

April 11, 2025

TO THE MAYOR AND MEMBERS OF COUNCIL:

The **regular meeting** of Council will be held on **Monday, April 14, 2025 at 10:00 o'clock a.m., in the Council Chambers, 350 City Hall Square.**

A special meeting of Council will be held on **Monday, April 14, 2025, immediately following the regular meeting of Council, in Room 139, 350 City Hall Square.** Council will at the special meeting adopt a resolution to authorize Council to meet in closed session, and the resolution shall contain the general nature of the matters to be considered in the closed session. The resolution must be adopted by a majority of Council present during the open special meeting before the meeting may be closed. An agenda for this meeting is enclosed under separate cover.

A meeting of the **Striking Committee** will be held on **Monday, April 14, 2025, immediately following the in-camera meeting of Council,** in Room 139, 350 City Hall Square. A resolution to meet in closed session must be adopted and shall contain the general nature of the matters to be considered. The resolution must be adopted by a majority of Council present during the open special meeting of the Striking Committee before the meeting may be closed. An agenda for this meeting is enclosed under separate cover.

BY ORDER OF THE MAYOR.

Yours very truly,



Steve Vlachodimos

City Clerk

/bm

c.c. Chief Administrative Officer

Second Consolidated City Council Meeting Agenda

Date: Monday, April 14, 2025

Time: 10:00 o'clock a.m.

Location: Council Chambers, 1st Floor, Windsor City Hall

All members will have the option of participating in person in Council Chambers or electronically and will be counted towards quorum in accordance with Procedure Bylaw 98-2011 as amended, which allows for electronic meetings. The minutes will reflect this accordingly. Any delegations have the option to participate in person or electronically.

MEMBERS:

Mayor Drew Dilkens

Ward 1 – Councillor Fred Francis

Ward 2 - Councillor Fabio Costante

Ward 3 - Councillor Renaldo Agostino

Ward 4 - Councillor Mark McKenzie

Ward 5 - Councillor Ed Sleiman

Ward 6 - Councillor Jo-Anne Gignac

Ward 7 - Councillor Angelo Marignani

Ward 8 - Councillor Gary Kaschak

Ward 9 - Councillor Kieran McKenzie

Ward 10 - Councillor Jim Morrison

ORDER OF BUSINESS

Item # Item Description
1. ORDER OF BUSINESS

2. CALL TO ORDER - Playing of the National Anthem

READING OF LAND ACKNOWLEDGEMENT

We [I] would like to begin by acknowledging that the land on which we gather is the traditional territory of the Three Fires Confederacy of First Nations, which includes the Ojibwa, the Odawa, and the Potawatomi. The City of Windsor honours all First Nations, Inuit and Métis peoples and their valuable past and present contributions to this land.

3. DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

4. ADOPTION OF THE MINUTES *(previously distributed)*

**4.1. Adoption of the Windsor City Council minutes of its meeting held February 24, 2025
(SCM 82/2025)**

5. NOTICE OF PROCLAMATIONS

6. COMMITTEE OF THE WHOLE

7. COMMUNICATIONS INFORMATION PACKAGE (This includes both Correspondence and Communication Reports) *(previously distributed)*

7.1. Correspondence 7.1.1. through 7.1.14. (CMC 5/2025)

No.	Sender	Subject
7.1.1	Association of Municipalities of Ontario (AMO)	Policy Update letter regarding US tariffs affecting communities, dated March 4, 2025. City Solicitor Commissioner, Economic Development Commissioner, Finance & City Treasurer GF2025 Note & File

No.	Sender	Subject
7.1.2	Town of Tecumseh	<p>Notice of Public Meeting on March 11, 2025, to consider proposed amendments to the Town's Official Plan and Zoning By-laws to update Official Plan policies and zoning regulations related to Additional Residential Units (ARU) to align with the <i>Planning Act</i>.</p> <p>City Planner Z2025 Note & File</p>
7.1.3	Town of Tecumseh	<p>Notice of Public Meeting on March 11, 2025, to consider proposed amendments to the Town's Official Plan and Zoning By-laws in order to redesignate and rezone lands in the Manning/Tecumseh District.</p> <p>City Planner Z2025 Note & File</p>
7.1.4	Town of Tecumseh	<p>Notice of Public Meeting on March 11, 2025, to consider a proposed amendment to Zoning By-law, which would pre-zone lands currently designated Main Street Mixed-Use to permit missing middle housing.</p> <p>City Planner Z2025 Note & File</p>
7.1.5	Town of Tecumseh	<p>Notice of Public Meeting on March 11, 2025, to consider proposed amendments to the Town's Zoning By-laws, in order to introduce revised parking standards in accordance with Initiative No. 4 of the Housing Accelerator Fund.</p> <p>City Planner Z2025 Note & File</p>
7.1.6	Town of Tecumseh	<p>Notice of Adoption of Amendment to the Tecumseh Road Main Street Community Improvement Plan (CIP)</p> <p>City Planner Z2025 Note & File</p>

7.1.7	Town of LaSalle	<p>Notice of the Adoption of Official Plan Amendment No. 2 for the Howard Bouffard Secondary Plan to establish a land use planning, urban design, transportation, and municipal service infrastructure policy framework to guide new development.</p> <p style="text-align: right;">City Planner Z2025 Note & File</p>
7.1.8	ENWIN Utilities Ltd.	<p>Annual Drinking Water Systems Regulation O. Reg. 170/03 Report – Calendar Year 2024</p> <p style="text-align: right;">Executive Director, Public Works Operations Commissioner, Infrastructure Services & City Engineer Manager, Environmental Quality EI/10108 Note & File</p>
7.1.9	Windsor Police Service	<p>2024 Windsor Police Service Annual Report</p> <p style="text-align: right;">SP2025 Note & File</p>
7.1.10	<p>City of Windsor, Employment and Social Services</p> <p>and</p> <p>Windsor-Essex County Health Unit</p>	<p>Memo Regarding the end of the Substance Supports in Neighbourhoods Accessed through Police Partnerships (SSNAPP) initiative, and letter to the Ministry of the Solicitor General of Ontario requesting continued support for the SSNAPP initiative.</p> <p style="text-align: right;">Commissioner, Human & Health Services Commissioner, Community & Corporate Services Police Chief MH2025 Note & File</p>
7.1.11	City Planner/ Executive Director	<p>Application for Zoning By-Law Amendment and Official Plan Amendment, 1000621124 Ontario Inc. (Mike Abu and Mohammad Howidi), 673 Wellington Avenue, to convert the existing vacant industrial building to a retail store and paved outdoor storage yard.</p> <p style="text-align: right;">Z/14930 & Z/14931 Note & File</p>
7.1.12	Committee of Adjustment	<p>Applications heard by the Committee of Adjustment/ Consent Authority, Thursday, March 13, 2025.</p> <p style="text-align: right;">Z2025 Note & File</p>

7.1.13	Committee of Adjustment	Applications heard by the Committee of Adjustment/ Consent Authority, Thursday, March 27, 2025. Z2025 Note & File
7.1.14	Committee of Adjustment	Applications to be heard by the Committee of Adjustment / Consent Authority, Thursday, April 10, 2025. Z2025 Note & File

- 7.2. Engineering/Architectural Consultants Engaged via Roster July 1 2024 to December 31 2024 "City Wide" **(CM 1/2025)**
- 7.3. Mayor, Councillors and Appointees Statement of Remuneration and Expenses for 2024 **(C 47/2025)**
- 7.4. Update of Round 1 of the Arts, Culture and Heritage Fund 2025 - City Wide **(C 42/2025)**
- 7.5. 2024 Annual Investment Compliance Report - City Wide **(C 49/2025)**

8. **CONSENT AGENDA *(previously distributed)***

CONSENT COMMITTEE REPORTS

- 8.2. Zoning By-Law Amendment – Z003-25 (ZNG/7275) - Ahmad Zrabah– 1550-1576 Randolph Ave, Ward 10 **(SCM 72/2025) (S 8/2025)**
- 8.3. Rezoning – Dr. Bhan Garg - 7100 Cantelon Drive - Z-039/24 ZNG/7252 - Ward 8 **(SCM 73/2025) (S 10/2025)**
- 8.4. Rezoning – 2652184 Ontario Ltd - 1110 Tecumseh Road East - Z-040/24 ZNG/7258 - Ward 4 **(SCM 74/2025) (S 16/2025)**
- 8.5. Ford City CIP Application for 980 Maisonville Avenue, Owner: Salinder Singh & Mohnish Harshendu Dave (C/O: Sital Singh Garha), Ward 5 **(SCM 77/2025) (S 11/2025)**
- 8.7. Report No. 57 of the International Relations Committee **(SCM 78/2025) (SCM 52/2025)**
- 8.8. Minutes of the International Relations Committee of its meeting held January 30, 2025 **(SCM 79/2025) (SCM 53/2025)**
- 8.9. Minutes of the Property Standards Committee of its meeting held February 4, 2025 **(SCM 81/2025) (SCM 60/2025)**

CONSENT REPORTS

- 8.10. Signing of Agreements for the Windsor Regional Employment Network **(C 17/2025)**
- 8.11. Confirm and Ratify Report regarding Invest Windsor Essex Budget - City Wide **(C 41/2025)**
- 8.12. 2025 Municipally Significant Event Status, Wards 2, 3, 4, 9 **(C 39/2025)**
- 8.13. Exemption to Noise By-law 6716 for Nighttime Construction Work – EC Row Expressway Ramps Dougall Ave, Jefferson Ave, and Lauzon Parkway – Wards: 7, 8 and 10 **(C 38/2025)**
- 8.14. 2024 Annual Report - Building Permit Fee Reserve Fund - City Wide **(C 50/2025)**
- 8.15. Capital Variance Report - September 30, 2024 - City Wide **(C 51/2025)**

9. REQUEST FOR DEFERRALS, REFERRALS AND/OR WITHDRAWALS

- 11.4. Request by Aecon Group for an Exemption to Noise By-Law 6716 for Purposes of Conducting Nighttime Construction Work – Ward 5 **(C 48/2025)**

Clerk's Note: The applicant has requested a withdrawal of their request for a noise by-law exemption.

10. PRESENTATIONS AND DELEGATIONS

- 8.6. Main Street CIP/Ford City CIP Application, 1044 Drouillard Road, Owner: 1988859 Ontario Inc. (c/o: Dawne Martens) **(SCM 76/2025) (S 20/2025)**
 - a) Dawne Martens, Property Owner, available for questions (via Zoom)

Clerk's Note: Kaitlyn Karns, Executive Director, Ford City BIA is submitting the **attached** letter as a written submission.

- 11.3. Lachance Drain Provisional By-Law for Repair and Improvement - Ward 9 **(C 46/2025)**
 - a) Matthew Shiha, Drainage Superintendent & Anne-Marie Moniz, Assistant Drainage Superintendent, Town of Tecumseh, available for questions (in person)
- 8.1. Automated Speed Enforcement Program Implementation – City wide **(SCM 40/2025) (S 2/2025)**
 - a) John West, Area Resident (via Zoom)

Clerk's Note: Nicolas Lamoureux, Board Member of Bike Windsor Essex & Joshua Sankarlal, Activate Transit Windsor Essex are submitting the **attached** letter dated April 11, 2025, as a written submission.

- 13.16. **By-law 64-2025** - A BY-LAW TO AMEND DESIGNATION BY-LAW NUMBER 281-2003, BEING A BY-LAW TO DESIGNATE THE LANDS AND PREMISES SITUATE WITHIN THE CITY OF WINDSOR, KNOWN AS ROSELAND GOLF COURSE, 455 KENNEDY DRIVE WEST, TO BE OF ARCHITECTURAL AND/OR HISTORIC VALUE OR INTEREST UNDER THE PROVISIONS OF THE ONTARIO HERITAGE ACT, R.S.O. 1990, CHAPTER O.18, AS AMENDED, authorized by CR67/2025, dated February 10, 2025.
- a) Settimo Vilardi, Principal Architect/Prime Consultant, Archon Architects Incorporated, available for questions (in person)
- b) Chris Kruba, Area Resident (in person)

Clerk's Note: Administration is providing the ***previously distributed*** corrected by-law.

11. REGULAR BUSINESS ITEMS (Non-Consent Items)

- 11.1. Expansion of Cycling Infrastructure – Wards 5, 6 & 8 **(S 27/2025) (*previously distributed*)**
- 11.2. Gouin Drain Provisional By-Law for Repair and Improvement - Ward 9 **(C 45/2025) (*previously distributed*)**
- 11.5. Housing, Infrastructure and Communities Canada - Canada Public Transit Fund – Baseline Funding - All Wards **(C 44/2025) (*previously distributed*)**
- 11.6. 2024 Year-End Operating Budget Variance Report - City Wide **(C 52/2025) (*attached*)**

12. CONSIDERATION OF COMMITTEE REPORTS

- 12.1. (i) Report of the Special In-Camera meeting or other Committee as may be held prior to Council (if scheduled)
- 12.2. Report No. 121 of the Board of Directors Willistead Manor Inc. **(SCM 43/2025) (*previously distributed*)**
- 12.3. Minutes of the Committee of Management for Huron Lodge of its meeting held December 12, 2024 **(SCM 59/2025) (*previously distributed*)**
- 12.4. Report of the Special Meeting of Council – In-Camera of its meeting held February 24, 2025 **(SCM 115/2025) (*attached*)**
- 12.5. Report of the In-Camera Striking Committee of its meeting held February 24, 2025 **(SCM 116/2025) (*attached*)**
- 12.6. Report of the Special Meeting of Council – In-Camera of its meeting held March 20, 2025 **(SCM 117/2025) (*attached*)**

- 12.7. Report of the Special Meeting of Council – In-Camera of its meeting held April 1, 2025
(SCM 118/2025) (attached)
- 13. BY-LAWS (First and Second Reading) (previously distributed)**
- 13.1. **By-law 49-2025** - A BY-LAW TO AMEND BY-LAW 240-2004, BEING A BYLAW TO CLOSE, STOP UP AND CONVEY PART OF THE NORTH/SOUTH AND EAST/WEST ALLEYS WEST OF ALEXIS ROAD FROM GRAND MARAIS ROAD EAST NORTHERLY TO MONS AVENUE, REGISTERED PLAN 1140, IN THE CITY OF WINDSOR, authorized by CAO 24/2025, dated February 27, 2025.
- 13.2. **By-law 50-2025** - A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE 4.27 METRE NORTH/SOUTH ALLEY NORTH OF REGINALD STREET, EAST OF ROSSINI BOULEVARD, SOUTH OF SEMINOLE STREET AND WEST OF BERNARD ROAD, CITY OF WINDSOR authorized by CR68/2025, dated February 10, 2025.
- 13.3. **By-law 51-2025** - A BY-LAW TO CLOSE, STOP UP AND CONVEY THE 4.27 METRE NORTH/SOUTH ALLEY NORTH OF REGINALD STREET, EAST OF ROSSINI BOULEVARD, SOUTH OF SEMINOLE STREET AND WEST OF BERNARD ROAD, CITY OF WINDSOR, authorized by CR68/2025, dated February 10, 2025.
- 13.4. **By-law 52-2025** - A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 208-2008 CITED AS A BY-LAW TO DELEGATE TO ADMINISTRATION THE AUTHORITY TO PROCESS, MAKE DECISIONS ON, AND TO EXECUTE AGREEMENTS FOR CERTAIN MATTERS, authorized by CR89/2025, dated February 24, 2025.
- 13.5. **By-law 53-2025** - A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE 4.57 METRE NORTH/SOUTH ALLEY NORTH OF LABELLE STREET, EAST OF LONGFELLOW AVENUE, SOUTH OF ALEXANDRA AVENUE AND WEST OF ALEXANDRA AVENUE, CITY OF WINDSOR, authorized by CR371/2023, dated September 5, 2023.
- 13.6. **By-law 54-2025** - A BY-LAW TO CLOSE, STOP UP AND CONVEY THE 4.57 METRE NORTH/SOUTH ALLEY NORTH OF LABELLE STREET, EAST OF LONGFELLOW AVENUE, SOUTH OF ALEXANDRA AVENUE AND WEST OF ALEXANDRA AVENUE, CITY OF WINDSOR, authorized by CR371/2023, dated September 5, 2023.
- 13.7. **By-law 55-2025** - A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW", authorized by CR62/2025, dated February 10, 2025.
- 13.8. **By-law 56-2025** - A BY-LAW TO ADOPT AMENDMENT NO. 191 TO THE OFFICIAL PLAN OF THE CITY OF WINDSOR, authorized by CR99/2025, dated February 24, 2025.
- 13.9. **By-law 57-2025** - A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW", authorized by CR99/2025, dated February 24, 2025.

