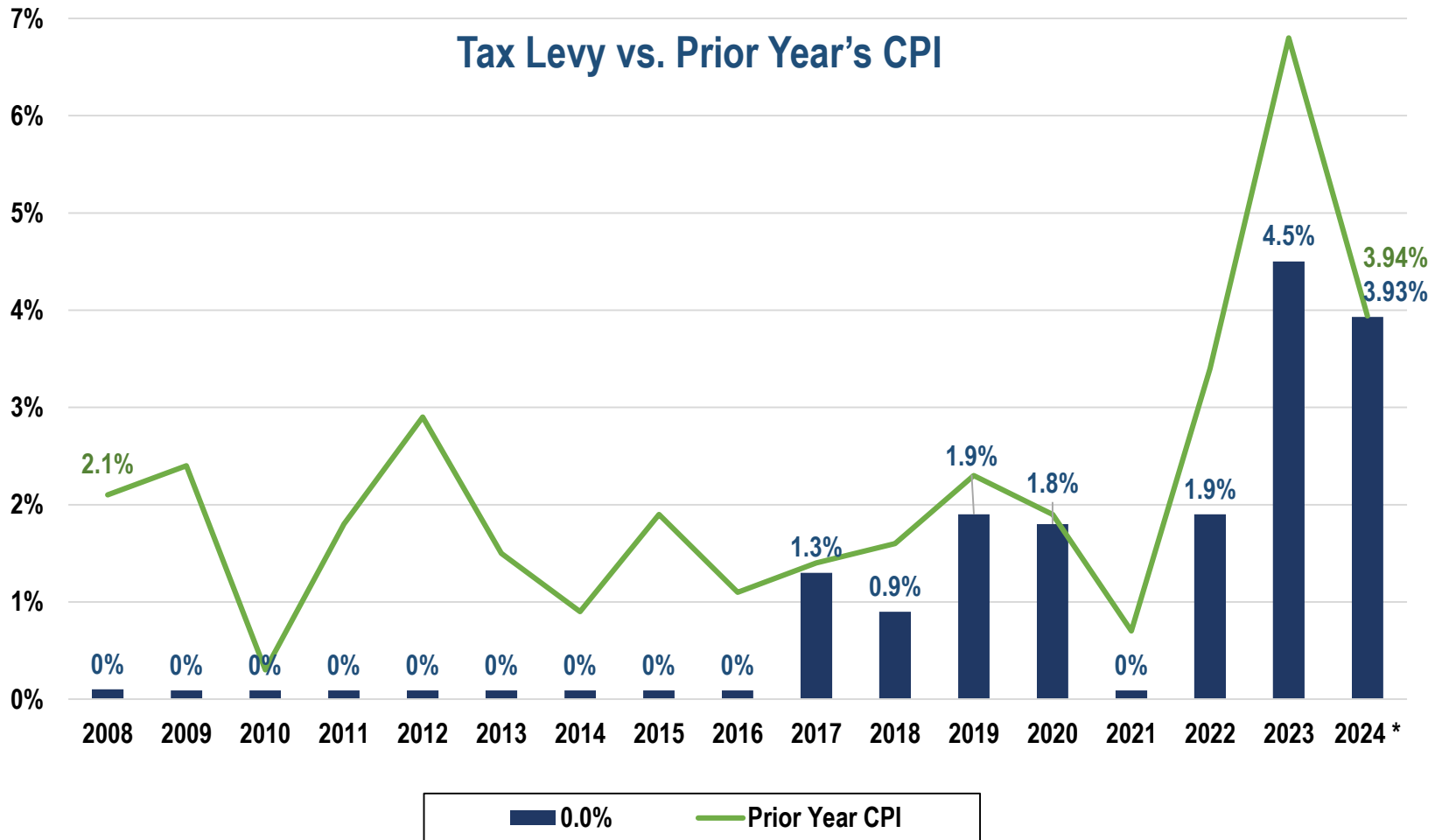
- *Police Services*
- *Fire & Rescue Services*
- *Emergency Medical Services (EMS)*
- *Storm & Wastewater Removal*
- *Waste Collection / Disposal, Diversion*
- *Employment & Social Services*
- *Social Housing*

2024 Recommended Operating Budget Changes

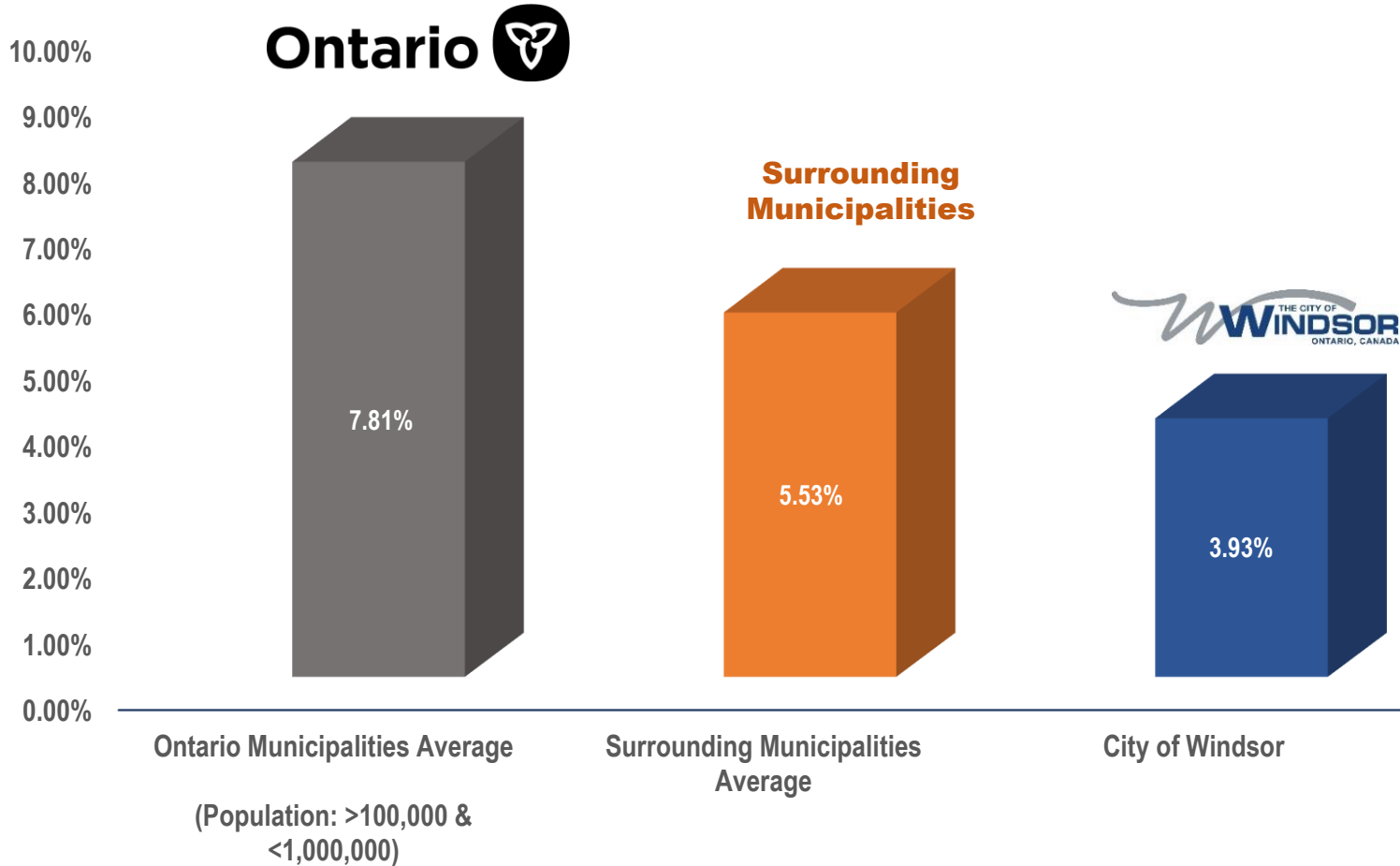
	\$ Impact on the Tax Levy	% Impact on the Tax Levy
City Departments: Base Operating Budget to Maintain Current Service Levels	\$3,451,514	0.75%
City Departments: Increase to Base Operating budget	\$824,179	0.18%
Agencies, Boards & Committees	\$7,322,937	1.59%
Previously Approved: Asset Management Plan (AMP) & Local Residential Roads (LRR)	\$6,491,642	1.41%
Total	\$18,090,272	3.93%



Tax Levy Below CPI



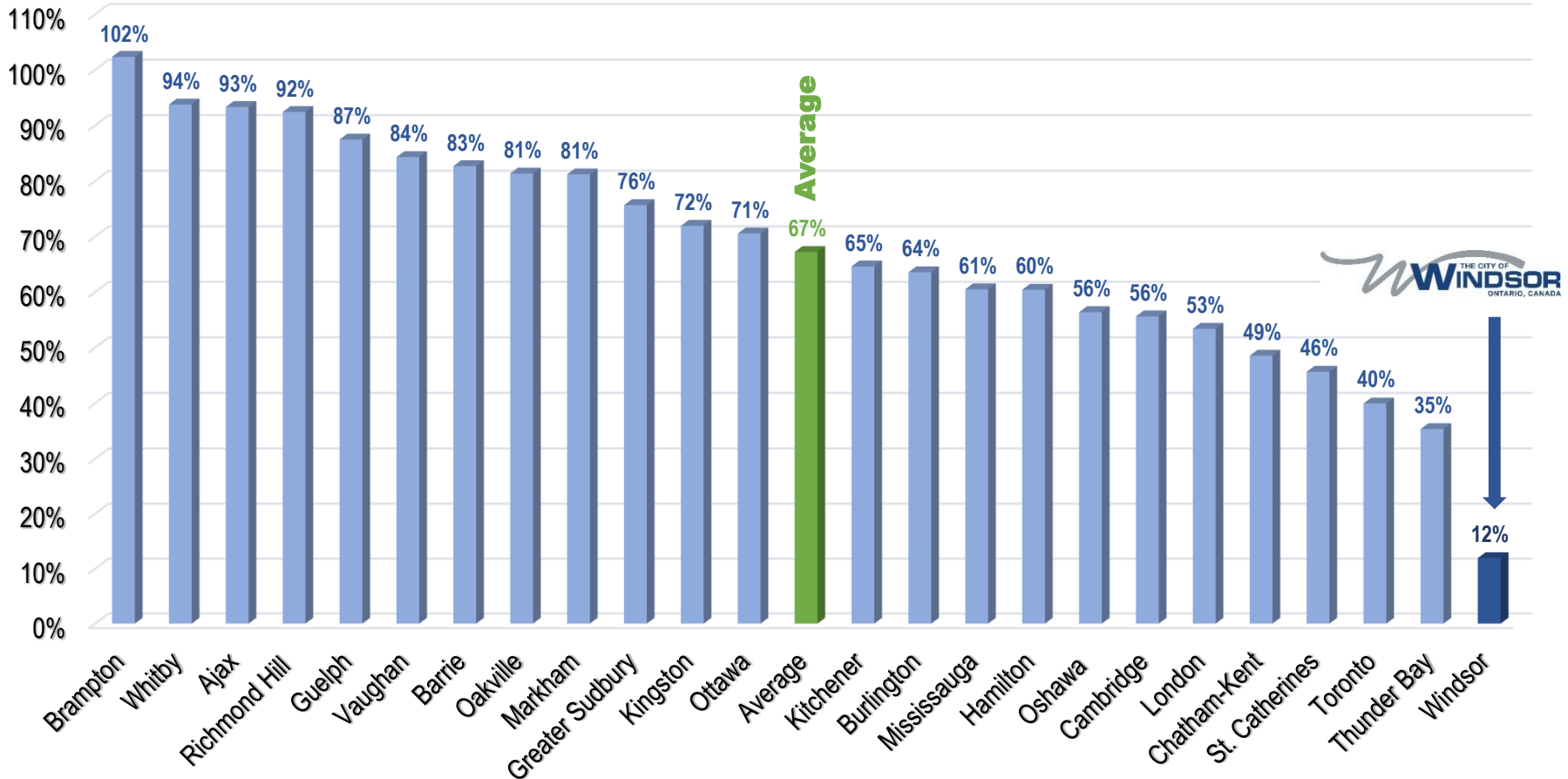
2024 Municipal Levy Increases Compared to Windsor