- 13.10. **By-law 58-2025** - A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW", authorized by CR63/2025, dated February 10, 2025.
- 13.11. **By-law 59-2025** - A BY-LAW TO PROVIDE THAT PART-LOT CONTROL SHALL NOT APPLY TO CERTAIN LAND THAT IS WITHIN REGISTERED PLANS 1014 AND 989 IN THE CITY OF WINDSOR, authorized by By-law 139-2013, dated August 26, 2013.
- 13.12. **By-law 60-2025** - A BY-LAW TO PROVIDE THAT PART-LOT CONTROL SHALL NOT APPLY TO CERTAIN LAND THAT IS WITHIN PLAN 12M-631 IN THE CITY OF WINDSOR, authorized by By-law 139-2013, dated August 26, 2013.
- 13.13. **By-law 61-2025** - A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW", authorized by CR16/2025, dated January 13, 2025.
- 13.14. **By-law 62-2025** - A BY-LAW TO FURTHER AMEND BY-LAW 131-2011 BEING A BY-LAW RESPECTING THE LICENSING, REGULATING AND INSPECTING OF BODY-RUB PARLOURS AND THOSE ENGAGED IN THE BUSINESS OF PROVIDING BODY-RUBS, IN BODY-RUB PARLOURS, authorized by B3/2025, dated January 13, 2025.
- 13.15. **By-law 63-2025** A BY-LAW TO FURTHER AMEND BY-LAW 395-2004 BEING A BY-LAW RESPECTING THE LICENSING AND REGULATION OF VARIOUS BUSINESSES IN THE CITY OF WINDSOR, authorized by B3/2025, dated January 13, 2025.
- 13.16. **By-law 64-2025** - A BY-LAW TO AMEND DESIGNATION BY-LAW NUMBER 281-2003, BEING A BY-LAW TO DESIGNATE THE LANDS AND PREMISES SITUATE WITHIN THE CITY OF WINDSOR, KNOWN AS ROSELAND GOLF COURSE, 455 KENNEDY DRIVE WEST, TO BE OF ARCHITECTURAL AND/OR HISTORIC VALUE OR INTEREST UNDER THE PROVISIONS OF THE ONTARIO HERITAGE ACT, R.S.O. 1990, CHAPTER O.18, AS AMENDED, authorized by CR67/2025, dated February 10, 2025.
- 13.17. **By-law 65-2025** - A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW", authorized by CR64/2025, dated February 10, 2025.
- 13.18. **By-law 66-2025** - A BY-LAW TO FURTHER AMEND BY-LAW NUMBER 8600 CITED AS THE "CITY OF WINDSOR ZONING BY-LAW", authorized by CR65/2025, dated February 10, 2025.
- 13.19. **By-law 67-2025** - A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE 20.12 METRE PORTION OF THE PALL MALL STREET RIGHT-OF-WAY NEXT EAST OF VIRGINIA PARK AVENUE, CITY OF WINDSOR, authorized by CR459/2022, dated November 9, 2022.

- 13.20. **By-law 68-2025** - A BY-LAW TO CLOSE, STOP UP AND CONVEY THE 20.12 METRE PORTION OF THE PALL MALL STREET RIGHT-OF-WAY NEXT EAST OF VIRGINIA PARK AVENUE, CITY OF WINDSOR, authorized by CR459/2022, dated November 9, 2022.
- 13.21. **By-law 69-2025** - A BY-LAW TO ASSUME FOR SUBSEQUENT CLOSURE THE ALLEY SYSTEM NORTH OF FRANKLIN STREET, EAST OF TOURANGEAU ROAD, AND WEST OF ROSSINI BOULEVARD, CITY OF WINDSOR, authorized by CR305/2021, dated July 5, 2021, and CR49/2023, dated January 30, 2023.
- 13.22. **By-law 70-2025** - A BY-LAW TO CLOSE, STOP UP AND CONVEY THE ALLEY SYSTEM NORTH OF FRANKLIN STREET, EAST OF TOURANGEAU ROAD, AND WEST OF ROSSINI BOULEVARD, CITY OF WINDSOR, authorized by CR305/2021, dated July 5, 2021, and CR49/2023, dated January 30, 2023.
- 13.23. **By-law 71-2025** - A BY-LAW TO FURTHER AMEND BY-LAW 9023 BEING A BY-LAW TO REGULATE VEHICULAR PARKING WITHIN THE LIMITS OF THE CITY OF WINDSOR ON MUNICIPAL STREETS, MUNICIPAL PARKING LOTS AND PRIVATE PROPERTIES, authorized by B20/2025 and B22/2025, dated January 27, 2025.
- 13.24. **By-law 72-2025** - A BY-LAW TO AMEND BY-LAW NUMBER 208-2008, BEING A BY-LAW TO DELEGATE TO ADMINISTRATION THE AUTHORITY TO PROCESS, MAKE DECISIONS ON, AND TO EXECUTE AGREEMENTS FOR CERTAIN MATTERS, authorized by CR393/2024, dated September 23, 2024, and CR90/2025, dated February 24, 2025.
- 13.25. **By-law 73-2025** - A PROVISIONAL BY-LAW TO PROVIDE FOR THE REPAIR AND IMPROVEMENT OF THE GOUIN DRAIN, see Item 11.2. (First and Second Reading Only)
- 13.26. **By-law 74-2025** - A PROVISIONAL BY-LAW TO PROVIDE FOR THE REPAIR AND IMPROVEMENT OF THE LACHANCE DRAIN, see Item 11.3. (First and Second Reading Only)
- 13.27. **By-law 75-2025** - A BY-LAW TO CONFIRM PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE CITY OF WINDSOR AT ITS MEETING HELD ON THE 14TH DAY OF APRIL, 2025.

14. MOVE BACK INTO FORMAL SESSION

15. NOTICES OF MOTION (*previously distributed*)

15.1. Moved by: Councillor Kieran McKenzie
Seconded by: _____

WHEREAS the City of Windsor recognizes the importance of international trade to the local economy, with thousands of jobs directly tied to industries such as automotive manufacturing, agriculture, and steel production; and,

WHEREAS Windsor is a cornerstone of Canada's automotive sector, home to major manufacturing plants, auto parts suppliers, and a highly skilled workforce whose livelihoods depend on an integrated North American supply chain; and,

WHEREAS the deeply interconnected economies of Canada and the United States have fostered a mutually beneficial relationship, with bilateral trade supporting millions of jobs, driving innovation, and ensuring the competitiveness of industries like automotive manufacturing on both sides of the border; and,

WHEREAS the imposition of tariffs by the United States on Canadian goods, including steel, aluminum, and other products, poses a significant threat to the automotive industry, jeopardizing jobs not only in Windsor but also in Detroit and other manufacturing hubs in both countries; and,

WHEREAS retaliatory tariffs and trade barriers undermine decades of economic cooperation, destabilizing businesses and creating unnecessary hardship for workers whose jobs rely on cross-border supply chains, joint ventures, and market stability; and,

WHEREAS Windsor's economy relies heavily on cross-border trade, with the Ambassador Bridge and the soon to be operational Gordie Howe International Bridge serving as critical conduits for the flow of goods, services, and commerce, including the transport of automotive parts essential to just-in-time manufacturing systems; and,

WHEREAS both Canada and the United States have invested massive amounts of capital dollars in cross border infrastructure with the express purpose of strengthening the bi-lateral trade relationship between Canada and the United States; and therefore,

BE IT RESOLVED THAT the City of Windsor formally **OPPOSES** the imposition of destructive and unwarranted tariffs by the United States on Canadian goods and calls upon the federal and provincial governments to continue advocating for free and fair trade; and,

BE IT FURTHER RESOLVED THAT the City of Windsor **URGES** both the Canadian and United States governments to engage in constructive dialogue to resolve trade disputes and strengthen bilateral trade relationships, with a particular focus on protecting the automotive sector and its workers; and,

BE IT FURTHER RESOLVED THAT the City of Windsor **ENDORSE** the federal and provincial call for a 'Buy Canadian' policy for all municipal procurement processes, prioritizing Canadian-made goods and services wherever feasible to support local and domestic businesses and workers; and,

BE IT FURTHER RESOLVED THAT the City of Windsor **CALLS UPON** both the federal and provincial governments to remove any impediments to municipalities preferring Canadian companies in the context of municipal procurement; and,

BE IT FURTHER RESOLVED THAT this resolution **BE FORWARDED** to the Prime Minister of Canada, the Premier of Ontario, the County of Essex, local Members of Parliament and Members of Provincial Parliament, the United States Ambassador to Canada, and the Mayor and Council of the City of Detroit, the Governor of the State of Michigan and both United States Senators for the State of Michigan; and,

BE IT FINALLY RESOLVED THAT the City of Windsor **REAFFIRMS** its commitment to fostering economic prosperity through collaboration, trade, and cross-border partnerships.

15.2. Moved by: Councillor Kieran McKenzie
Seconded by: _____

WHEREAS the Province of Ontario, through O. Reg. 530/22 under the *Municipal Act, 2001*, designated the City of Windsor as a “Strong Mayor” community, granting enhanced powers to the Mayor effective July 1, 2023; and,

WHEREAS the Strong Mayor powers significantly alter the balance of governance at the municipal level, undermining the role of Council in decision-making and weakening the fundamental democratic principle of majority rule; and,

WHEREAS the City of Windsor has a long history of collaborative, transparent, and accountable local governance built upon a foundation of Council-debate and shared decision-making; and,

WHEREAS several members of Windsor City Council, as well as municipally elected officials across the province and members of the public have expressed significant concern regarding the imposition of these powers; and,

WHEREAS the City of Windsor did not formally request or express a desire to be designated under the Strong Mayor framework; and,

WHEREAS a growing number of municipalities and elected officials across Ontario are questioning the appropriateness of the Strong Mayor system and are calling for its reconsideration or repeal; and therefore,

BE IT RESOLVED that Windsor City Council **FORMALLY REQUEST** that the Premier of Ontario and the Minister of Municipal Affairs and Housing immediately **REMOVE** the City of Windsor from the list of municipalities designated under the Strong Mayor legislation; and,

BE IT FURTHER RESOLVED that a copy of this resolution **BE SENT** to the Premier of Ontario, the Minister of Municipal Affairs and Housing, all regional Members of Provincial Parliament, all Ontario municipalities, and the Association of Municipalities of Ontario (AMO) for their awareness and support.

CONDITIONAL DELEGATIONS:

- a) Caroline Taylor, Area Resident (in person)
- b) Margaret Reimer, Area Resident (in person)
- c) Janeen Auld, Area Resident (in person)
- d) Chris McAskin, CEO & President, Chris McAskin Enterprises Inc. & McAskin Millennium Corp. (in person)

WRITTEN SUBMISSIONS:

Clerk's Note: Marion Overholt, Area Resident is providing the **attached** letter dated April 11, 2025, as a written submission; Chris McAskin, CEO & President, Chris McAskin Enterprises Inc. & McAskin Millennium Corp. is providing the **attached** letter dated April 11, 2025, as a written submission.

Notice of Motion regarding High Speed Rail – Councillor Kieran McKenzie

Clerk's Note: Councillor Kieran McKenzie intended to introduce a motion regarding High Speed Rail but has advised it won't be further pursued at this time.

16. THIRD AND FINAL READING OF THE BY-LAWS

By-law 49-2025 through 72-2025 and 75-2025.

17. PETITIONS

18. QUESTION PERIOD *(previously distributed)*

18.1. Summary of Outstanding Council Questions as of April 3, 2025 **(SCM 98/2025)**

18.2. Outstanding Council Directives as of February 24, 2025 **(SCM 97/2025)**

19. STATEMENTS BY MEMBERS

20. UPCOMING MEETINGS

City Council Meeting
Monday, April 28, 2025
10:00 a.m., Council Chambers

Environment, Transportation, and Public Safety Standing Committee
Wednesday, April 30, 2025
4:30 p.m., Council Chambers

Environment, Transportation, and Public Safety Standing Committee
Sitting as the Transit Windsor Board of Directors
Wednesday, April 30, 2025
Immediately following the Environment, Transportation & Public Safety Standing
Committee meeting, Council Chambers

21. ADJOURNMENT



Council Report: C 52/2025

Subject: 2024 Year-End Operating Budget Variance Report - City Wide

Reference:

Date to Council: April 14, 2025

Author: David Soave

Manager, Strategic Operating Budget Development & Control

519-255-6100 Ext. 1911

dsoave@citywindsor.ca

Financial Planning

Report Date: 3/28/2025

Clerk's File #: AF/14585

To: Mayor and Members of City Council

Recommendation:

1. THAT City Council **RECEIVE FOR INFORMATION** the 2024 Year-End Operating Budget Variance Report; and further,
2. THAT City Council **ACCEPT** the recommendations of the City Treasurer with regards to the finalization of the 2024 Year-End as follows:
 - a. THAT the Operating Budget deficit of \$2,374,125 **BE FUNDED** from the Budget Stabilization Contingency
 - b. THAT the balance remaining within the Budget Stabilization Contingency in the amount of \$25,875 **BE TRANSFERRED** to Fund 139, the Budget Stabilization Reserve
 - c. THAT \$4,737,669 in Budget Carry-Forwards **BE APPROVED** as detailed in Appendix C; and further,
3. THAT Council **RECEIVE** the attached Development Charges 2024 Income Statement Schedule as detailed in Appendix D; and further,
4. THAT Council **RECEIVE** the attached Development Charge Reserve Fund Statement – Listing of Credits as detailed in Appendix E; and further,
5. THAT City Council **AUTHORIZE** the establishment of a new reserve fund, titled “ETS Reserve” for any Performance Based Funding and unrestricted funding earned by the Employment and Training Services (ETS) division and provided by the Windsor Regional Employment Network (WREN) - Service System Manager (SSM) for purposes of developing future employment programming, and/or unforeseen expenses; and further;

6. THAT City Council **AUTHORIZE** the City Treasurer as part of the year-end closing process, to transfer surplus Performance Based Funding and unrestricted funding earned, to the ETS Reserve; and further,
7. THAT the City Treasurer **BE AUTHORIZED** to apply funds which are retained within the ETS Reserve, inclusive of interest which is earned on balances held in reserve, as may be required to fund future Employment and Training Service needs on the basis that any activity within the reserve **BE REPORTED** to Council as part of future year-end variance reports; and further,
8. THAT City Council **AUTHORIZE** an agreement with the Windsor-Essex County Health Unit, for a period of up to 24 months in the amount of \$146,527, for health promotion programs utilizing the remaining funds previously transferred to and being held by the City; and further,
9. THAT City Council **AUTHORIZE** the CAO and City Clerk to execute the agreement with the Windsor-Essex County Health Unit subject to review for legal content by the City Solicitor, financial content by the City Treasurer and technical content by the Commissioner, Human & Health Services; and,
10. THAT City Council **APPROVE** the following transfers to/(from) the various reserve accounts/funds which is required as part of the 2024 Year-End close:
 - a. (\$56,761) to Fund 231 – WREN SSM IES Reserve
 - b. (\$32,579) to Account 1756 (Reserve for Tree Planting)
 - c. (\$349) to Account 1762 (Municipal Elections Reserve)
 - d. (\$1) to Account 1768 (Ontario Fire Serve Grant Reserve)
 - e. \$1,592 from Account 1782 (Fire – Clothing Reserve)
 - f. \$12,150 from Account 1774 (Replacement of Firefighter PPE)
 - g. \$36,557 from Account 1784 (Succession Planning Reserve)
 - h. \$88,657 from Fund 114-128 (Development Charges Reserves)
 - i. \$147,824 from Account 1780 (Tennis Facility Jackson Park)
 - j. \$300,151 from Fund 160 (Capital Expenditure Reserve)

Executive Summary:

N/A

Background:

Annual operating budgets for all City departments are set at or around the beginning of the calendar year. Professional estimates, the current legislative environment, macroeconomic trends (such as currency fluctuations, commodity prices, unemployment figures, inflationary trends, and business investment, etc.) and other local information available at the time are significant inputs to the operating budget. All departments are responsible to monitor revenues and expenditures on an ongoing basis and undertake projections through to the end of the year to ensure they remain at, or as close to, their approved budget as possible. This assists in mitigating all material

variances as effectively as possible. As is typical with most forecasts, accuracy tends to increase as the year progresses and more information and data becomes available. In addition to the City's operating budget, which is primarily funded by the property tax levy, certain expenditures are funded by specific non-property tax levy sources such as Legislated Building Permits, On/Off Street Parking Operations and the Sewer Surcharge Operating Fund. The discussion section of this report provides additional detail for the year-end variances for all departments.

City Council is being requested to approve actions which were taken in order to finalize the 2024 year-end operating results.

Discussion:

Year-End Operating Variance

The 2024 fiscal year has been closed with an operating deficit of \$2,374,125. This figure includes budget carryovers totalling \$4,737,669, which have been outlined in Appendix C. These budget carry forwards are primarily due to the timing of expenditures and will assist in ensuring that planned City services will have sufficient funding when required. The deficit also includes the use of \$3,734,069, which was drawn from the Budget Stabilization Reserve (BSR). As part of the development of the 2024 Operating budget, \$7.8 million was approved as placeholder funding to be drawn as needed. The lesser amount of \$3.7 million has been detailed below in Table C. Funding for the year-end deficit will require the use of \$2,374,125 of the \$2.4 million corporate contingency amount which is included annually as a budgeted expenditure for unforeseen or unexpected situations. The balance remaining in the corporate contingency of \$25,875 has been transferred to the BSR.

Table A below provides a summary of the 2024 Gross and Net approved operating budgets and year-end variances for City Departments, Agencies, Boards & Committees. The year-end variances have been sorted from largest deficit to largest surplus. Supporting explanations for the departmental variances is included in Appendix A.