Note: The above data is based on unofficial information as reported through the media and various other sources. The rates are subject to change as many reflect proposed budgets pending final Council approval.

Cumulative % Change in Total Tax Levy

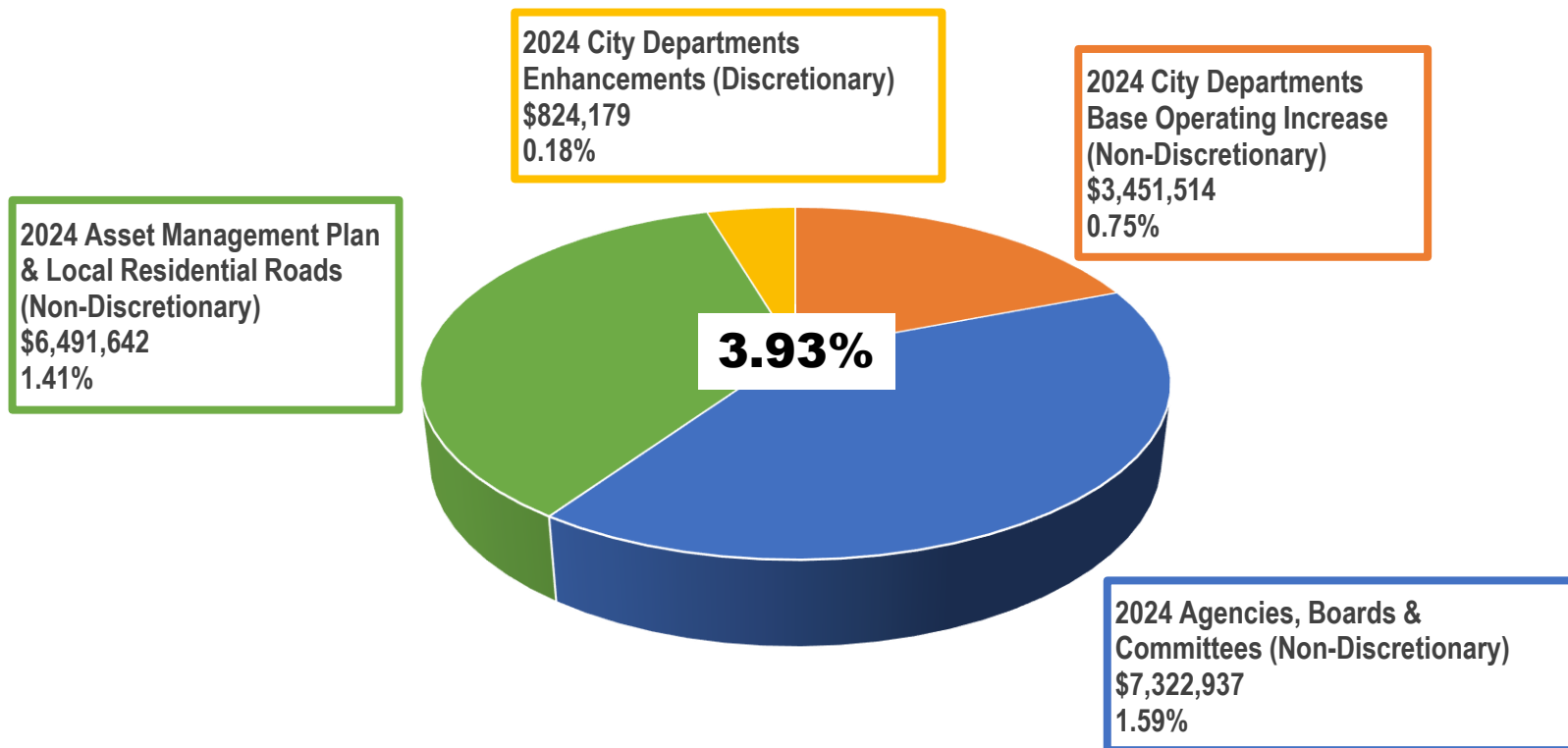
2006 vs. 2022 (16 Years)



Source: 2022 Ontario Financial Information Return (FIR)
Includes Municipalities within Ontario with a Population > 100,000