Table A: 2024 Corporate Variance Summary

Department	2024 Gross Budget	2024 Net Budget	2024 Year-End Variance	% of Net Budget
Fire & Rescue	\$57,607,535	\$55,504,013	(\$1,929,188)	(3.48%)
Transit Windsor	\$45,840,469	\$17,618,928	(\$1,895,803)	(10.76%)
Parks, Recreation & Facilities	\$65,854,297	\$44,022,186	(\$511,516)	(1.16%)
Taxation & Financial Projects	\$4,191,258	\$649,312	(\$506,434)	(78.00%)
Corporate Security	\$3,998,394	\$1,404,244	(\$364,591)	(25.96%)
Human Resources	\$7,746,698	\$6,761,299	(\$287,387)	(4.25%)
Legal	\$14,462,972	\$6,765,382	(\$212,005)	(3.13%)
Building Services	\$9,493,128	\$1,449,696	(\$111,496)	(7.69%)
Asset Planning	\$1,598,313	\$739,513	(\$28,969)	(3.92%)
Pollution Control	\$25,201,078	\$0	\$0	0.00%
Library Services	\$9,068,428	\$8,196,393	\$0	0.00%
Mayor's Office	\$504,893	\$504,893	\$0	0.00%
Planning & Development	\$5,561,286	\$3,560,106	\$3,828	0.11%
CAO's Office	\$1,200,218	\$1,200,218	\$5,013	0.42%
Financial Accounting	\$3,404,853	\$2,731,303	\$15,061	0.55%
Housing & Children Services	\$159,319,871	\$16,256,853	\$25,169	0.15%
Financial Planning	\$4,922,080	\$3,379,996	\$28,333	0.84%
City Council	\$1,149,967	\$992,976	\$29,155	2.94%
Information Technology	\$11,480,842	\$8,920,319	\$40,229	0.45%
Public Works	\$64,702,367	\$33,482,267	\$108,436	0.32%
Equity & Diversity	\$472,345	\$359,072	\$119,763	33.35%
Communications	\$4,374,801	\$3,693,768	\$137,406	3.72%
Culture & Events	\$2,711,564	\$2,183,729	\$164,337	7.53%
Economic Development	\$2,285,949	\$2,194,123	\$165,626	7.55%
Council Services	\$7,251,786	\$4,013,349	\$265,432	6.61%
Engineering	\$10,024,571	\$2,923,403	\$575,016	19.67%
Huron Lodge	\$35,232,654	\$10,152,534	\$646,249	6.37%
Employment & Social Services	\$149,452,140	\$8,395,577	\$809,983	9.65%
Corporate Accounts	\$194,461,508	\$92,228,244	\$2,516,897	2.73%
Sub-Total: City Departments	\$903,576,265	\$340,283,696	(\$191,456)	(0.06%)
Police Services	\$123,958,993	\$103,576,858	(\$3,792,328)	(3.66%)
Housing Corporation	\$25,608,108	\$16,831,885	\$265,673	1.58%
Agencies	\$24,522,485	\$24,421,887	\$1,343,986	5.50%
Sub-Total: ABC's	\$174,089,586	\$144,830,630	(\$2,182,669)	(1.51%)
Total: Municipal	\$1,077,665,851	\$485,114,326	(\$2,374,125)	(0.49%)

Operational & Economic Statistics

Appendix B includes a list of relevant operational and economic statistics (extracted from various sources) that have been presented in previous variance reports to Council. The data is provided as background information and is depicted graphically for 2024 year-end, along with each of the preceding nine years for ease of reference and comparison purposes. Administration will continue to monitor and report on these statistics as part of the regular variance reporting to Council.

Budget Carry-Forwards

Appendix C includes a list of the recommended budget carry-forwards, which have been approved for 2024. These are budgeted items, which total \$4,737,669 and that, due to timing, not been expended in 2024. As a result, the budgets for those items have been carried forward into 2025. These expenditure line items are expected to be utilized in support of services in 2025 or beyond. A detailed review has been completed for each carry forward request and it has been determined that the amounts are reasonable.

Development Charge Reserve Income Statements

The final two appendices (**Appendix D & Appendix E**) provide City Council with detailed revenues and expenses for all of the development charge reserves in 2024, as required by the Development Charges Act, along with a listing of outstanding development charge credits at year-end.

New Reserve (Employment and Training Services - ETS)

In 2024, the Employment and Training Services division was made aware there would be an opportunity to receive additional Performance Based Funding (PBF) at the direction of the Service System Manager (SSM). PBF is earned through successfully supporting individuals in obtaining and maintaining employment and reporting the information to the SSM. This PBF funding will serve a vital role in ETS by allowing the team to fund future programming, offset unforeseen expenses and create opportunities for new initiatives laid out from the ETS team.

Approval is being sought, as part of the year-end process, to allow the City Treasurer to transfer any surplus Performance Based Funding and unrestricted funding earned, to the ETS Reserve. Further, approval is being sought that would allow the City Treasurer to retain and apply funds, inclusive of interest earned, as may be required to fund future Employment and Training Services needs. Activity within the reserve will be reported to Council as part of the annual year-end variance report.

Other Operating Reserves

On/Off Street Parking

A transfer of \$31,194 was made to the On-Off Street Parking Reserve. Although the revenue from hourly and monthly parking fees was lower than anticipated, this shortfall

was fully offset by expenditure savings. These savings were achieved through cost reductions in areas such as maintenance, utilities, staff gapping, and other operational expenses. Additional details on all account categories, including specific revenue and expenditure variances, can be found in Appendix A of this report.

Building Permit Reserve

The budgeted operating draw from the Building Permit Reserve for 2024 was \$1,355,256. However, due to the prevailing economic conditions, the revenue generated from Building Permit activity, after accounting for expenses related to the administration and enforcement of the Ontario Building Code Act, resulted in a net contribution of \$9,545,366 to the BPFR. This contribution was primarily driven by an increase in revenue totaling \$8,868,014, along with staff gapping savings of \$677,352. Additional details on all account categories, including specific revenue and expenditure variances, can be found in Appendix A of this report as well as report C50/2024 also presented at this time.

Sewer Surcharge Reserve

The year-end contribution to the Sewer Surcharge Reserve was \$11,854,566. Pollution control revenue from sewage treatment recoveries, over strength sewage rates, and leachate recoveries were higher than anticipated by \$2 million. In addition, general revenue was higher by \$9,494,840 largely due to increased development and growth resulting in more customers utilizing water and wastewater services. This increase in revenue could not have been readily projected prior to the end of the year primarily due to two factors; variability of water usage and timing of billings which occur after water usage data is collected. Most of the growth and development occurred in the later quarter of 2024 and the financial results were calculated in February/March of 2025, after the year-end close. While there were higher-than-anticipated costs for operating supplies and contracted services, these shortfalls were offset by surpluses resulting from salary gapping and holdbacks in sewer surcharge capital transfers. The salary gapping savings stemmed from temporary vacancies and staffing delays, while the holdbacks in capital transfers were due to the timing of project expenditures. Additional details on all account categories, including specific revenue and expenditure variances, can be found in Appendix A of this report.

Other Reserve Transfers

Municipal Vacant Home Tax (VHT)

In 2024, the City launched its Municipal Vacant Home Tax Program (VHT Program) that levied a three percent (3%) tax on residential properties that were vacant more than one hundred and forty days (140) in 2024. This complaint-based program resulted in one hundred and thirty-nine billings, generating a total revenue net of related expenses of \$213,717. In accordance with Council direction (CR493/2023), revenue, net of related expenses of \$213,717 was transferred to the City's Housing Reserve (Fund 216) to assist with housing-related programs, projects, and initiatives.

Municipal Accommodation Tax (MAT)

In 2024, total revenue net of administrative costs generated from the Municipal Accommodation Tax (MAT) was \$2,991,408, of which, fifty percent (50%) or \$1,495,704, was shared equally between the City of Windsor and Tourism Windsor Essex and Pelee Island (TWEPI). The City's share was transferred to the Tourism Development Infrastructure and Program Reserve Fund to support tourism-related infrastructure projects.

Agreement with the Health Unit (Oral Health Treatment)

In 2013, City Council (CR18/2013) passed a by-law directing the Windsor Utilities Commission to cease the fluoridation of the City of Windsor water supply and that the savings from this action be directed to oral and health nutrition and education in Windsor and Essex County for a period of 5-years. An Oral Health Education Committee was established to oversee the initiative, which ran successfully from 2013 to 2018. Despite the campaign's conclusion at the end of the five years, \$146,527 remained unspent.

Administration is recommending that the City of Windsor partner with the Windsor-Essex County Health Unit (WECHU) to utilize the funds for health promotion programs supporting enhanced access to oral health treatment through provincially and federally funded programs. This programming will target prioritized populations such as low-income households, youth, and older adults to connect them to WECHU programs or a community dental office for further support. Additional partnerships with post-secondary programs will ensure core oral health assessment skills are integrated into health and social service curricula.

Transfer To / From Reserves

Throughout the course of the year, costs related to certain initiatives are captured in operating accounts/funds and then transferred at year-end to/from various specific reserves consistent with past practice. The following transfers have occurred and a summary is provided below in **Table B**.

Table B: 2024 Summary of Transfers (To)/From Reserve Accounts/Funds

RESERVE FUND / ACCOUNT	AMOUNT
Fund 231 - WREN SSM IES Reserve	(\$56,761)
Account 1756 - Reserve for Tree Planting	(\$32,579)
Account 1762 - Municipal Elections Reserve	(\$349)
Account 1768 - Ontario Fire Serve Grant Reserve	(\$1)
Account 1782 - Fire - Clothing Reserve	\$1,592
Account 1774 - Replacement of Firefighter Personal Protect Equipment	\$12,150
Account 1784 - Succession Planning Reserve	\$36,557
Fund 114-128 - Development Charge Reserves	\$88,657
Account 1780 - Tennis Facility Jackson Park	\$147,824
Fund 160 - Capital Expenditure Reserve	\$300,151

One-Time Funding

During the development of the 2024 operating budget, a total of \$7,837,640 in one-time funding was approved to address non-recurring budgetary needs for the fiscal year. These requests were considered and approved during the budget process to prevent ongoing operating costs from being embedded in the base budget, thereby minimizing the required levy increase. Throughout the year, departmental budgets are closely monitored, and access to approved one-time funding is restricted to instances where a department anticipates ending the year in a deficit position. Whenever possible, departments are encouraged to avoid utilizing these funds to preserve the balance in the reserves from which they are approved. Of the total one-time funding approved in 2024, only \$3,734,069 was drawn from the reserve, representing 48% of the total allocated amount. **Table C** below includes a departmental listing of approved one-time funding vs. the total amounts transferred in 2024.

Table C: 2024 Approved One-Time Funding vs. 2024 Actual Transfers

Department	Approved One-Time Funding	Actual Transferred Funding	Un-transferred	Percentage Used
Building Services	\$156,440	\$0	\$156,440	0%
Communications	\$109,000	\$0	\$109,000	0%
Corporate Security	\$43,900	\$43,900	\$0	100%
Council Services	\$300,000	\$300,000	\$0	100%
Engineering	\$135,750	\$0	\$135,750	0%
Financial Planning	\$170,567	\$69,936	\$100,631	41%
Fire & Rescue	\$110,051	\$97,014	\$13,037	88%
Housing & Children's Serv.	\$342,140	\$103,063	\$239,077	30%
Housing Corporation	\$634,531	\$267,546	\$366,985	42%
Human Resources	\$62,765	\$0	\$62,765	0%
Huron Lodge	\$125,000	\$0	\$125,000	0%
Information Technology	\$521,235	\$0	\$521,235	0%
Parks, Rec. & Facilities	\$456,641	\$386,641	\$50,000	85%
Planning & Dev. Services	\$150,000	\$0	\$150,000	0%
Legal	\$82,617	\$54,084	\$28,533	65%
Public Works	\$1,393,963	\$323,123	\$1,070,840	23%
Taxation & Fin. Projects	\$138,541	\$74,234	\$64,307	54%
Transit Windsor	\$2,904,499	\$2,014,529	\$889,970	69%
Total	\$7,837,640	\$3,734,069	\$4,083,571	48%

Risk Analysis:

There are a number of potential risks that can impact the year-end financial results which may cause differences from what had previously been reported to City Council as follows:

1. The Net Tax Additions/Reductions account is extremely difficult to project with certainty. While many of the larger tax appeals have been settled there is still an ability for taxpayers to appeal their property assessment value on an annual basis. Any variances in this account will vary dramatically based on the outcomes and timing of the settlements.
2. Current macro and micro economic conditions such as changes to local unemployment rates, volatility of energy costs, commodity prices and interest rates, as well as supply and demand for products and services. Inflationary increases (the Consumer Price Index) in 2024 averaged 2.4%. This has become a significant risk in the last couple of years and is being monitored closely.
3. Seasonal variability with respect to revenues (e.g. Recreation Fees) and expenses (e.g. winter control).
4. Potential increases in staffing costs due to factors such as sick call replacement, modified duties (particularly in mandated or 24/7 operational areas), WSIB, joint job evaluation or other arbitration decisions, and health benefit usage (Green Shield). Some of these costs may be covered by corporate provisions/reserves.
5. Potential increase to unavoidable expenditures such as unavoidable repairs and maintenance, along with related purchases of materials and supplies, legal expenses, streetlight maintenance, etc.
6. The significant use of estimates, historical knowledge and judgement in developing budgets and projecting actual expenses for the year implies that actual year-end revenues and expenditures may differ significantly from quarterly projections. One way to mitigate this risk and help to offset any unexpected or one-time variances is by way of the annual corporate contingency account.

Climate Change Risks

Climate Change Mitigation:

Climate Change Mitigation initiatives are budgeted throughout the corporation and any variances form part of the departmental and ABC variance descriptions.

Climate Change Adaptation:

Climate Change Adaptation initiatives are budgeted throughout the corporation and any variances form part of the departmental and ABC variance descriptions.

Financial Matters:

Detailed descriptions to support the departmental year-end variances have been provided in Appendix A.

Consultations:

All City Departments provided comments to augment and clarify the analysis performed by the Financial Planning Department.

Michael Dennis, Manager, Strategic Capital Budget Development & Control

Emilie Dunnigan, Manager, Development Revenue & Financial Administration

Linda Higgins, Manager of Inter-Governmental Subsidies & Financial Administration

Mark Spizzirri, Manager, Performance Measurement & Business Case Development

Conclusion:

The 2024 year-end close process is complete, and the variance report is being presented to City Council for final direction.

Planning Act Matters:

N/A

Approvals:

Name	Title
David Soave	Manager, Operating Budget Development & Control
Tony Ardovini	Deputy City Treasurer – Financial Planning
Janice Guthrie	Commissioner, Finance & City Treasurer
Joe Mancina	Chief Administrative Officer

Notifications:

Name	Address	Email

Appendices:

1. Appendix A – 2024 Operating Budget Variance
2. Appendix B – 2024 Operational & Economic Statistics
3. Appendix C – 2024 Budget Carry-Forwards
4. Appendix D – 2024 Development Charges Reserve Funds Income Statement
5. Appendix E – 2024 Statement of Activity – Development Charge Credits

Operating Budget Variance Summary by Department

Department	2024 Gross Budget	2024 Net Budget	Q1 Projected Variance	Q2 Projected Variance	Q3 Projected Variance	Year-End Final Variance	% of Net Budget
Fire & Rescue	\$57,607,535	\$55,504,013	n/a	(\$1,551,000)	(\$1,426,000)	(\$1,929,188)	(3.48%)
Transit Windsor	\$45,840,469	\$17,618,928	n/a	\$0	\$0	(\$1,895,803)	(10.76%)
Parks, Recreation & Facilities	\$65,854,297	\$44,022,186	n/a	(\$201,000)	(\$132,000)	(\$511,516)	(1.16%)
Taxation & Financial Projects	\$4,191,258	\$649,312	n/a	(\$582,000)	(\$500,000)	(\$506,434)	(78.00%)
Corporate Security	\$3,998,394	\$1,404,244	n/a	\$34,000	(\$399,000)	(\$364,592)	(25.96%)
Human Resources	\$7,746,698	\$6,761,299	n/a	(\$353,000)	(\$353,000)	(\$287,387)	(4.25%)
Legal	\$14,462,972	\$6,765,382	n/a	(\$665,000)	(\$543,000)	(\$212,005)	(3.13%)
Building Services	\$9,493,128	\$1,449,696	n/a	(\$171,000)	(\$141,000)	(\$111,496)	(7.69%)
Asset Planning	\$1,598,313	\$739,513	n/a	\$0	\$0	(\$28,969)	(3.92%)
Pollution Control	\$25,201,078	\$0	n/a	\$0	\$0	\$0	0.00%
Library Services	\$9,068,428	\$8,196,393	n/a	\$0	\$0	\$0	0.00%
Mayor's Office	\$504,893	\$504,893	n/a	\$0	\$0	\$0	0.00%
Planning & Development	\$5,561,286	\$3,560,106	n/a	\$10,000	\$0	\$3,828	0.11%
CAO's Office	\$1,200,218	\$1,200,218	n/a	\$0	\$0	\$5,013	0.42%
Financial Accounting	\$3,404,853	\$2,731,303	n/a	\$0	\$0	\$15,061	0.55%
Housing & Children Services *	\$159,319,871	\$16,256,853	n/a	(\$751,000)	\$356,000	\$25,169	0.15%
Financial Planning	\$4,922,080	\$3,379,996	n/a	\$28,000	\$100,000	\$28,333	0.84%
City Council	\$1,149,967	\$992,976	n/a	\$0	\$49,000	\$29,155	2.94%
Information Technology	\$11,480,842	\$8,920,319	n/a	\$0	\$40,000	\$40,229	0.45%
Public Works	\$64,702,367	\$33,482,267	n/a	\$775,000	(\$357,000)	\$108,436	0.32%
Equity & Diversity	\$472,345	\$359,072	n/a	\$56,000	\$105,000	\$119,763	33.35%
Communications	\$4,374,801	\$3,693,768	n/a	\$77,000	\$122,000	\$137,406	3.72%
Culture & Events	\$2,711,564	\$2,183,729	n/a	\$84,000	\$270,000	\$164,337	7.53%
Economic Development	\$2,285,949	\$2,194,123	n/a	\$0	\$0	\$165,625	7.55%
Council Services	\$7,251,786	\$4,013,349	n/a	\$67,000	\$294,000	\$265,432	6.61%
Engineering	\$10,024,571	\$2,923,403	n/a	\$57,000	\$122,000	\$575,016	19.67%
Huron Lodge	\$35,232,654	\$10,152,534	n/a	\$545,000	\$590,000	\$646,249	6.37%
Employment & Social Services	\$149,452,140	\$8,395,577	n/a	\$630,000	\$797,000	\$809,983	9.65%
Corporate Accounts	\$194,461,508	\$92,228,244	n/a	\$2,444,000	\$4,268,000	\$2,516,898	2.73%
Sub-Total: City Departments	\$903,576,265	\$340,283,696	n/a	\$533,000	\$3,262,000	(\$191,456)	(0.06%)
Police Services	\$123,958,993	\$103,576,858	n/a	(\$3,000,000)	(\$3,500,000)	(\$3,792,328)	(3.66%)
Housing Corporation	\$25,608,108	\$16,831,885	n/a	(\$482,000)	(\$486,000)	\$265,673	1.58%
Agencies	\$24,522,485	\$24,421,887	n/a	\$668,000	\$668,000	\$1,343,986	5.50%
Sub-Total: ABC's	\$174,089,586	\$144,830,630	n/a	(\$2,814,000)	(\$3,318,000)	(\$2,182,669)	(1.51%)
Total: Municipal	\$1,077,665,851	\$485,114,326	n/a	(\$2,281,000)	(\$56,000)	(\$2,374,125)	(0.49%)

CAO's Office

DEPARTMENTAL OVERVIEW

The Chief Administrative Officer (CAO) works closely with the Mayor and City Council, as well as City Administration through its senior leaders, to ensure Council's goals and objectives are achieved. This is realized through strategic leadership to the Corporation, managing the daily operations of service delivery, and leading ongoing improvements with a goal of greater efficiency.

Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	\$0	\$0	\$0	\$0
Annual Expense Budget	\$1,336,637	\$1,106,545	\$1,103,044	\$1,070,193
Annual Net Budget	\$1,336,637	\$1,106,545	\$1,103,044	\$1,070,193
Annual Net Variance	\$114,810	\$3,656	\$160,731	\$30,288
Variance as a % of Net Budget	8.6%	0.3%	14.6%	2.8%

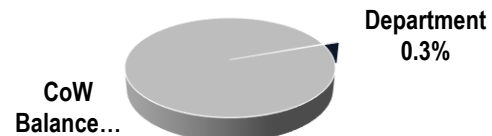
2024 Budgeted Full Time Equivalent (FTE)



	FTE
Sr. Mngr.	1.0
Management:	1.0
Non-Union:	3.0
Total	5.0

2024 Portion of Net Municipal Tax Levy

Department	CoW Balance	Net Levy
\$1,200,218	\$431,045,100	\$432,245,318



2024 Year-End Variance:

\$5,013

Surplus

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Expenses:				
Purchased Services	n/a	\$0	\$0	\$5,013
Net Total	n/a	\$0	\$0	\$5,013

Purchased Services \$5,013

The surplus in the CAO's Office is due to a surplus in corporate consulting.

Corporate Security

DEPARTMENTAL OVERVIEW

The Security and Special Activities Unit provides facilities management services to the City Hall Square campus and proactive and reactive security measures to the Corporation at large working synergistically with existing agencies, departments and tenants.

Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	n/a	n/a	(\$2,515,286)	(\$2,670,764)
Annual Expense Budget	n/a	n/a	\$3,701,829	\$3,883,870
Annual Net Budget	n/a	n/a	\$1,186,543	\$1,213,106
Annual Net Variance	n/a	n/a	\$343,282	(\$261,565)
Variance as a % of Net Budget	n/a	n/a	28.9%	(21.6%)

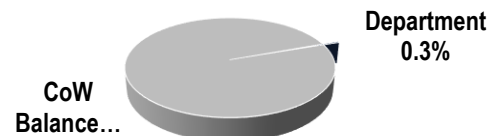
2024 Budgeted Full Time Equivalent (FTE)



	<u>FTE</u>
Management:	1.0
Non-Union:	1.0
Local 543:	<u>17.2</u>
Total	19.2

2024 Portion of Net Municipal Tax Levy

<u>Department</u>	<u>CoW Balance</u>	<u>Net Levy</u>
\$1,404,244	\$430,841,074	\$432,245,318



2024 Year-End Variance: (\$364,592)

Deficit

Corporate Security

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Revenue:				
Other Miscellaneous Revenue	n/a	\$10,000	\$10,000	\$0
Expenses:				
Purchased Services	n/a	\$0	(\$450,000)	(\$394,958)
Salaries & Benefits	n/a	\$24,000	\$41,000	\$26,678
Other Miscellaneous Expenditures	n/a	\$0	\$0	\$3,688
Net Total	n/a	\$34,000	(\$399,000)	(\$364,592)

Purchased Services (\$394,958)

As previously reported the deficit of \$394,958 in purchased services is due to the Corporate Security Guard services contract .

Salaries & Benefits \$26,678

A surplus of \$26,678 in salaries is due to gapping of positions during the year.

Other Miscellaneous Expenditures \$3,688

A surplus of \$3,688 in Other Misc. Expenses is driven by a \$10,227 surplus in Licenses and Dues, \$860 surplus in various miscellaneous items offset by a deficit of \$7,400 in Office supplies.

City Council

DEPARTMENTAL OVERVIEW

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

Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	(\$185,000)	(\$156,991)	(\$175,641)	(\$156,991)
Annual Expense Budget	\$1,031,469	\$1,029,184	\$1,050,834	\$1,125,767
Annual Net Budget	\$846,469	\$872,193	\$875,193	\$968,776
Annual Net Variance	\$48,836	\$57,963	\$164,560	\$17,355
Variance as a % of Net Budget	5.8%	6.6%	18.8%	1.8%

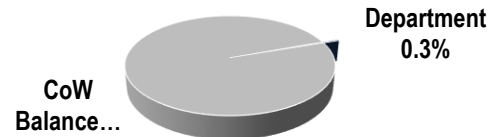
2024 Budgeted Full Time Equivalent (FTE)



	<u>FTE</u>
Mayor:	1.0
Councillors:	<u>10.0</u>
Total	11.0

2024 Portion of Net Municipal Tax Levy

<u>Department</u>	<u>CoW Balance</u>	<u>Net Levy</u>
\$992,976	\$431,252,342	\$432,245,318



2024 Year-End Variance:

\$29,155

Surplus

City Council

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Revenue:				
Other Miscellaneous Revenue	n/a	\$0	\$25,000	\$21,740
Expenses:				
Purchased Services	n/a	\$0	\$11,000	\$4,605
Other Miscellaneous Expenditures	n/a	\$0	\$13,000	\$2,811
Net Total	n/a	\$0	\$49,000	\$29,155

Other Miscellaneous Revenue **\$21,740**

The surplus of \$21,740 in miscellaneous revenue is due to increased recoveries from attendance by City Councillors at board meetings.

Purchased Services **\$4,605**

Due to minor surpluses in various accounts within Purchased Services accounts.

Other Miscellaneous Expenditures **\$2,811**

The surplus of \$2,811 is related to unspent funds within the Council Committee's overall budget.

Mayor's Office

DEPARTMENTAL OVERVIEW

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

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

The Mayor has a staff of contract employees hired directly by the Mayor to facilitate the operations of the Mayor's Office.

Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	\$0	\$0	\$0	\$0
Annual Expense Budget	\$905,325	\$1,455,705	\$505,705	\$504,338
Annual Net Budget	\$905,325	\$1,455,705	\$505,705	\$504,338
Annual Net Variance	\$0	\$0	\$0	\$0
Variance as a % of Net Budget	0.0%	0.0%	0.0%	0.0%

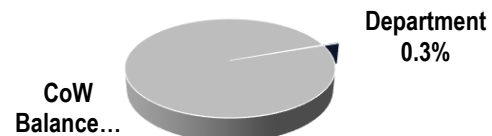
2024 Budgeted Full Time Equivalent (FTE)



FTE
n/a

2024 Portion of Net Municipal Tax Levy

<u>Department</u>	<u>CoW Balance</u>	<u>Net Levy</u>
\$504,893	\$431,740,425	\$432,245,318



2024 Year-End Variance:

\$0

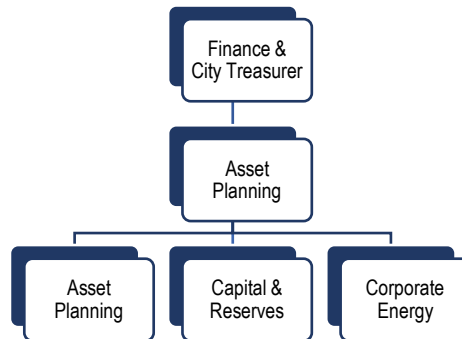
Surplus

The Mayor's Office ended the year on budget.

Asset Planning

DEPARTMENTAL OVERVIEW

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



Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	n/a	n/a	(\$1,010,920)	(\$803,211)
Annual Expense Budget	n/a	n/a	\$1,875,527	\$1,547,581
Annual Net Budget	n/a	n/a	\$864,607	\$744,370
Annual Net Variance	n/a	n/a	(\$35,651)	\$72,293
Variance as a % of Net Budget	n/a	n/a	(4.1%)	9.7%

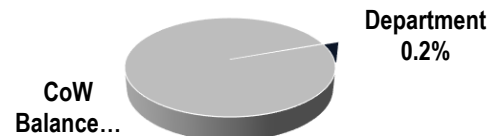
2024 Budgeted Full Time Equivalent (FTE)



	FTE
Management:	4.0
Non-Union:	6.0
Total	10.0

2024 Portion of Net Municipal Tax Levy

Department	CoW Balance	Net Levy
\$739,513	\$431,505,805	\$432,245,318



2024 Year-End Variance:

(\$28,969)

Deficit

Asset Planning

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Expenses:				
Minor Capital	n/a	\$0	\$0	(\$2,561)
Operating & Maintenance Supplies	n/a	\$0	\$0	\$8,058
Purchased Services	n/a	\$0	\$0	\$7,376
Salaries & Benefits	n/a	\$0	\$0	(\$53,982)
Other Miscellaneous Expenditures	n/a	\$0	\$0	\$12,140
Net Total	n/a	\$0	\$0	(\$28,969)

Minor Capital (\$2,561)

The year-end deficit of \$2,561 in Minor Capital was a result of the provision of a laptop for a temporary employee.

Operating & Maintenance Supplies \$8,058

The year-end surplus of \$8,058 is the result of less than anticipated expenditures in the department.

Purchased Services \$7,376

The year-end surplus of \$7,376 in Purchased Services was a result of the following unspent funds: Consulting Services - External \$2,806; Travel Expense \$1,797; Cell Phones \$1,679; and \$1,094 in various other expense accounts.

(\$53,982)

The year-end deficit of \$53,982 in Salaries & Benefits was a result of: the use of a co-op student hired to assist with critical tasks relating to the Asset Management Plan \$19,355; permanent gapping \$16,667; retro payment of a Non-Union Job Evaluation (NUJE) decision \$9,345; an acting assignment totalling \$5,550 and WSIB expenses totaling \$3,065. It should be noted that deficits within departments related to job evaluation retroactive payment and unanticipated WSIB expenses are offset by a corporate provision for this purpose (as highlighted in the Corporate Accounts).

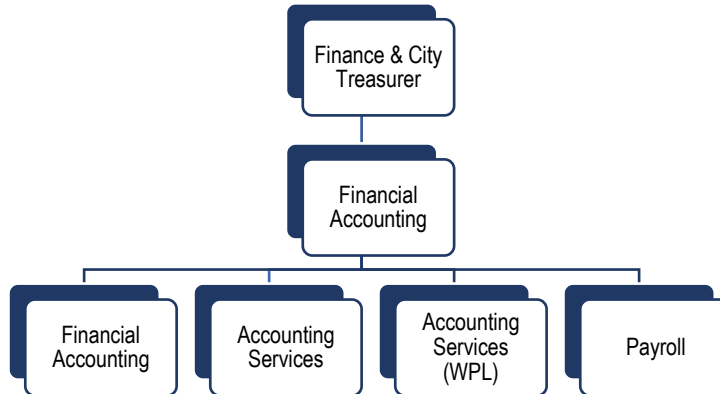
Other Miscellaneous Expenditures \$12,140

The year-end surplus of \$12,140 in Other Miscellaneous Expenditures was a result of unspent funds for Training Courses \$8,179; Conference Registration \$2,411 and Membership Fees & Dues \$1,550.

Financial Accounting

DEPARTMENTAL OVERVIEW

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



Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	n/a	n/a	(\$833,103)	(\$632,556)
Annual Expense Budget	n/a	n/a	\$3,162,235	\$3,218,530
Annual Net Budget	n/a	n/a	\$2,329,132	\$2,585,974
Annual Net Variance	n/a	n/a	\$55,004	\$0
Variance as a % of Net Budget	n/a	n/a	2.4%	0.0%

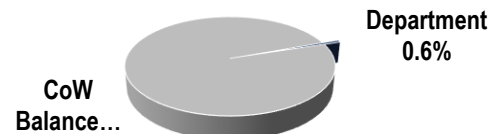
2024 Budgeted Full Time Equivalent (FTE)



	<u>FTE</u>
Management:	6.0
Non-Union:	6.0
Local 543:	17.0
Total	29.0

2024 Portion of Net Municipal Tax Levy

<u>Department</u>	<u>CoW Balance</u>	<u>Net Levy</u>
\$2,731,303	\$429,514,015	\$432,245,318



2024 Year-End Variance:

\$15,061

Surplus

Financial Accounting

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Revenue:				
User Fees, Permits & Charges	n/a	\$0	\$0	(\$1,342)
Expenses:				
Minor Capital	n/a	\$0	\$0	(\$1,309)
Operating & Maintenance Supplies	n/a	\$0	\$0	(\$1,682)
Purchased Services	n/a	\$0	\$0	\$43,832
Salaries & Benefits	n/a	\$0	\$0	(\$30,329)
Other Miscellaneous Expenditures	n/a	\$0	\$0	\$5,891
Net Total	n/a	\$0	\$0	\$15,061

User Fees, Permits & Charges (\$1,342)

The year-end deficit of \$1,342 in User Fees, Permits & Charges was a result of a shortfall in Return Cheque Service Fee revenues.

Minor Capital (\$1,309)

The year-end deficit of \$1,309 in Minor Capital was a result of the purchase of unanticipated office equipment.

Operating & Maintenance Supplies (\$1,682)

The year-end deficit of \$1,682 in Operating & Maintenance Supplies was a result of an increase in the cost of supplies.

Purchased Services \$43,832

The year-end surplus of \$43,832 in Purchased Services was due to the identification of additional HST rebates.

Salaries & Benefits (\$30,329)

The year-end deficit of \$30,329 in Salaries & Benefits was a result of overtime hours required by Payroll staff in order to complete critical tasks and recoveries that were not realized.

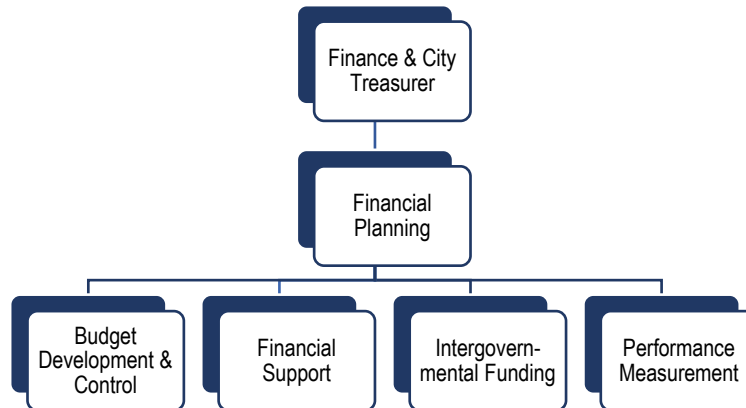
Other Miscellaneous Expenditures \$5,891

The year-end surplus of \$5,891 in Other Miscellaneous Expenditures was a result of unspent funds in Training Courses and Membership Fees & Dues.

Financial Planning

DEPARTMENTAL OVERVIEW

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



Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	n/a	n/a	(\$1,125,237)	(\$1,258,340)
Annual Expense Budget	n/a	n/a	\$3,971,534	\$4,270,004
Annual Net Budget	n/a	n/a	\$2,846,297	\$3,011,664
Annual Net Variance	n/a	n/a	\$100,336	(\$71,298)
Variance as a % of Net Budget	n/a	n/a	3.5%	(2.4%)

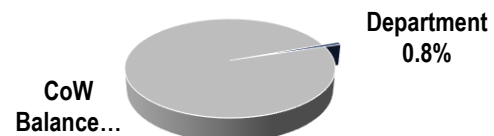
2024 Budgeted Full Time Equivalent (FTE)



	<u>FTE</u>
Management:	6.0
Non-Union:	26.0
Local 543:	3.0
Total	35.0

2024 Portion of Net Municipal Tax Levy

<u>Department</u>	<u>CoW Balance</u>	<u>Net Levy</u>
\$3,379,996	\$428,865,322	\$432,245,318



2024 Year-End Variance:

\$28,333

Surplus

Financial Planning

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Expenses:				
Minor Capital	n/a	(\$10,000)	\$0	(\$9,066)
Purchased Services	n/a	\$0	\$0	\$7,786
Salaries & Benefits	n/a	\$50,000	\$100,000	\$18,965
Other Miscellaneous Expenditures	n/a	(\$12,000)	\$0	\$10,648
Net Total	n/a	\$28,000	\$100,000	\$28,333

Minor Capital	(\$9,066)
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The year-end deficit of \$9,066 in Minor Capital was a result of the purchase of computer and office equipment for temporary employees.

Purchased Services	\$7,786
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The year-end surplus of \$7,786 in Purchased Services was a result of unspent funds in Travel Expense and Car Allowance.

Salaries & Benefits	\$18,965
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The year-end surplus of \$18,965 in Salaries & Benefits was a result of gapping.