2024 Recommended Levy Increase of 3.93%

Non-Discretionary vs. Discretionary



Budget Overview – City Departments

\$20.6 Million – Expenditure Increases / Revenue Decreases

\$11.6 Million – Contractual Labour Contracts & Fringe Benefits

\$2.9 Million – Economic Development Initiatives & Debt Issuance

\$2.7 Million – To Maintain Existing Service Levels

\$2.6 Million – Other Contractual & Inflationary Pressures

\$0.8 Million – Service Enhancements

Budget Overview – City Departments

(\$16.3) Million – Expenditure Decreases / Revenue Increases

(\$4.5) Million – User Fee & Recovery Increases

(\$3.8) Million – Increase in Investment & Dividend Income

(\$3.1) Million – Property Taxes Resulting from New Assessment Growth

(\$2.9) Million – Various Other Expenditure Reductions

(\$2.0) Million – Reduction in Transfer to Property Tax Appeal Reserve

One-Time Funding

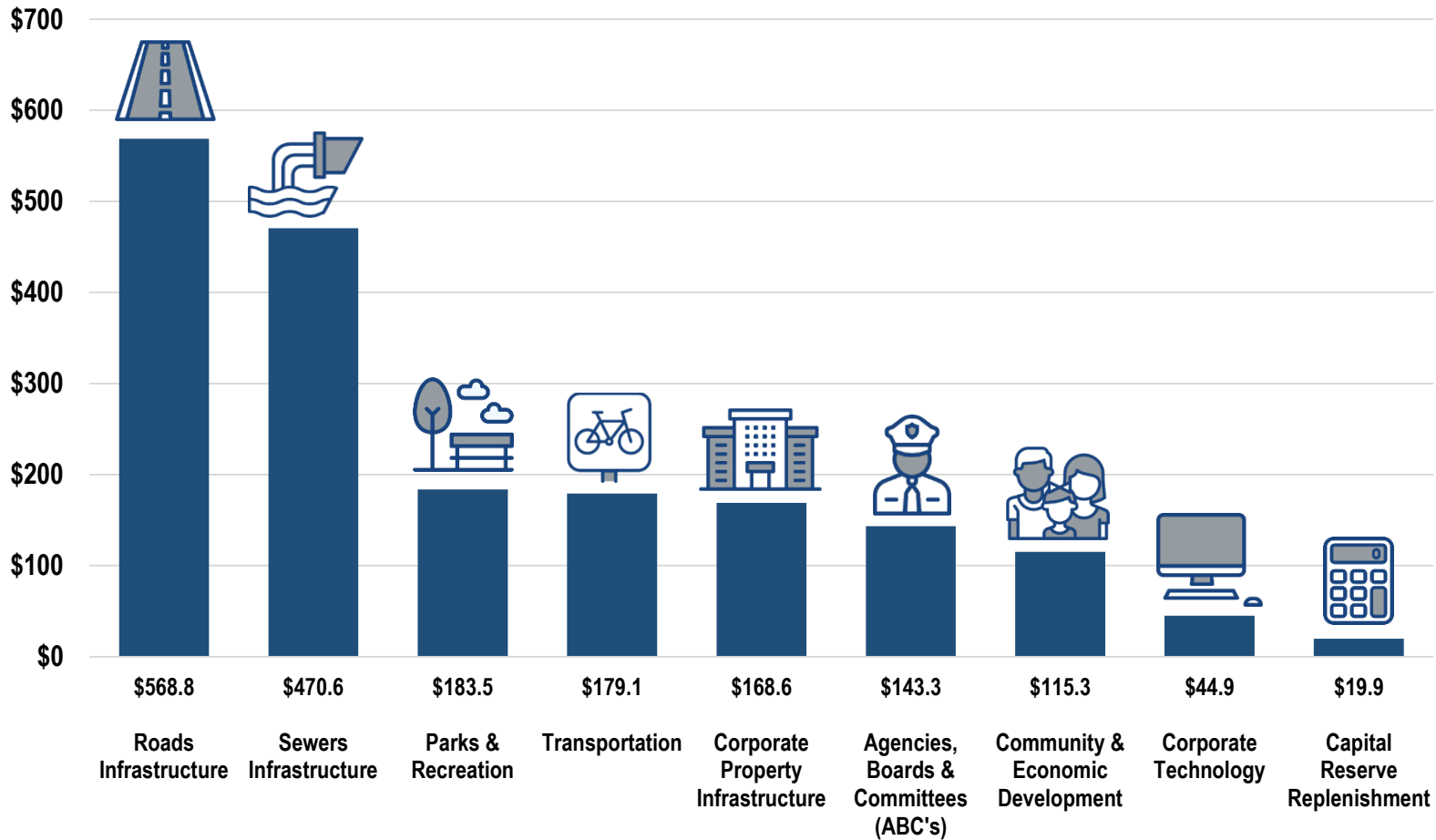
2024 Operating Budget Issues Requiring One-Time Funding	2024 Impact
Budget Stabilization Reserve	\$7,450,976
Capital Budget	\$313,670
Other Funding Sources	\$74,234
Total	\$7,838,880

Budget Overview – ABC's

Agencies, Boards & Committees	\$ Impact on the Tax Levy	% Impact on the Tax Levy
Windsor Police Services	\$3,185,226	0.69%
Windsor Essex Community Housing Corporation	\$2,116,658	0.46%
Essex-Windsor Emergency Medical Services (EMS)	\$2,006,300	0.44%
Handi Transit	\$75,014	0.02%
Windsor Essex County Health Unit	\$50,000	0.01%
Artcite Inc.	\$10,000	0.00%
Essex Region Conservation Authority (ERCA)	(\$120,261)	(0.03%)
Total	\$7,322,937	1.59%

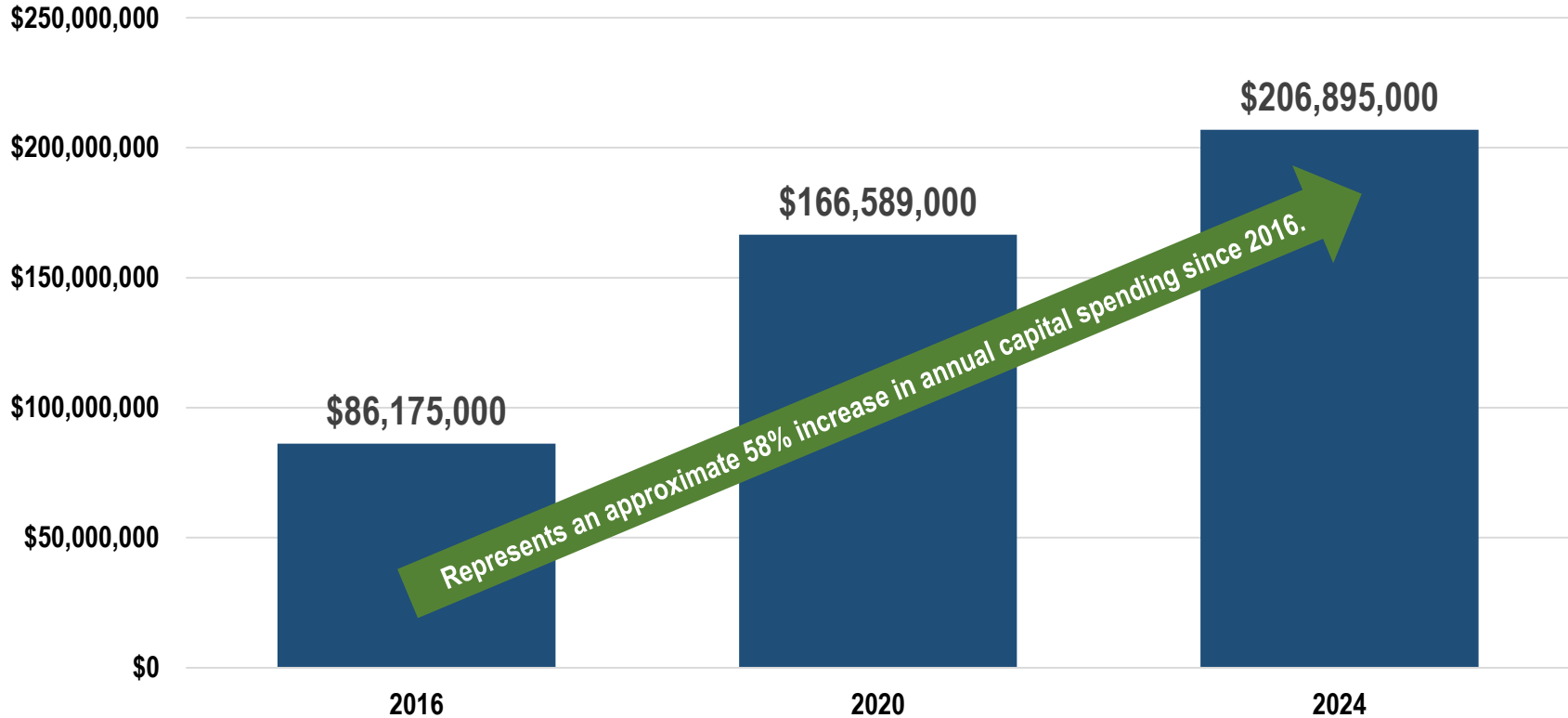
2024 Capital Budget

Recommended 10-Year Plan Approximately \$1.9 Billion



2024 Capital Budget Spending

2016 - 2024



Includes Enhanced Capital Funding of \$10 Million

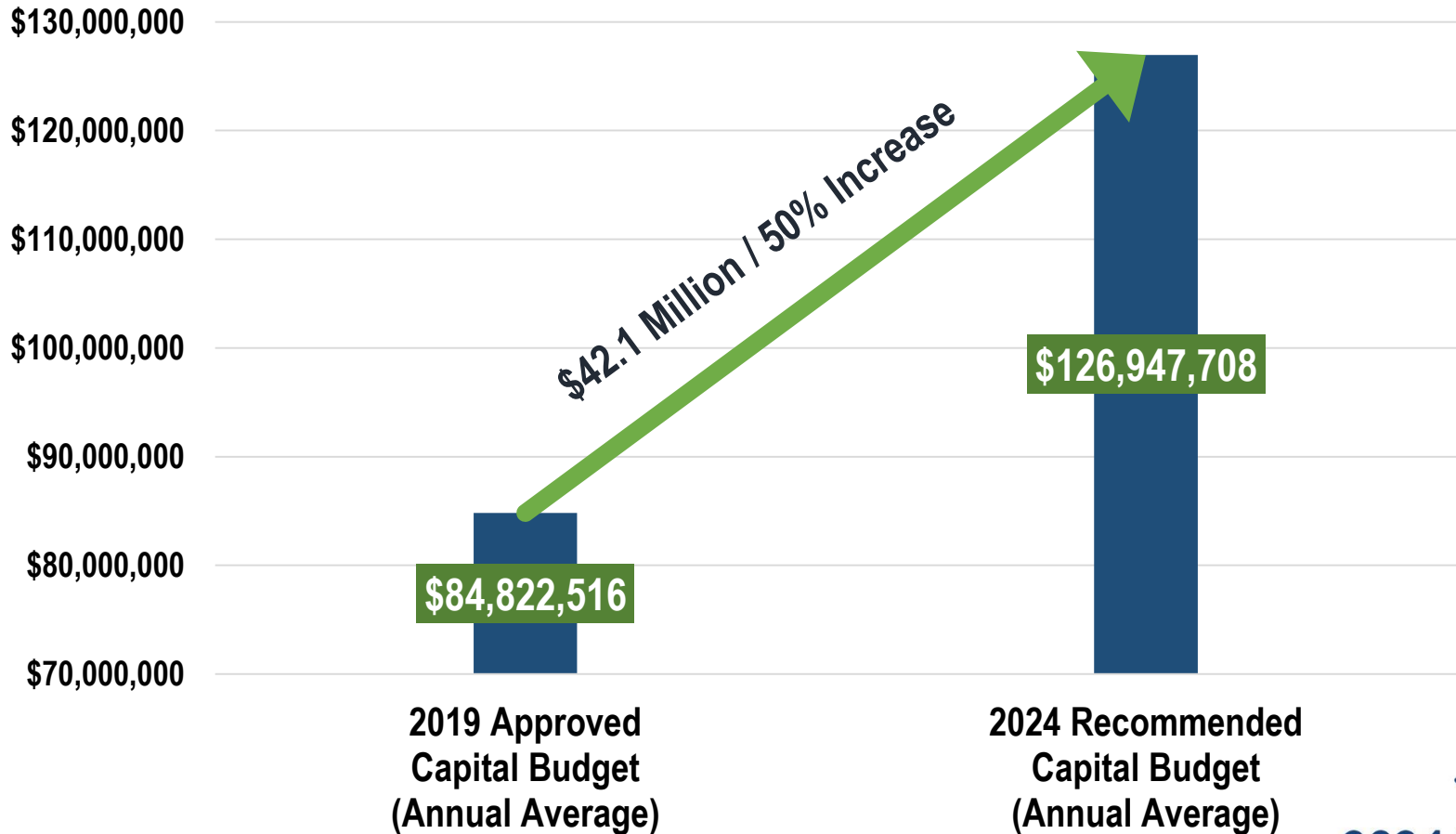
Includes First Year of the Asset Management Plan (AMP) Levy

10-Year Capital Plan Contemplates \$1.9 Billion in Overall Capital Works Through 2033