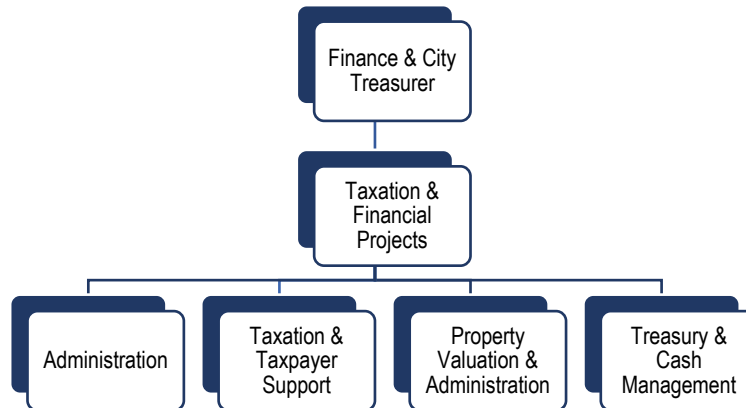
Other Miscellaneous Expenditures	\$10,648
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The year-end surplus of \$10,648 in Other Miscellaneous Expenditures was a result of unspent funds in Membership Fees & Dues and Conference Registration.

Taxation & Financial Projects


DEPARTMENTAL OVERVIEW

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



Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	n/a	n/a	(\$2,870,561)	(\$3,006,735)
Annual Expense Budget	n/a	n/a	\$3,475,392	\$3,704,444
Annual Net Budget	n/a	n/a	\$604,831	\$697,709
Annual Net Variance	n/a	n/a	(\$268,259)	(\$241,779)
Variance as a % of Net Budget	n/a	n/a	(44.4%)	(34.7%)

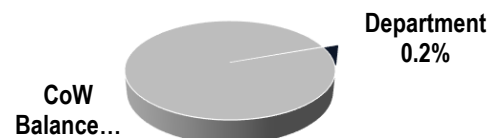
2024 Budgeted Full Time Equivalent (FTE)



	FTE
Sr. Mngr.	1.0
Management:	5.0
Non-Union:	11.0
Local 543:	14.0
Total	31.0

2024 Portion of Net Municipal Tax Levy

Department	CoW Balance	Net Levy
\$649,312	\$431,596,006	\$432,245,318



2024 Year-End Variance: (\$506,434)
Deficit

Taxation & Financial Projects

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Revenue:				
User Fees, Permits & Charges	n/a	(\$565,000)	(\$498,000)	(\$510,679)
Expenses:				
Minor Capital	n/a	\$0	\$0	(\$1,910)
Operating & Maintenance Supplies	n/a	\$0	\$0	\$2,184
Purchased Services	n/a	(\$50,000)	(\$58,000)	(\$38,915)
Salaries & Benefits	n/a	\$33,000	\$56,000	\$32,802
Other Miscellaneous Expenditures	n/a	\$0	\$0	\$10,084
Net Total	n/a	(\$582,000)	(\$500,000)	(\$506,434)

User Fees, Permits & Charges (\$510,679)

The year-end deficit in User Fees, Permits & Charges was \$510,679. This deficit consisted of a \$82,774 deficit in External User fees, a \$175,200 deficit in Dial-up Fees, a \$69,625 deficit in Letters of Default, a \$143,619 deficit in Ownership Changes, a \$108,650 deficit in Tax Lien Registrations, a \$7,450 deficit in Return Cheque Fees, a \$3,835 deficit in Tax Certificates and a \$1,000 deficit in Other External Revenue. These deficits were offset by a \$55,930 surplus in Collection Fees, a \$20,339 surplus in Expedited Tax Certificates, and a \$5,205 surplus in Tax Information. These user fees are externally driven and subject to market/economic conditions.

Minor Capital (\$1,910)

The year-end deficit of \$1,910 in Minor Capital was a result of ergonomic equipment and computer purchases

Operating & Maintenance Supplies \$2,184

The year-end surplus of \$2,184 in Operating & Maintenance Supplies was a result of unspent funds in Office Supplies.

Purchased Services (\$38,915)

The year-end deficit of \$38,915 in Purchased Services was due an increase in postage and courier costs related to property tax billings, as well as other professional services contract for armoured car services.

Salaries & Benefits \$32,802

The year-end surplus of \$32,802 in Salaries & Benefits was a result of gapping.

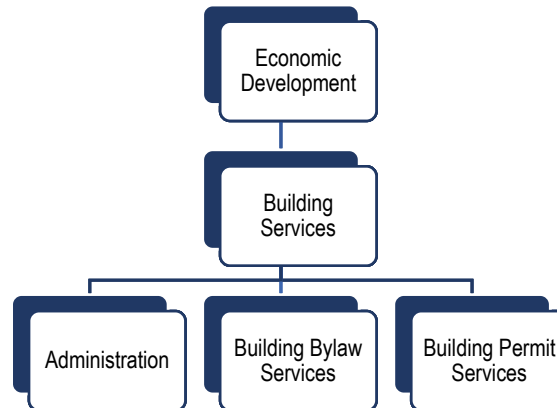
Other Miscellaneous Expenditures \$10,084

the year-end surplus of \$10,084 in Other Miscellaneous Expenditures was a result of unspent funds in Membership Fees & Dues and Training Courses.

Building Services

DEPARTMENTAL OVERVIEW

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



Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	n/a	(\$5,779,256)	(\$5,842,761)	(\$7,320,864)
Annual Expense Budget	n/a	\$7,752,491	\$7,871,886	\$8,633,939
Annual Net Budget	n/a	\$1,973,235	\$2,029,125	\$1,313,075
Annual Net Variance	n/a	\$61,833	(\$113,227)	(\$162,074)
Variance as a % of Net Budget	n/a	3.1%	(5.6%)	(12.3%)

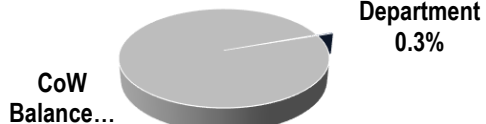
2024 Budgeted Full Time Equivalent (FTE)



	FTE
Management:	10.0
Non-Union	9.0
Local 543:	<u>52.0</u>
Total	71.0

2024 Portion of Net Municipal Tax Levy

Department	CoW Balance	Net Levy
\$1,449,696	\$430,795,622	\$432,245,318



CoW Balance... Department 0.3%

2024 Year-End Variance: (\$111,496)
Deficit

Building Services

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Revenue:				
User Fees, Permits & Charges	n/a	(\$364,000)	(\$525,000)	(\$530,073)
Expenses:				
Financial Expenses	n/a	(\$7,000)	(\$8,000)	\$0
Minor Capital	n/a	(\$2,000)	\$0	(\$4,447)
Operating & Maintenance Supplies	n/a	\$1,000	\$0	(\$1,512)
Purchased Services	n/a	\$21,000	\$29,000	\$39,216
Salaries & Benefits	n/a	\$240,000	\$363,000	\$404,447
Other Miscellaneous Expenditures	n/a	(\$60,000)	\$0	(\$19,127)
Net Total	n/a	(\$171,000)	(\$141,000)	(\$111,496)

User Fees, Permits & Charges (\$530,073)

The Building By-Law Division had a revenue shortfall by year end of \$343,879 as fees collected by By-Law Officers, such as enforcement of property standards, residential rental property conditions and the upkeep of vacant buildings, were lower than expected. In addition, a revenue deficit for Residential Rental Licensing of \$186,194 was due to the legal challenge from local landlords which impacted the full implementation of the pilot program.

Minor Capital (\$4,447)

The Building Department incurred a deficit of \$4,447 due to expenses related to the additional computer software licenses that were required for new staff members.

Operating & Maintenance Supplies (\$1,512)

The Building Department ended the year with a deficit of \$1,512 mainly due to Promotional material that was purchased for job fairs as well as computer supplies.

Purchased Services \$39,216

The Building Department had a surplus balance of \$39,216 due to lower Building inspections fleet rental fees offset by higher travel expenses and manuals.

Salaries & Benefits \$404,447

A surplus of \$404,447 for salary and benefit expenses is due to salary gapping.

Other Miscellaneous Expenditures (\$19,127)

A deficit of \$19,127 in other miscellaneous expenditures is due primarily due to training, memberships and document registrations.

Economic Development


DEPARTMENTAL OVERVIEW

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



Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	n/a	n/a	\$0	(\$263,523)
Annual Expense Budget	n/a	n/a	\$1,364,556	\$2,116,390
Annual Net Budget	n/a	n/a	\$1,364,556	\$1,852,867
Annual Net Variance	n/a	n/a	\$0	\$491,637
Variance as a % of Net Budget	n/a	n/a	0.0%	26.5%

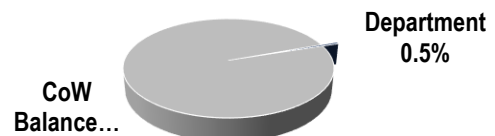
2024 Budgeted Full Time Equivalent (FTE)



	<u>FTE</u>
Sr. Mngr.	1.0
Management:	2.0
Non-Union:	5.0
Local 543:	<u>2.0</u>
Total	10.0

2024 Portion of Net Municipal Tax Levy

<u>Department</u>	<u>CoW Balance</u>	<u>Net Levy</u>
\$2,194,123	\$430,051,195	\$432,245,318



2024 Year-End Variance:

\$165,626

Third Quarter

Surplus

Economic Development

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Revenue:				
Other Miscellaneous Revenue	n/a	\$10,000	\$10,000	\$20,195
Expenses:				
Minor Capital	n/a	(\$11,300)	(\$11,300)	(\$22,317)
Operating & Maintenance Supplies	n/a	\$20,700	\$22,400	\$21,234
Purchased Services	n/a	\$45,900	\$46,800	\$27,662
Salaries & Benefits	n/a	\$300,000	\$154,100	\$204,095
Transfers to Reserves & Capital Funds	n/a	(\$365,300)	(\$217,200)	(\$80,000)
Other Miscellaneous Expenditures	n/a	\$0	(\$4,800)	(\$5,243)
Net Total	n/a	\$0	\$0	\$165,625

Other Miscellaneous Revenue \$20,195

The surplus in revenue is related to a one-time payment received from Enbridge as a Municipal incentive for municipal climate action.

Minor Capital (\$22,317)

The deficit is mainly due to higher computer software and PCs cost and higher furniture & furnishings as a result of staffing of the departments.

Operating & Maintenance Supplies \$21,234

The overall surplus is mainly due to lower program supplies \$17,800, lower promotional material & products \$11,000 partly offset by higher office supplies \$6,900.

Purchased Services \$27,662

The surplus is mainly due to lower external professional service charges offset by higher travel expenses and higher external rental expense.

Salaries & Benefits \$204,095

Year-end surplus is due to ongoing gapping.

Transfers to Reserves & Capital Funds (\$80,000)

One-Time charge to 2024 operating budget surplus to be carried forward to 2025 budget; for the purpose of funding non-recurring economic development initiatives and projects that have been delayed from 2024 and that will be executed in 2025.

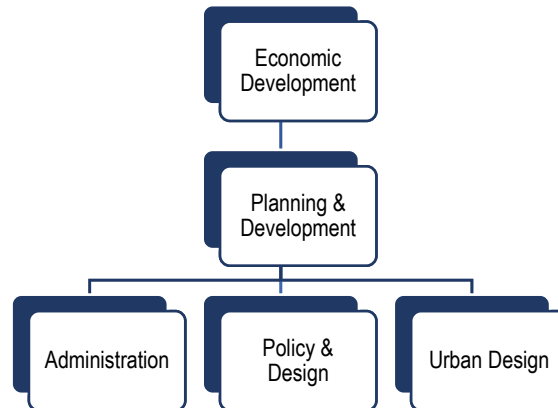
Other Miscellaneous Expenditures (\$5,243)

The deficit is mainly due to higher membership fees & dues, higher costs for training courses and higher conference registration charges.

Planning & Development

DEPARTMENTAL OVERVIEW

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



Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	n/a	(\$897,846)	(\$934,271)	(\$1,850,430)
Annual Expense Budget	n/a	\$4,059,564	\$4,109,297	\$5,178,686
Annual Net Budget	n/a	\$3,161,718	\$3,175,026	\$3,328,256
Annual Net Variance	n/a	\$793,151	\$622,677	\$92,214
Variance as a % of Net Budget	n/a	25.1%	19.6%	2.8%

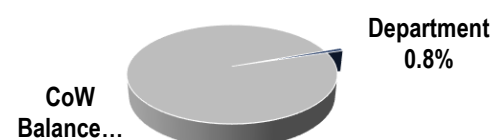
2024 Budgeted Full Time Equivalent (FTE)



	<u>FTE</u>
Management:	6.0
Non-Union	21.0
Local 543:	<u>11.0</u>
Total	38.0

2024 Portion of Net Municipal Tax Levy

<u>Department</u>	<u>CoW Balance</u>	<u>Net Levy</u>
\$3,560,106	\$428,685,212	\$432,245,318



CoW Balance... Department 0.8%

2024 Year-End Variance:

\$3,828

Surplus

Planning & Development

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Revenue:				
Transfers from Other Funds	n/a	\$0	\$0	(\$150,000)
User Fees, Permits & Charges	n/a	(\$662,000)	(\$681,200)	(\$535,492)
Expenses:				
Financial Expenses	n/a	\$0	(\$8,300)	(\$8,457)
Minor Capital	n/a	\$0	\$0	\$846
Operating & Maintenance Supplies	n/a	\$14,000	\$13,300	\$12,410
Purchased Services	n/a	\$21,000	(\$21,100)	\$55,883
Salaries & Benefits	n/a	\$630,000	\$691,400	\$665,415
Transfers to Reserves & Capital Fund	n/a	\$0	\$0	(\$56,800)
Other Miscellaneous Expenditures	n/a	\$7,000	\$5,900	\$20,023
Net Total	n/a	\$10,000	\$0	\$3,828

Transfers from Other Funds (\$150,000)

The Planning department was approved to receive BSR funding of \$150,000 to hire consultants to conduct a User Fee Review. However, due to the overall department surplus the BSR funding was not utilized.

User Fees, Permits & Charges (\$535,492)

Revenue related to planning applications ended the year in a deficit. While applications are processed on time, the current fee levels are not sufficient to fully recover services costs.

Financial Expenses (\$8,457)

Financial Expenses ended the year in a deficit position for the Planning department due to the volume of credit card purchases made throughout the year.

Minor Capital \$846

Overall the Planning department ended the year in a surplus position for Minor Capital related to furniture, furnishings and computer equipment.

Operating & Maintenance Supplies \$12,410

The surplus resulted in expenditures related to maintenance and office supplies being under-spent

Purchased Services \$55,883

Purchased services, which include publications, travel and professional services, are in a surplus position due to lower spending.

Salaries & Benefits \$665,415

A number of budgeted positions were vacant for part or all of 2024.

Planning & Development

Transfers to Reserves & Capital Funds	(\$56,800)
--------------------------------------------------	-------------------

The Planning User Fee review that was approved with a \$150k budget was only partially completed in 2024. The Department estimates the cost of the remaining work at \$56,800 in 2025. Approval was received to carry forward part of the department's surplus to fund the remaining consulting fees in 2025.

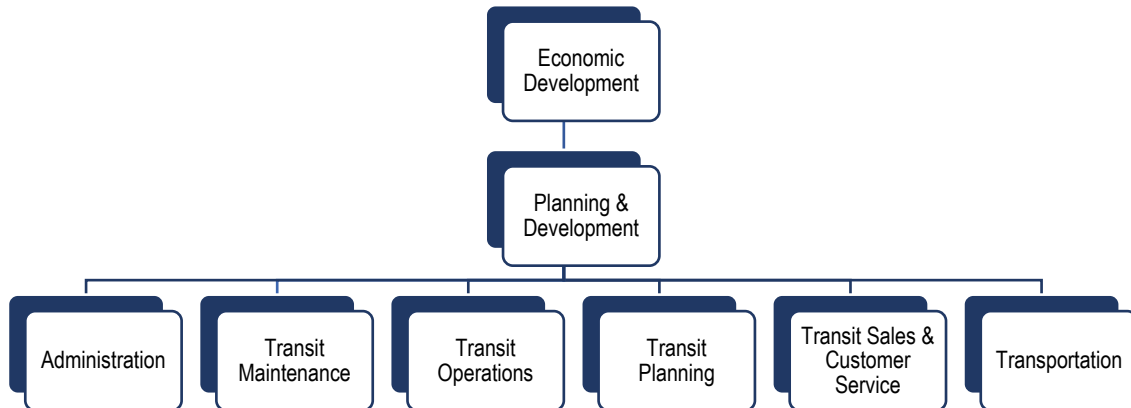
Other Miscellaneous Expenditures	\$20,023
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The overall surplus in Other Miscellaneous expenditures was mainly due to training and conferences expenses not being incurred.

Transit Windsor

DEPARTMENTAL OVERVIEW

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



Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	(\$21,175,090)	(\$21,264,650)	(\$22,896,391)	(\$24,776,135)
Annual Expense Budget	\$36,294,433	\$36,851,094	\$39,317,934	\$42,357,601
Annual Net Budget	\$15,119,343	\$15,586,444	\$16,421,543	\$17,581,466
Annual Net Variance	\$658,202	\$792,839	(\$1,048,416)	(\$2,605,339)
Variance as a % of Net Budget	4.4%	5.1%	(6.4%)	(14.8%)

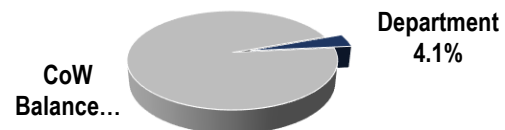
2024 Budgeted Full Time Equivalent (FTE)



	FTE
Management:	14.0
Non-Union	18.0
Hourly:	271.0
Total	303.0

2024 Portion of Net Municipal Tax Levy

Department	CoW Balance	Net Levy
\$17,618,928	\$414,626,390	\$432,245,318



2024 Year-End Variance: (\$1,895,803)
Deficit

Transit Windsor

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Revenue:				
Grants & Subsidies	n/a	(\$1,186,000)	(\$1,186,000)	(\$1,218,800)
User Fees, Permits & Charges	n/a	(\$124,000)	(\$566,200)	(\$1,549,595)
Other Miscellaneous Revenue	n/a	\$0	\$0	\$0
Expenses:				
Minor Capital	n/a	\$0	\$0	(\$42,400)
Operating & Maintenance Supplies	n/a	\$1,931,000	\$1,748,400	\$1,447,900
Purchased Services	n/a	\$94,000	\$3,800	(\$7,210)
Salaries & Benefits	n/a	(\$715,000)	\$0	\$29,400
Other Miscellaneous Expenditures	n/a	\$0	\$0	(\$555,098)
Net Total	n/a	\$0	\$0	(\$1,895,803)

Grants & Subsidies (\$1,218,800)

The year-end deficit of \$1,218,800 in this category is due lower than anticipated provincial gas tax funding.