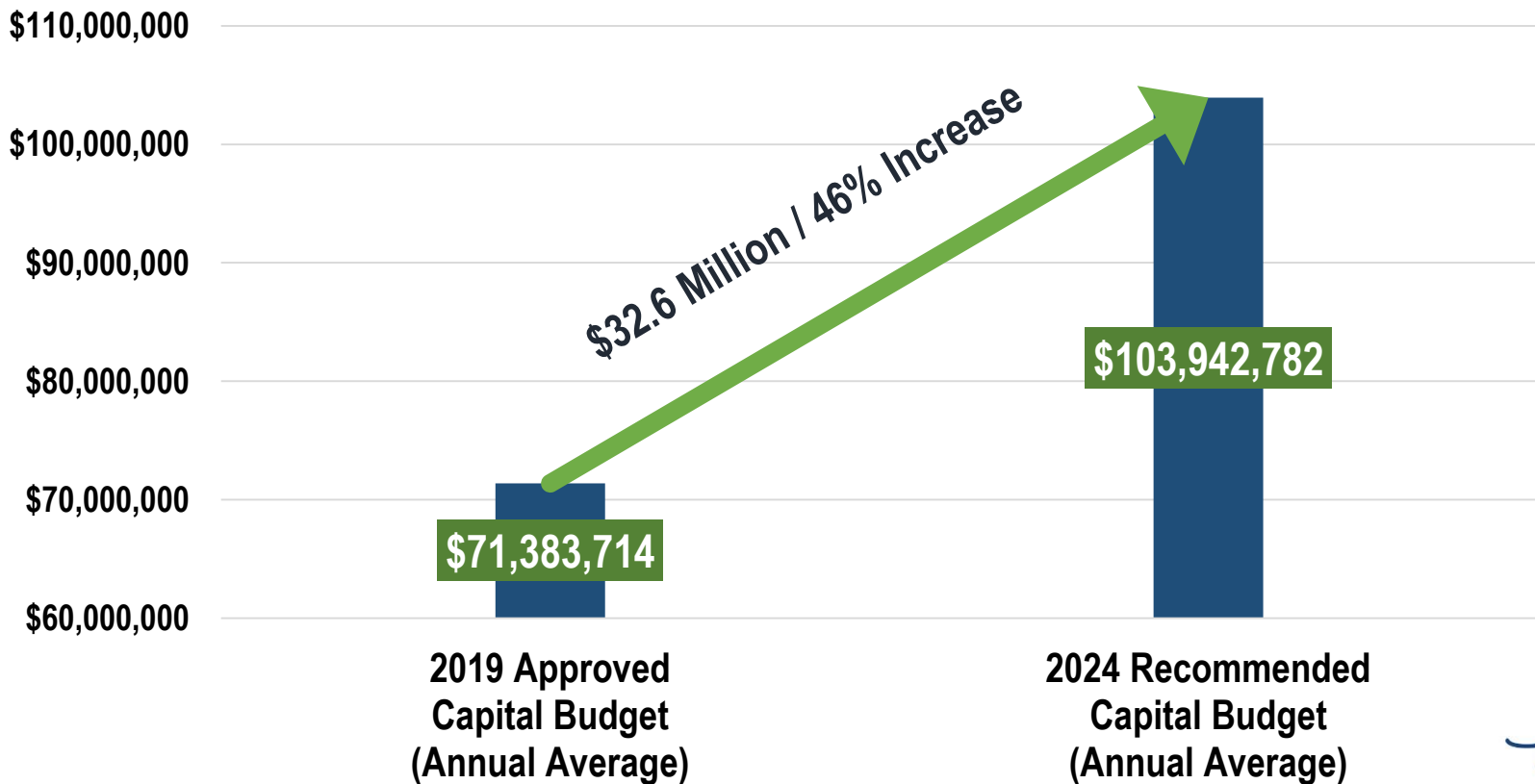
Service Sustainability Investments

2019 Capital Budget vs. 2024 Capital Budget (Annual Average Investment)



Roads & Sewers Infrastructure Increase

2019 Capital Budget vs. 2024 Capital Budget
(Annual Average Investment)



Importance of Master Plans

- Active Transportation
- Sewer Master Plan
- Parks Master Plan
- Environmental Master Plan
- IT Strategic Master Plan

Transit Master Plan

2014 – 2033 - \$66.9 million

- Fleet Replacement program \$12 million
- Fleet Purchases \$26.5 million (including clean diesel buses)
- Phase I Master Plan \$3.8 million

2024 – 2033 - \$125.9 million

- Fleet Replacement program \$35.7 million
- Transit Garage \$9.7 million
- New Route (NextStar) \$313,000

Grant Funding

Total Grant Funding *(Since Asset Planning Began Pursuing Grants in 2017)*