User Fees, Permits & Charges (\$1,549,595)

The year-end deficit of \$1,549,595 for Transit related revenue is related primarily to post-secondary student based bus programs (U-Pass & SaintsPass), a reduction in ridership on the Tunnel Bus route compared to pre-pandemic levels and partially reduced funding through Ontario Works. Another additional factor contributing to this deficit is a delay in the implementation of elements of recent Transit Windsor Service Plan changes. These revenue shortfalls due to the service implementation delays also result in expenditure savings in the operating & maintenance supplies category, as identified in other categories below.

Minor Capital (\$42,400)

This account ended with a year-end deficit of \$42,400 mainly due to one-time purchases related to assistive devices/tools purchased as directed by Labour Canada.

Operating & Maintenance Supplies \$1,447,900

This account ended in a surplus of \$1,447,900 at year end. This surplus can be mainly attributed to a reduction in fuel prices as compared to budget, as well a slower than budgeted consumption given the delay in implementing certain Transit Windsor Service Plan changes. Other contributing factors to this surplus are lower than anticipated expenditures related to program supplies given Special Events recent move to an online booking system.

Purchased Services (\$7,210)

The year-end deficit of \$7,210 is mainly attributable to security costs. The hourly cost for security staff has increased and the need for additional security in the Downtown Windsor Terminal due to security concerns also has increased. Additionally on-time security services were contracted, which were not budgeted. These deficits were offset by surpluses attributable to reduced toll expenses due to service changes on the Tunnel Bus and lower than anticipated spending in Advertising.

Transit Windsor

Salaries & Benefits	\$29,400
--------------------------------	-----------------

A year-end surplus of \$29,400 was realized primarily attributable to gapping for new positions approved for Transit Windsor Service Plans. A delay in implementing the Service Plan changes resulted in recruitments being completed later than planned. The other factor for these savings is attributable to other vacant positions filled by new/temporary staff who are hired at lower steps than the budgeted levels. Offsetting this surplus are additional wages paid of \$1.396 million relating to paid medical leave (PML)

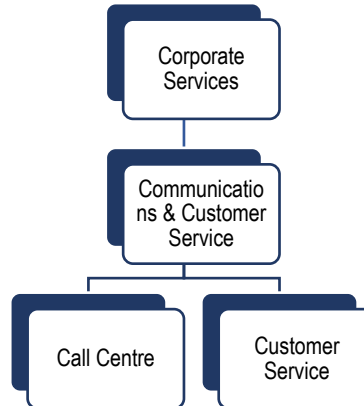
Other Miscellaneous Expenditures	(\$555,098)
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The cumulative impacts of various accounts resulted in a year end deficit of \$555,098. This can be mainly attributed to higher than budgeted WSIB costs, ICIP related one-time expenses charged to Operating due to funding guidelines, Emergency one-time costs for hoists and building repairs and higher than budgeted towing expenses. These deficits are slightly offset by savings in some other small, miscellaneous accounts.

Communications

DEPARTMENTAL OVERVIEW

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



Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	(\$722,783)	(\$722,465)	(\$715,502)	(\$718,928)
Annual Expense Budget	\$3,826,234	\$3,914,452	\$4,058,175	\$4,264,283
Annual Net Budget	\$3,103,451	\$3,191,987	\$3,342,673	\$3,545,355
Annual Net Variance	n/a	(\$68,774)	(\$112,141)	\$58,880
Variance as a % of Net Budget	n/a	(2.2%)	(3.4%)	1.7%

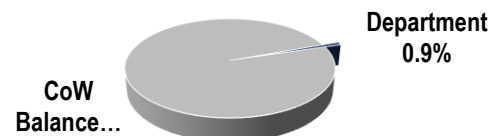
2024 Budgeted Full Time Equivalent (FTE)



	<u>FTE</u>
Management:	4.0
Non-Union:	8.0
Local 543:	17.0
Total	29.0

2024 Portion of Net Municipal Tax Levy

<u>Department</u>	<u>CoW Balance</u>	<u>Net Levy</u>
\$3,693,768	\$428,551,550	\$432,245,318



2024 Year-End Variance:

\$137,406

Surplus

Communications

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Revenue:				
Other Miscellaneous Revenue	n/a	\$22,000	\$27,000	\$63,334
Expenses:				
Minor Capital	n/a	\$0	\$0	(\$4,308)
Purchased Services	n/a	\$55,000	\$17,000	\$33,668
Salaries & Benefits	n/a	\$0	\$78,000	\$35,097
Other Miscellaneous Expenditures	n/a	\$0	\$0	\$9,615
Net Total	n/a	\$77,000	\$122,000	\$137,406

Other Miscellaneous Revenue \$63,334

Communications Department is reporting a surplus of \$63,334 at the end of 2024. During the year, the Customer Contact Centre received volume-based variable funding in addition to the base fees outlined in the Ontario 211 Service Agreement. Ontario 211 also approved several new initiatives, providing extra revenue streams for the project work performed. Furthermore, Communications recover costs for providing the E-Blast and Bucksip services to various internal and external customers, resulting a positive variance at the end of the year.

Minor Capital (\$4,308)

The Customer Contact Centre replaced 19 monitors and two laptops during the year, resulting a deficit of \$4,308 in Minor Capital at the end of the year.

Purchased Services \$33,668

The department is reporting a year end surplus of \$33,668 in 2024, mainly due to timing of one 2023/2024 Motorola invoice and lower telephone expenses in the year. The telephone expense is invoiced in US currency and has some components of variable based billing, therefore it could fluctuate each month. In addition, the quote for the chat module at the Customer Contact Centre came back lowered than projected, resulting a higher year end surplus. The positive variance is partially offset by the deficit reported in the language interpretation services and the corporate online engagement platform.

Salaries & Benefits \$35,097

The Communications Department had several positions that were vacant resulting a gapping saving.

Other Miscellaneous Expenditures \$9,615

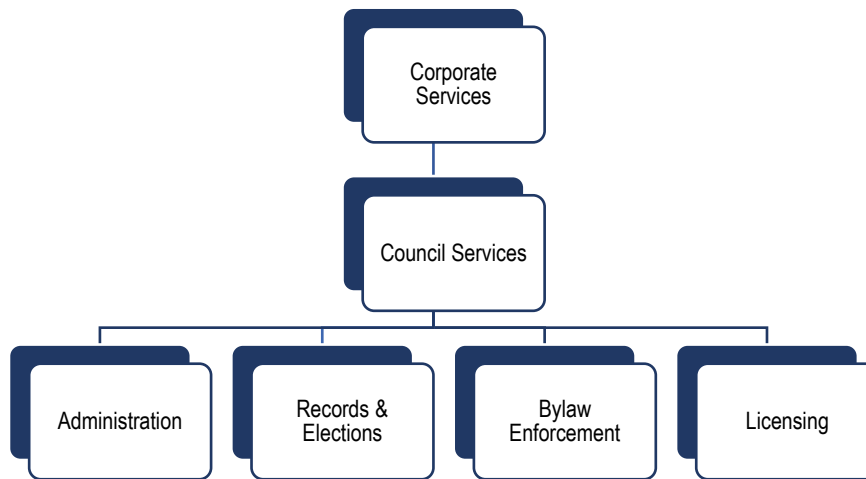
A surplus of \$9,615 in Other Miscellaneous Expenditures is resulting from the unused budget for various administrative expenses, such as conference registration, membership fees and public relations.

Council Services

DEPARTMENTAL OVERVIEW

The Council Services Department administers the city's legislative processes including Elections, Council and Committee meetings, and the maintenance of public records, as a service to City Council, Administration and the citizens of the City of Windsor.

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



Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	n/a	(\$2,983,945)	(\$3,203,000)	(\$2,965,377)
Annual Expense Budget	n/a	\$6,732,357	\$6,585,297	\$6,646,823
Annual Net Budget	n/a	\$3,748,412	\$3,382,297	\$3,681,446
Annual Net Variance	n/a	(\$484,420)	(\$395,074)	\$187,943
Variance as a % of Net Budget	n/a	(12.9%)	(11.7%)	5.1%

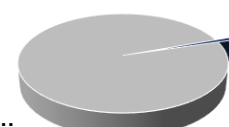
2024 Budgeted Full Time Equivalent (FTE)



	FTE
Management:	7.0
Non-Union	4.0
Local 543:	34.0
Total	45.0

2024 Portion of Net Municipal Tax Levy

Department	CoW Balance	Net Levy
\$4,013,349	\$428,231,969	\$432,245,318

CoW Balance...  Department 0.9%

Council Services

2024 Year-End Variance: \$265,432
Surplus

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Revenue:				
Recovery of Expenditures	n/a	\$5,000	\$5,000	\$8,065
User Fees, Permits & Charges	n/a	(\$230,000)	(\$278,000)	(\$293,272)
Other Miscellaneous Revenue	n/a	(\$30,000)	(\$29,000)	(\$6,693)
Expenses:				
Minor Capital	n/a	\$10,000	\$8,000	\$7,738
Operating & Maintenance Supplies	n/a	(\$12,000)	(\$7,000)	(\$4,483)
Purchased Services	n/a	\$223,000	\$206,000	\$194,704
Salaries & Benefits	n/a	\$91,000	\$323,000	\$286,954
Other Miscellaneous Expenditures	n/a	\$10,000	\$66,000	\$72,419
Net Total	n/a	\$67,000	\$294,000	\$265,432

Recovery of Expenditures \$8,065

A minor surplus in Recovery of Expenditures is due to unanticipated salary recoveries and increased Freedom of Information (FOI) requests.

User Fees, Permits & Charges (\$293,272)

The deficit in User Fees, Permits & Charges is largely due to reduced by-law enforcement revenue generated from the Division's Repeat Offender Fee for land maintenance matters. This penalty fee has been in place since 2019 and was adopted by Council as a deterrent to property owners who may fail to maintain their property. The original revenue was projected based on the number of work orders that were issued in the previous year. Fewer orders to comply are being issued, therefore less repeat offender fees are being charged, which corresponds with the original intent of the fee.

The number of residential rental licence applications has been lower than originally projected due to the ongoing litigation and court decision appeal. Although the by-law is still in place and the program remains active, the City is currently standing down on enforcement measures and has been actively encouraging and educating potential licensees of the by-law licensing requirements.

Helping offset this deficit was increased revenue from Information and Records User fees for Death Registrations and Civil Ceremonies. The licensing department business licenses are also helping offset the deficit by creating a new license agreement with Lyft and increased quarterly trip count payments from Uber. In addition, the lottery licenses have more than recovered since the pandemic and brought in a surplus of revenue.

Council Services

Other Miscellaneous Revenue	(\$6,693)
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A deficit in other miscellaneous revenue is due to reduced re-inspection fee revenue being generated.

Minor Capital	\$7,738
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A surplus in Minor Capital is due to less than anticipated expenditures related to items such as furniture and computer supplies.

Operating & Maintenance Supplies	(\$4,483)
---------------------------------------------	------------------

A deficit in operating and maintenance supplies is mainly due to the purchase of unanticipated office supplies purchased for the By Law Enforcement division.

Purchased Services	\$194,704
---------------------------	------------------

A surplus in Purchased Services is due to a multitude of factors which include Humane Society Animal Control contract and the Integrity Commissioner budget, as well as surpluses in the Civic Corner Advertising (Windsor Star Ads), Printing Services and Mail Room Budgets due to digitization efforts.

Salaries & Benefits	\$286,954
--------------------------------	------------------

The surplus in Salary & Benefits is due to gapping mainly in the Licensing & Enforcement, Info & Records Mgmt and By-Law divisions. Temporary positions for the Residential Rental Licensing Program are also vacant.

Other Miscellaneous Expenditures	\$72,419
-----------------------------------------	-----------------

A small surplus in Other Miscellaneous Expenditures is due to surpluses in other miscellaneous items such as membership fees, conference registrations and training courses. The contingency budget for the Residential Licensing Program also has zero expenses due to the the litigation and court appeal.

Equity & Diversity

DEPARTMENTAL OVERVIEW

The Equity, Diversity, and Inclusion (EDI) department is committed to fostering a culture of equality, respect, and inclusivity within our organization. Our mission is to cultivate an environment where every individual feels valued, respected, and empowered to contribute their unique perspectives and talents while striving to eliminate discrimination, bias, and systemic barriers that may impede the full participation and advancement of individuals from underrepresented groups.



Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	n/a	n/a	n/a	n/a
Annual Expense Budget	n/a	n/a	n/a	n/a
Annual Net Budget	n/a	n/a	n/a	n/a
Annual Net Variance	n/a	n/a	n/a	n/a
Variance as a % of Net Budget	n/a	n/a	n/a	n/a


2024 Budgeted Full Time Equivalent (FTE)



	FTE
Management:	1.0
Non-Union:	1.0
Total:	2.0

2024 Portion of Net Municipal Tax Levy

Department	CoW Balance	Net Levy
\$359,072	\$431,886,246	\$432,245,318

CoW Balance...  Department 0.1%

2024 Year-End Variance:

\$119,763

Surplus

Equity & Diversity

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Expenses:				
Minor Capital	n/a	\$0	\$10,000	\$0
Operating & Maintenance Supplies	n/a	(\$10,000)	\$1,000	\$0
Purchased Services	n/a	(\$9,000)	(\$9,000)	\$0
Salaries & Benefits	n/a	\$75,000	\$103,000	\$119,763
Net Total	n/a	\$56,000	\$105,000	\$119,763

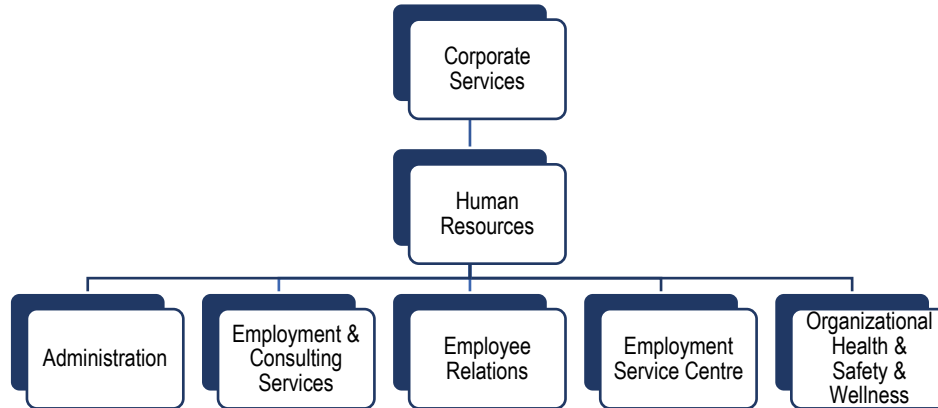
Salaries & Benefits	\$119,763
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The year-end surplus of \$119,763 in Salaries & Benefits was a result of staff gapping.

Human Resources

DEPARTMENTAL OVERVIEW

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



Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	(\$663,879)	(\$408,842)	(\$919,342)	(\$842,764)
Annual Expense Budget	\$6,296,537	\$6,556,998	\$7,252,526	\$7,543,216
Annual Net Budget	\$5,632,658	\$6,148,156	\$6,333,184	\$6,700,452
Annual Net Variance	\$36,310	\$6,783	\$4,009	(\$56,105)
Variance as a % of Net Budget	0.6%	0.1%	0.1%	(0.8%)

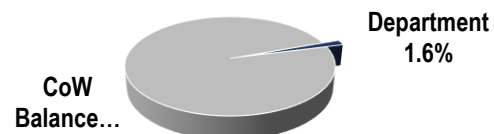
2024 Budgeted Full Time Equivalent (FTE)



	<u>FTE</u>
Management:	6.0
Non-Union	<u>41.0</u>
Total	47.0

2024 Portion of Net Municipal Tax Levy

<u>Department</u>	<u>CoW Balance</u>	<u>Net Levy</u>
\$6,761,299	\$425,484,019	\$432,245,318



2024 Year-End Variance: (\$287,387)
Deficit

Human Resources

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Expenses:				
Minor Capital	n/a	\$4,000	\$7,000	\$0
Operating & Maintenance Supplies	n/a	(\$2,000)	(\$4,000)	\$0
Purchased Services	n/a	(\$307,000)	(\$276,000)	(\$249,767)
Salaries & Benefits	n/a	(\$59,000)	(\$88,000)	(\$57,004)
Other Miscellaneous Expenditures	n/a	\$11,000	\$8,000	\$19,384
Net Total	n/a	(\$353,000)	(\$353,000)	(\$287,387)

Purchased Services (\$249,767)

The year-end deficit of \$249,767 in Purchased Services was a result of external legal fees for investigations of workplace harassment and violence. There is currently no dedicated budget to fund these expenditures. These expenses are difficult to predict and fluctuate from year to year depending on both the number of complaints and cost of each investigation. The related costs are tracked and realized centrally in the Human Resource department.

Salaries & Benefits (\$57,004)

The year-end deficit of \$57,004 in Salaries & Benefits was a result of a heavy work load position hired to complete critical tasks.

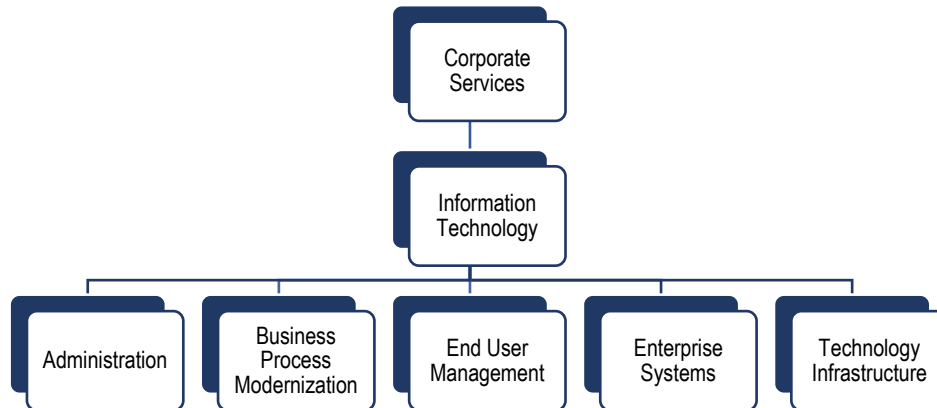
Other Miscellaneous Expenditures \$19,384

The year-end surplus of \$19,384 in Other Miscellaneous Expenditures was a result of a surpluses in Training Courses, Conference Registrations, and Office Supplies.

Information Technology

DEPARTMENTAL OVERVIEW

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



Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	(\$1,275,439)	(\$1,362,554)	(\$1,709,375)	(\$1,709,375)
Annual Expense Budget	\$8,224,564	\$8,702,573	\$9,076,667	\$9,879,728
Annual Net Budget	\$6,949,125	\$7,340,019	\$7,367,292	\$8,170,353
Annual Net Variance	\$32,736	\$179,778	(\$31,070)	\$181,264
Variance as a % of Net Budget	0.5%	2.4%	(0.4%)	2.2%

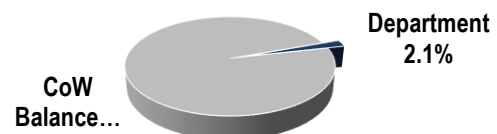
2024 Budgeted Full Time Equivalent (FTE)



	FTE
Management:	13.0
Non-Union	16.0
Local 543:	<u>48.0</u>
Total	77.0

2024 Portion of Net Municipal Tax Levy

Department	CoW Balance	Net Levy
\$8,920,319	\$423,324,999	\$432,245,318



2024 Year-End Variance:

\$40,229

Surplus

Information Technology

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Revenue:				
User Fees, Permits & Charges	n/a	(\$20,000)	(\$20,000)	(\$12,703)
Expenses:				
Minor Capital	n/a	\$10,000	\$10,000	\$0
Purchased Services	n/a	\$25,000	\$30,000	\$0
Salaries & Benefits	n/a	(\$60,000)	(\$25,000)	\$14,541
Other Miscellaneous Expenditures	n/a	\$45,000	\$45,000	\$38,391
Net Total	n/a	\$0	\$40,000	\$40,229

User Fees, Permits & Charges (\$12,703)

A year end deficit in User Fees, Permits & Charges is projected due to lower than budgeted revenues tied to externally driven sources.

Salaries & Benefits \$14,541

A small surplus in Salaries & Benefits is a result of delays in hiring of vacant positions.

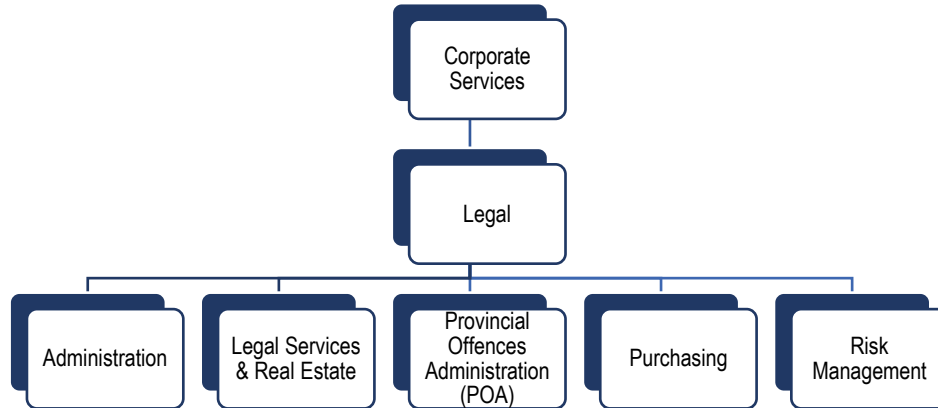
Other Miscellaneous Expenditures \$38,391

A small surplus in Other Miscellaneous Expenditures is due to surpluses in items such as memberships, conference registrations and training courses which were placed on hold.

Legal


DEPARTMENTAL OVERVIEW

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



Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	n/a	n/a	(\$9,276,121)	(\$7,592,357)
Annual Expense Budget	n/a	n/a	\$16,095,141	\$14,430,670
Annual Net Budget	n/a	n/a	\$6,819,020	\$6,838,313
Annual Net Variance	n/a	n/a	\$199,563	(\$806,091)
Variance as a % of Net Budget	n/a	n/a	2.9%	(11.8%)

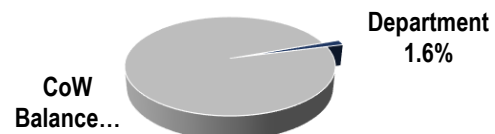
2024 Budgeted Full Time Equivalent (FTE)



	FTE
Sr. Mngr.	1.0
Management:	7.0
Non-Union:	34.0
Local 543	8.0
Total	50.0

2024 Portion of Net Municipal Tax Levy

Department	CoW Balance	Net Levy
\$6,765,382	\$425,479,936	\$432,245,318



2024 Year-End Variance: (\$212,005)
Deficit

Legal

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Revenue:				
User Fees, Permits & Charges	n/a	(\$737,000)	(\$691,000)	(\$453,842)
Expenses:				
Financial Expenses	n/a	\$59,000	\$94,000	\$68,462
Minor Capital	n/a	\$17,000	\$19,000	(\$4,545)
Operating & Maintenance Supplies	n/a	\$10,000	\$15,000	\$5,023
Purchased Services	n/a	\$45,000	(\$40,000)	\$72,329
Salaries & Benefits	n/a	\$210,000	\$288,000	\$354,620
Utilities, Insurance & Taxes	n/a	(\$282,000)	(\$247,000)	(\$256,581)
Other Miscellaneous Expenditures	n/a	\$13,000	\$19,000	\$2,529
Net Total	n/a	(\$665,000)	(\$543,000)	(\$212,005)

User Fees, Permits & Charges (\$453,842)

The Provincial Offences Division (POA) has a revenue shortfall of \$406,000. The main cause of this shortfall is a reduction of court hours resulting from a lack of judicial resources in Q1 and Q2. A portion of the deficit is partially due to less than anticipated revenue generated through legal services user fees such as servicing agreements, deeds, easements, encroachment agreements and mortgage preparations.

Financial Expenses \$68,462

A surplus in financial expenses is due to the fact that a retrieval fee in POA no longer exists as it has moved online.

Minor Capital (\$4,545)

A deficit in minor capital is due to the increased annual cost of Clear Risk Software.

Operating & Maintenance Supplies \$5,023

A surplus in Operating and Maintenance Supplies is due to less than anticipated costs related to housekeeping supplies in POA.

Purchased Services \$72,329

The surplus in purchased services is due to a surplus in red light camera expenses which are significantly less than budgeted. There is also a surplus due to a new contract with WPS for POA security services.

Offsetting this surplus is a deficit in legal services related to higher than anticipated litigation costs. These costs are hard to predict and fluctuate from year to year depending on both the number of claims and the cost of each claim. Also offsetting the surplus is a deficit in provincial charges in POA; mainly victim fines surcharge and adjudication services.

Salaries & Benefits \$354,620

The surplus in Salaries and Benefits is a result of salary gapping mainly in the POA, Risk and Purchasing divisions.

Utilities, Insurance & Taxes (\$256,581)

The deficit in Risk and Insurance is due to higher property insurance premiums.

Legal

Other Miscellaneous Expenditures	\$2,529
-----------------------------------------	----------------

A surplus in Other Miscellaneous Expenditures is due to small surpluses in other miscellaneous items such as membership fees and dues, training courses and conference registrations not incurred.

Fire & Rescue

DEPARTMENTAL OVERVIEW

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



Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	(\$1,481,166)	(\$1,518,324)	(\$1,952,731)	(\$2,001,430)
Annual Expense Budget	\$51,947,069	\$52,177,165	\$52,491,089	\$52,507,897
Annual Net Budget	\$50,465,903	\$50,658,841	\$50,538,358	\$50,506,467
Annual Net Variance	(\$553,373)	(\$812,297)	(\$3,464,816)	(\$1,536,849)
Variance as a % of Net Budget	(1.1%)	(1.6%)	(6.9%)	(3.0%)

2024 Budgeted Full Time Equivalent (FTE)

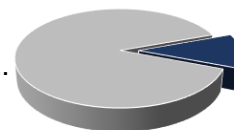


	<u>FTE</u>
Management:	4.0
Non-Union	2.0
WFA:	<u>302.0</u>
Total	308.0

2024 Portion of Net Municipal Tax Levy

<u>Department</u>	<u>CoW Balance</u>	<u>Net Levy</u>
\$55,504,013	\$429,005,440	\$432,245,318

CoW
Balance...



Department
11.5%

2024 Year-End Variance: (\$1,929,188)
Deficit

Fire & Rescue

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Revenue:				
User Fees, Permits & Charges	n/a	\$0	(\$30,000)	(\$25,267)
Expenses:				
Minor Capital	n/a	(\$21,000)	(\$30,000)	(\$26,096)
Operating & Maintenance Supplies	n/a	\$100,000	\$150,000	\$130,590
Purchased Services	n/a	\$0	\$0	\$88,759
Salaries & Benefits	n/a	(\$1,630,000)	(\$1,516,000)	(\$2,060,108)
Other Miscellaneous Expenditures	n/a	\$0	\$0	(\$37,066)
Net Total	n/a	(\$1,551,000)	(\$1,426,000)	(\$1,929,188)

User Fees, Permits & Charges (\$25,267)

User fee revenue for Fire & Rescue is a deficit of \$25,267. Fire Prevention inspections are behind in workload due to staffing capacity which created a \$47,363 deficit. However, the Fire Apparatus division incurred a \$22,096 surplus in revenue from County apparatus maintenance service.

Minor Capital (\$26,096)

A deficit is incurred for Fire Prevention and Fire Communication divisions Furniture & Finishings account due to office re-location.

Operating & Maintenance Supplies \$130,590

A surplus of \$164,249 is incurred in fuel for 2024 while a deficit of \$33,659 is incurred in Station housekeeping, maintenance accounts and First Aid Medical supplies account mainly due to inflationary cost pressures.

Purchased Services \$88,759

WFRS incurred a surplus of \$88,759 consisting of a \$26,218 deficit in Professional Services account and surplus of \$114,977 in Software annual fees, Telephone and Advertising expenses. Professional services deficit was created from consulting fees for labour relations work. Surplus was incurred due to delay in the Records Management module for software implementation and CAD system transition fees.

Salaries & Benefits (\$2,060,108)

Net Salary variance for WFRS is a deficit position of \$2,060,108, which includes overtime \$1,355,101 and various salary expenditures \$704,907. Overtime pressures are caused by absences from PTSD claims and short/long-term WSIB claims. Salary expenditures include over complement wages, acting pay due to staff shortages and pay rate adjustments.

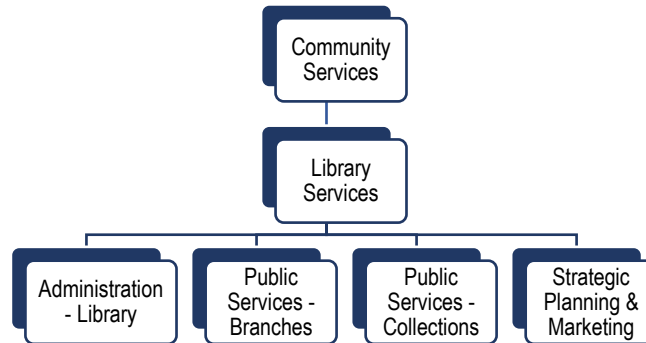
Other Miscellaneous Expenditures (\$37,066)

A deficit of \$37,066 is incurred in training for Fire Operations, Fire Training and Fire Prevention departments due to staffing promotions and mandated training requirements. Promotional training costs are one-time and vary each year.

Library Services

DEPARTMENTAL OVERVIEW

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



Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	(\$1,071,621)	(\$1,032,621)	(\$964,895)	(\$961,195)
Annual Expense Budget	\$9,276,250	\$9,302,368	\$9,284,880	\$9,210,381
Annual Net Budget	\$8,204,629	\$8,269,747	\$8,319,985	\$8,249,186

Annual Net Variance *	\$658,270	\$799,040	\$461,895	\$112,150
Variance as a % of Net Budget	8.0%	9.7%	5.6%	1.4%

* As per the Library Act, the Windsor Public Library's annual surplus is transferred to their reserve.

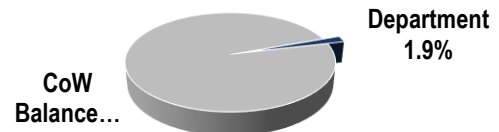
2024 Budgeted Full Time Equivalent (FTE)



	<u>FTE</u>
Management:	6.0
Non-Union	1.0
Local 2067.1:	<u>70.4</u>
Total	77.4

2024 Portion of Net Municipal Tax Levy

<u>Department</u>	<u>CoW Balance</u>	<u>Net Levy</u>
\$8,196,393	\$424,048,925	\$432,245,318



2024 Year-End Variance:

\$0

Surplus

Library Services

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Revenue:				
Transfers from Other Funds	n/a	\$0	\$0	\$7,078
User Fees, Permits & Charges	n/a	\$0	\$0	\$5,378
Other Miscellaneous Revenue	n/a	\$25,000	\$70,000	\$16,081
Expenses:				
Financial Expenses	n/a	(\$122,100)	(\$122,100)	(\$124,484)
Operating & Maintenance Supplies	n/a	(\$60,000)	(\$62,000)	(\$47,868)
Salaries & Benefits	n/a	\$175,000	\$168,000	\$163,202
Transfers to Reserves & Capital Funds	n/a	(\$84,400)	(\$104,200)	\$0
Utilities, Insurance & Taxes	n/a	\$66,500	\$50,300	(\$19,387)
Net Total	n/a	\$0	\$0	\$0

Transfers from Other Funds \$7,078

It should be noted that the financial position of WPL at the end of each fiscal year is not included with all other City departments to calculate the final City surplus/deficit. Although WPL's financial statements are consolidated with the City's, WPL, as per the Public Libraries Act, is a standalone entity with its own audited financial statements, including an accumulated surplus or deficit. While the City provides WPL with operational support consistent with other departments, the overall surplus or deficit is reported within the financial results of WPL and is not reported in the overall position of the City at year-end. However, it is provided here for informational purposes. WPL had an overall accumulated deficit of \$7,078 resulting in a transfer from the reserve.

User Fees, Permits & Charges \$5,378

In 2024, WPL ended with a surplus of \$5,378 in user fees due to higher than anticipated use of room rentals, public copier and personal computer usage, and other equipment and service fees.

Other Miscellaneous Revenue \$16,081

WPL had a \$16,081 surplus in other miscellaneous revenue for 2024. Approximately \$10,500 of which is attributed to the sale of the former bookmobile and maintenance van. The remaining amount is due to an increase in other general revenue.

Financial Expenses (\$124,484)

The majority of the deficit in financial expenses is related to the rental for the Central Branch location. WPL has entered into a lease agreement with the City of Windsor for space within the Paul Martin Building to continue operating the Central Branch location. The payments required to satisfy this lease have lead to a (\$122,112) deficit in the Financial Expenses category for 2024.

Library Services

Operating & Maintenance Supplies	(\$47,868)
---------------------------------------------	-------------------

This year-end deficit of \$60,445 is mainly attributed to the rising costs of books and their associated processing fees, as well as the cost of digital resources, including eBooks and databases. The total deficit attributed to this is \$120,685. This deficit has been mitigated with surpluses from Vehicle Maint Parts/Materials of \$26,822 and Building Maintenance of \$45,995. The surplus in Vehicle Maintenance Parts/Materials is attributed to the new bookmobile that was acquired near the end of 2024 and therefore no maintenance has been required. Additionally, the surplus in Building Maintenance was due to less cost for winter control and some maintenance that was slated for 2024 is still in progress. These costs will be incurred in 2025 and may impact future variances

Salaries & Benefits	\$163,202
--------------------------------	------------------

The Windsor Public Library ended 2024 with a surplus of \$163,202 in salary and benefits. The timing of the new bookmobile delivery led to delays in hiring for the driver positions; however, the positions have recently been filled. Additionally, retirements in various positions led to a delay in filling positions, and gaps in other roles within WPL have also contributed to the overall surplus in Salaries and Benefits.

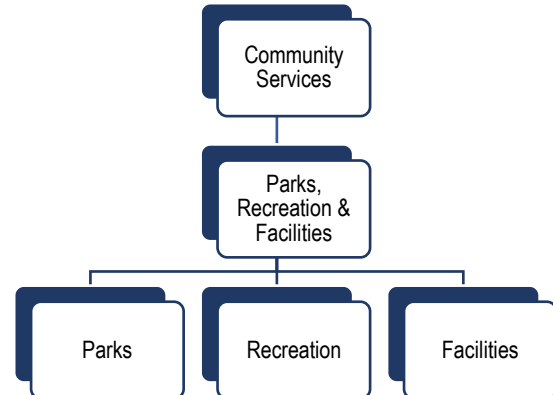
Utilities, Insurance & Taxes	(\$19,387)
-----------------------------------------	-------------------

For 2024, WPL has a deficit of \$19,387 in utilities expenses. This deficit was due to the estimated hydro rate used for budgeting purposes was lower than the actual 2024 rate and due to unexpected incidents at two branches that caused a higher water and electricity consumption.