- Pursued: \$498.8 million
- Awarded: \$271.6 million
- Pending: \$ 88.3 million

(As at November 30, 2023)

2024 Capital Budget – Major Projects

Large capital investments for 2024-28 include, but are not limited to, the following:

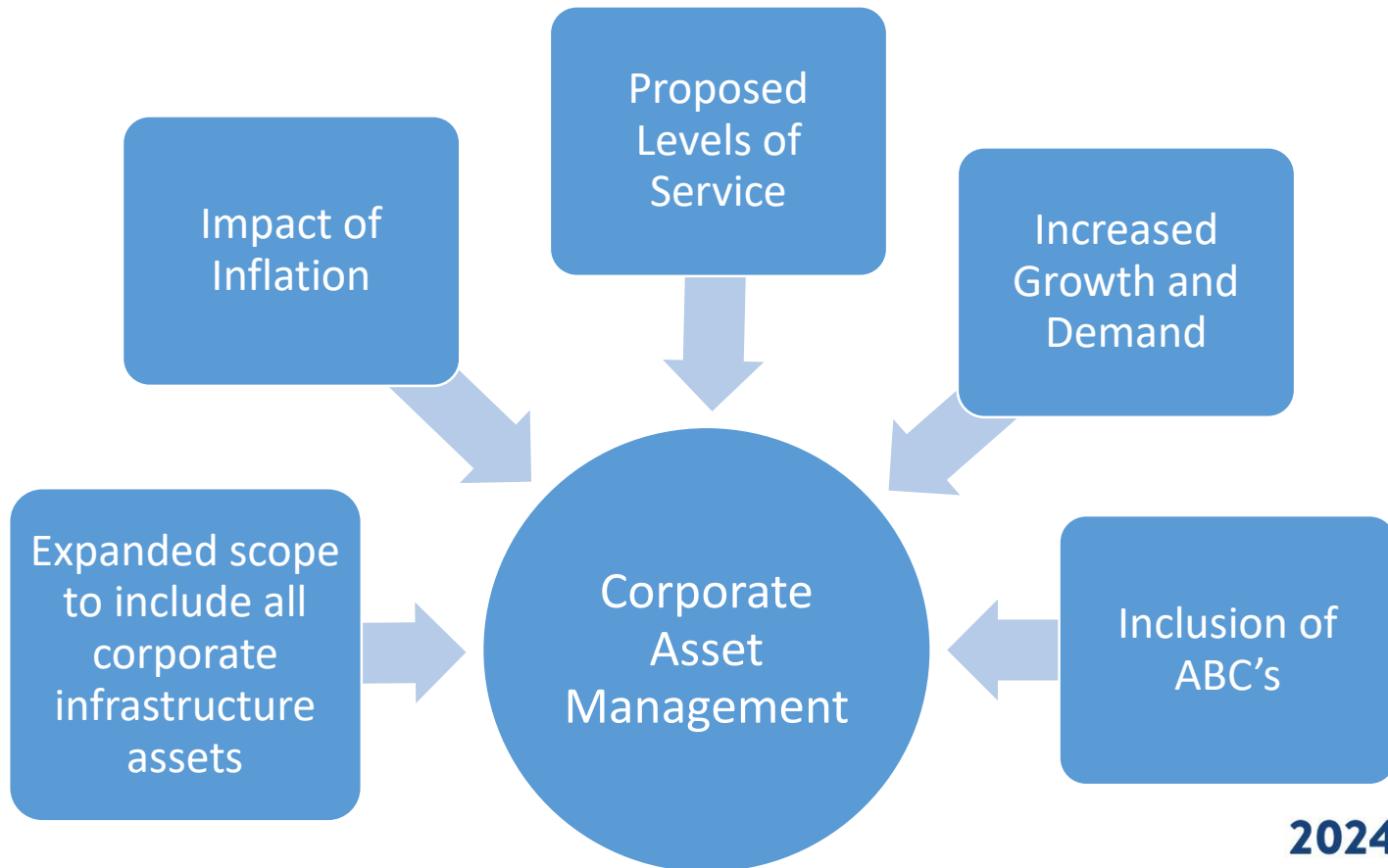
Project	2024-28 (\$M)
Windsor Essex Community Housing Corporation - Repair and Renewal	\$39.5
Adie Knox Herman Reimagining	24.1
Provincial / Division Corridor Infrastructure Improvements	23.2
Lauzon Parkway & County Road 42 Infrastructure Improvements	23.4
H4 Housing Hub	19.5
Howard Avenue Corridor Infrastructure Improvements	17.0
Riverside Drive Vista Improvement	12.5
Playgrounds Replacement Program	11.6
Central Riverfront Improvement Plan & Civic Esplanade / Plaza	11.0
Cabana Road Infrastructure Improvements	<u>9.7</u>
Total	\$191.5



2024 Capital Budget – Growth and Economic Development Strategy

- Development of the Sandwich South Industrial Lands
- Infrastructure upgrades to service Industrial Lands
- Expansion of the Little River Pollution Control Plant
- Development of the Airport Lands
- Extension of Lauzon Road, including improvements to CR42 and Cabana Road
- Banwell / E.C. Row infrastructure improvements
- Expansion of other roads due to growth intensification

Asset Management Plan



Asset Management Plan (AMP)

O. Reg 588/17 Requirements

2024

- **All municipal assets to be considered**
- **Inclusion of ABC's**
- **Current Levels of Service (LOS)**
- **10-year Projections**
 - Life Cycle Activities and associated costs required to maintain current LOS
 - Estimated Capital Expenditures & Significant Operating Costs

2025

In addition to 2024 Requirements:

- **Proposed Levels of Service** over a 10-year period
- **Proposed Performance** over a 10-year period
- **Lifecycle Management and Financial Strategy** over a 10-year period

On-Going

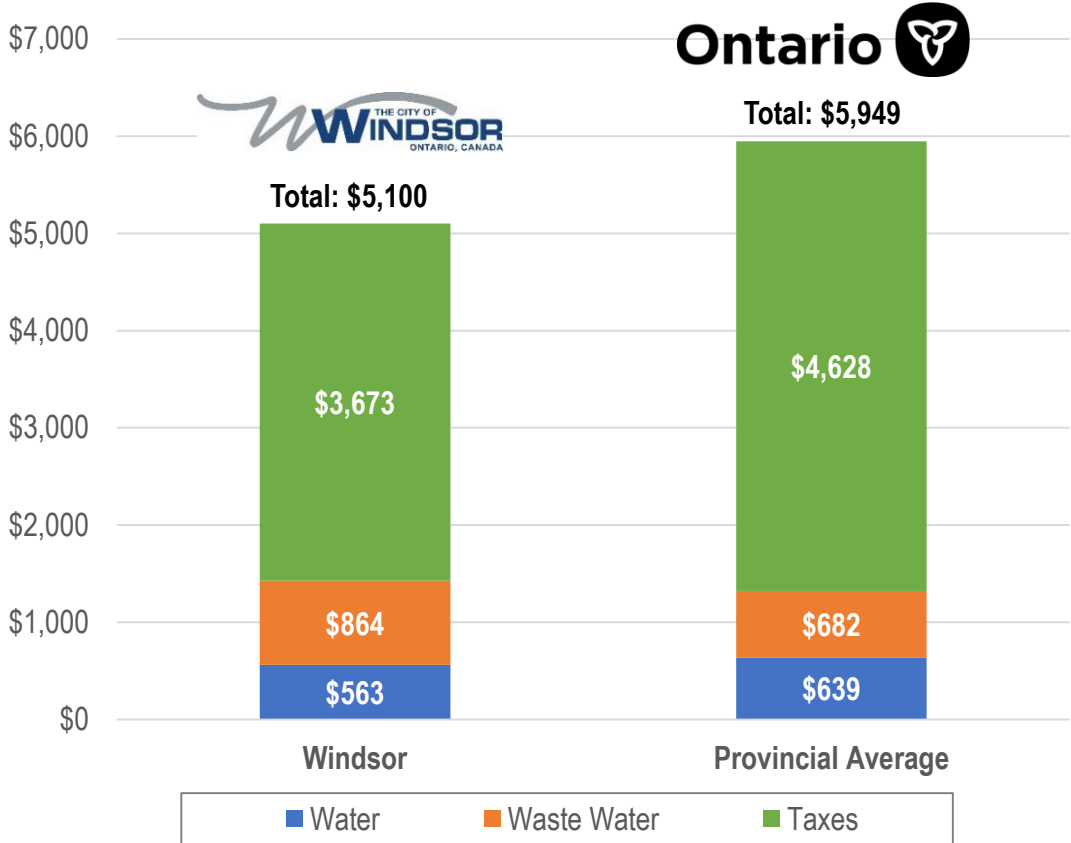
- **Annual review** on or before July 1 which must address:
 - Progress in implementation of the AMP
 - Factors impeding implementation of the AMP
 - Strategy to address impeding factors identified
- **5-year Review and update** (for publication) of AMP

Other Budget Approvals

- *Building Permit Reserve*
- *Off Street Parking Reserve*
- *Sewer Surcharge*
- *EWSWA Budget*

Overall Comparison of Residential Charges

Typical Residence & Consumption Patterns



Typical Windsor Residents pay \$849 less than the provincial average.

Source: 2023 BMA Management Consulting Inc.

Looking Forward



Thank you.



2024 BUDGET
CITY OF WINDSOR