Parks, Recreation & Facilities


DEPARTMENTAL OVERVIEW

Responsible for 206 parks, with over 2,500 acres of parkland, 175 km of hard surface trails, 300,000 square feet of horticultural beds, 2300 self watering planters, and 90,000 City owned trees within the urban forest, the Ojibway Nature Centre and the most species diverse parks in Canada. Provides building maintenance and operations, caretaking, security, planning, building construction & renovations, project management, lease administration, and asset management. Also responsible for creating unique park experiences, supporting numerous special events and is committed to supporting the corporation and community by providing safe, clean, well-maintained community assets in a responsive and effective manner. Recreation services builds vibrant, healthy, active and connected communities by providing facilities (arenas, pools, community centres) and programs that allow residents to participate in recreational activities.



Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	(\$25,527,424)	(\$23,473,238)	(\$21,429,802)	(\$22,575,828)
Annual Expense Budget	\$66,815,597	\$65,037,909	\$62,580,085	\$66,434,676
Annual Net Budget	\$41,288,173	\$41,564,671	\$41,150,283	\$43,858,848
Annual Net Variance	(\$1,121,791)	(\$120,615)	(\$323,720)	\$607,734
Variance as a % of Net Budget	(2.7%)	(0.3%)	(0.8%)	1.4%

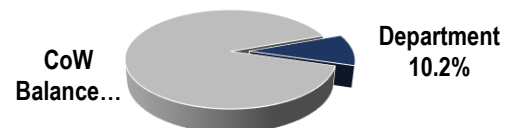
2024 Budgeted Full Time Equivalent (FTE)



	<u>FTE</u>
Sr. Mngr.:	1.0
Management:	44.0
Non-Union:	16.0
Local 543:	79.44
Local 82:	<u>128.9</u>
Total	269.3

2024 Portion of Net Municipal Tax Levy

<u>Department</u>	<u>CoW Balance</u>	<u>Net Levy</u>
\$44,022,186	\$388,223,132	\$432,245,318



2024 Year-End Variance: (\$511,516)
Deficit

Parks, Recreation & Facilities

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Revenue:				
Grants & Subsidies	n/a	\$29,000	\$29,000	\$90,813
Recovery of Expenditures	n/a	\$0	\$0	\$187,286
User Fees, Permits & Charges	n/a	\$0	\$60,000	\$821,494
Expenses:				
Financial Expenses	n/a	\$0	\$0	(\$38,474)
Minor Capital	n/a	(\$63,000)	(\$26,000)	(\$180,888)
Operating & Maintenance Supplies	n/a	(\$188,000)	(\$292,000)	(\$192,253)
Purchased Services	n/a	(\$145,000)	(\$95,000)	(\$597,148)
Salaries & Benefits	n/a	\$147,000	\$166,000	(\$360,976)
Transfers to Reserves & Capital Funds	n/a	\$0	\$0	(\$266,260)
Other Miscellaneous Expenditures	n/a	\$19,000	\$26,000	\$24,892
Net Total	n/a	(\$201,000)	(\$132,000)	(\$511,516)

Grants & Subsidies \$90,813

Grants & Subsidies surplus include variable funding programs including Canada Summer Jobs programs for Parks student employment \$64,200 and Pathway to Potential Social investments \$26,613.

Recovery of Expenditures \$187,286

The year-end Recovery of Expenditures account shows a surplus of \$187,286, mainly due to higher than budgeted payment transfer from Social Services for childcare subsidies.

User Fees, Permits & Charges \$821,494

The year-end surplus is generated from annual leases and room rental revenues. In addition, concessions and commission revenues from the contracted vendors at community centres generated additional revenues. The surplus is partially offset by a deficit in membership sales, program registrations and retail sales.

Financial Expenses (\$38,474)

With higher volume of payments processed in ActiveNet through the year, more credit & debit card service fees and processing fees resulted a deficit in Financial Expenses.

Minor Capital (\$180,888)

The year-end deficit in Minor Capital expenses is due to inflationary pressures and a decline in CAD vs USD which impacted costs related to infrastructure, equipment, construction materials and computer software. In addition, the departments had unexpected spending for security equipment, rink repairs, furnishings and computer hardware.

Parks, Recreation & Facilities

Operating & Maintenance Supplies	(\$192,253)
---------------------------------------------	--------------------

The year-end deficit in Operating & Maintenance supplies is due to higher expenses related to vehicle usage (fuel & maintenance), vandalism repairs, housekeeping supplies and purchases of safety training equipment that were at end of life.

Purchased Services	(\$597,148)
---------------------------	--------------------

The year-end deficit is due to increases in contractors costs for services including security, arenas refrigeration, ground maintenance and safety equipment. In addition, unexpected expenses required to repair and extend the life of HVAC and Chiller equipment were incurred during the year.

Salaries & Benefits	(\$360,976)
--------------------------------	--------------------

The year-end deficit is mainly due to temporary salary costs that were higher than budget to offset several regular positions that were vacant for part or all of 2024. In addition, retroactive payments for updated job evaluations were charged in 2024.

Transfers to Reserves & Capital Funds	(\$266,260)
--------------------------------------------------	--------------------

The year-end transfer to reserves was higher than anticipated. Recreation transfers a small portion of revenues to the Recreation Equipment Reserve and Arena Capital Reserve in accordance to the Recreation Master Plan. As the department is reporting an exceptional revenue surplus in 2024, the transfers to reserve in the year is approximately \$126,000 over budgeted amount. Unused maintenance expenditure or revenue surplus is Lakeview Park Marina \$70,084, Parkside Tennis \$30,650 and Lease Maintenance \$40,169 are also transferred to the related reserve as part of the capital budget planning.

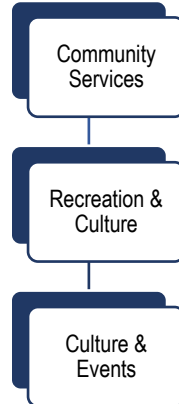
Other Miscellaneous Expenditures	\$24,892
-----------------------------------------	-----------------

The year-end surplus is due to lower training, membership dues and public relations expenses.

Culture & Events

DEPARTMENTAL OVERVIEW

The Culture department provides programs, events and services that express the City's cultural identity, celebrates traditions and improves the quality of life for Windsor residents.



Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	n/a	n/a	n/a	n/a
Annual Expense Budget	n/a	n/a	n/a	n/a
Annual Net Budget	n/a	n/a	n/a	n/a
Annual Net Variance	n/a	n/a	n/a	n/a
Variance as a % of Gross Budget	n/a	n/a	n/a	n/a

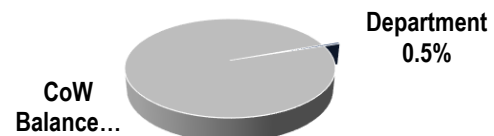
2024 Budgeted Full Time Equivalent (FTE)



	<u>FTE</u>
Management:	3.0
Non-Union	3.0
Local 543:	<u>8.7</u>
Total	14.7

2024 Portion of Net Municipal Tax Levy

<u>Department</u>	<u>CoW Balance</u>	<u>Net Levy</u>
\$2,183,729	\$430,061,589	\$432,245,318



2024 Year-End Variance:

\$164,337

Surplus

Culture & Events

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Revenue:				
User Fees, Permits & Charges	n/a	\$0	\$190,000	\$77,870
Other Miscellaneous Revenue	n/a	\$0	\$0	\$7,054
Expenses:				
Minor Capital	n/a	\$0	\$0	\$11,828
Operating & Maintenance Supplies	n/a	\$84,000	\$100,000	\$6,066
Purchased Services	n/a	\$0	\$0	\$15,518
Salaries & Benefits	n/a	\$0	(\$20,000)	\$15,755
Transfers to External Agencies	n/a	\$0	\$0	\$11,300
Transfers to Reserves & Capital Fund	n/a	\$0	\$0	(\$15,098)
Other Miscellaneous Expenditures	n/a	\$0	\$0	\$34,043
Net Total	n/a	\$84,000	\$270,000	\$164,337

User Fees, Permits & Charges **\$77,870**

Lease & rental revenues ended the year in a surplus of \$57,044. Commission revenues from the catering vendor at Willistead Manor added a positive impact of \$40,899. The surplus is partially offset by the deficit of \$20,074 in museum admissions, program registrations and retail sales

Other Miscellaneous Revenue **\$7,054**

The surplus of \$7,054 in Other Miscellaneous Revenue is due to more sponsorship payments received for City events such as Open Streets and the City's birthday celebration.

Minor Capital **\$11,828**

The Department spent less than budgeted amount on infrastructure maintenance and equipment. In addition, the museums did not have the need to acquire additional artifacts during the year.

Operating & Maintenance Supplies **\$6,066**

The Department incurred less than budgeted amount in building maintenance and housekeeping supplies

Purchased Services **\$15,518**

Purchased Services accounts were overall in a surplus due to lower spending in advertising, vehicle rentals and professional services. However, the surplus offset by lower labour cost recoveries from Parks and Facilities for setting up equipment at events and the costs of staffing overlap during the transition of the contracted custodians at Willistead Manor.

Salaries & Benefits **\$15,755**

Culture is reporting a slight surplus of \$15,755 in Salaries & Benefits due to gapping.

Transfers to External Agencies **\$11,300**

The year-end surplus is due to adjustments to some of the awarded funding which were made in the previous year.

Culture & Events

Transfers to Reserves & Capital Funds	(\$15,098)
--------------------------------------------------	-------------------

The deficit of \$15,098 is partially caused by the annual transfer to the Museum Capital Reserve for capital maintenance at the Francois Baby House, as per the agreement with Windsor Sites Association. During the year the insurable value of the facility was updated and consequently increased the required reserve transfer.

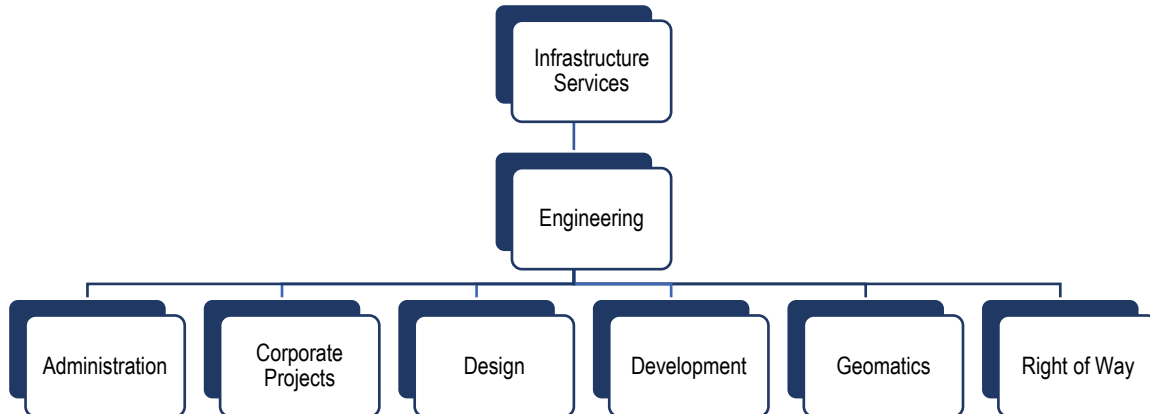
Other Miscellaneous Expenditures	\$34,043
-----------------------------------------	-----------------

Expenditures for public relations, conference registrations, as well as exhibitions and conservations for the Community Museums were lower than budget in 2024.

Engineering


DEPARTMENTAL OVERVIEW

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



Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	n/a	n/a	(\$5,338,928)	(\$6,597,807)
Annual Expense Budget	n/a	n/a	\$7,913,993	\$9,443,767
Annual Net Budget	n/a	n/a	\$2,575,065	\$2,845,960
Annual Net Variance	n/a	n/a	(\$243,858)	\$495,697
Variance as a % of Net Budget	n/a	n/a	(9.5%)	17.4%

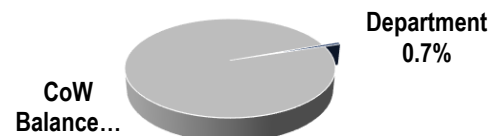
2024 Budgeted Full Time Equivalent (FTE)



	FTE
Sr. Mngr.	1.0
Management:	10.0
Non-Union:	34.0
Local 543:	<u>25.0</u>
Total	70.0

2024 Portion of Net Municipal Tax Levy

Department	CoW Balance	Net Levy
\$2,923,403	\$429,321,915	\$432,245,318



2024 Year-End Variance:

\$575,016

Surplus

Engineering

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Revenue:				
Recovery of Expenditures	n/a	\$82,000	\$11,000	\$270,923
Transfers from Other Funds	n/a	(\$70,000)	(\$70,000)	\$0
User Fees, Permits & Charges	n/a	\$174,000	\$307,000	\$513,938
Other Miscellaneous Revenue	n/a	\$21,000	\$70,000	\$60,758
Expenses:				
Financial Expenses	n/a	(\$59,000)	(\$66,000)	(\$73,432)
Minor Capital	n/a	\$3,000	(\$12,000)	\$22,864
Operating & Maintenance Supplies	n/a	\$0	\$5,000	\$7,731
Purchased Services	n/a	\$0	(\$12,000)	\$0
Salaries & Benefits	n/a	(\$94,000)	(\$107,000)	(\$242,771)
Other Miscellaneous Expenditures	n/a	\$0	(\$4,000)	\$15,005
Net Total	n/a	\$57,000	\$122,000	\$575,016

Recovery of Expenditures \$270,923

The year-end surplus of \$270,923 is as a result of additional recoveries being recorded that were not anticipated. This is a combination of the following:

- 1) Surplus of \$73,076 in the Right of Way department, due to recoveries from Stormwater Finance and Amanda Portal projects.
- 2) Surplus of \$45,991 for additional salary recoveries in the City Engineer's department.
- 3) Surplus of \$116,973 in Corporate Projects as a result of heavy work load positions within the Division, which are recovered from Capital projects.
- 4) Surplus of \$34,883 in Development due to higher recoveries from Capital Projects.

User Fees, Permits & Charges \$513,938

The year-end surplus of \$513,938 resulted from a combination of the following:

- 1) A deficit of \$218,627 in Right of Way, caused by Sidewalk Cafe Fees being waived for 2024, as well as transfers to Capital and Reserve funds for payments received by the department being higher than budget.
- 2) A surplus of approximately \$732,565 in Geomatics due to an increase in GIS User Fees received. This increase is largely attributable to the construction of the battery plant and an increase in construction of multi-residential buildings.

Other Miscellaneous Revenue \$60,758

A surplus of \$60,758 in Other Miscellaneous Revenue is a result of higher than expected service and bench advertising fees received by the Right of Way department.

Engineering

Financial Expenses	(\$73,432)
---------------------------	-------------------

There is a deficit of (\$73,432) in bank charges at year end. This is a continuing trend caused by the increased use of credit cards for payments made to Right of Way.

Minor Capital	\$22,864
----------------------	-----------------

A surplus of \$22,864 in the Minor Capital category is largely attributable to the reduction to the amount of Permit Fees to be reallocated to IT for Amanda Services by Right of Way.

Operating & Maintenance Supplies	\$7,731
---------------------------------------------	----------------

A surplus of \$7,731 in Operating & Maintenance Supplies was due to underspending on Office and Operating Supplies.

Salaries & Benefits	(\$242,771)
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A deficit of \$242,771 was due to heavy workload positions in Corporate Projects and Temporary Salaries in the City Engineer's department.

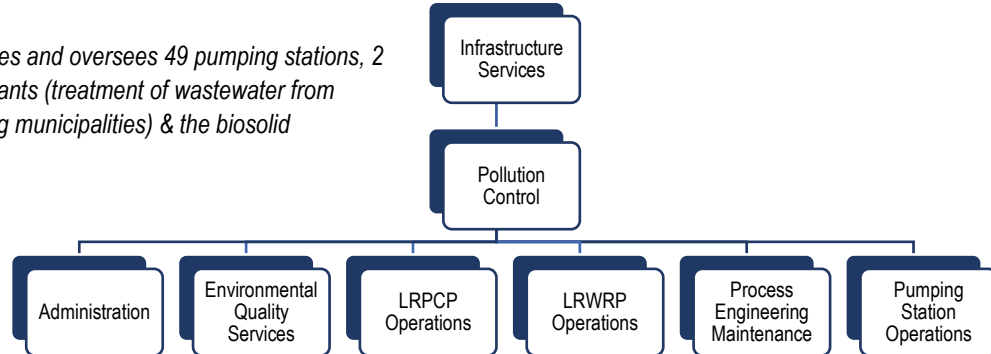
Other Miscellaneous Expenditures	\$15,005
-----------------------------------------	-----------------

A surplus of \$15,005 in Other Miscellaneous Expenditures was a result of underspending in membership, training, and conference registration fees.

Pollution Control

DEPARTMENTAL OVERVIEW

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



Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	n/a	n/a	(\$21,337,790)	(\$24,120,651)
Annual Expense Budget	n/a	n/a	\$21,337,790	\$24,120,651
Annual Net Budget	n/a	n/a	\$0	\$0
Annual Net Variance	n/a	n/a	n/a	n/a
Variance as a % of Gross Budget	n/a	n/a	n/a	n/a

2024 Budgeted Full Time Equivalent (FTE)



	<u>FTE</u>
Management:	9.0
Non-Union:	3.0
Local 543:	8.7
Local 82:	<u>45.0</u>
Total	65.7

2024 Portion of Net Municipal Tax Levy

<u>Department</u>	<u>CoW Balance</u>	<u>Net Levy</u>
n/a	n/a	n/a

2024 Year-End Variance:

\$0

Surplus

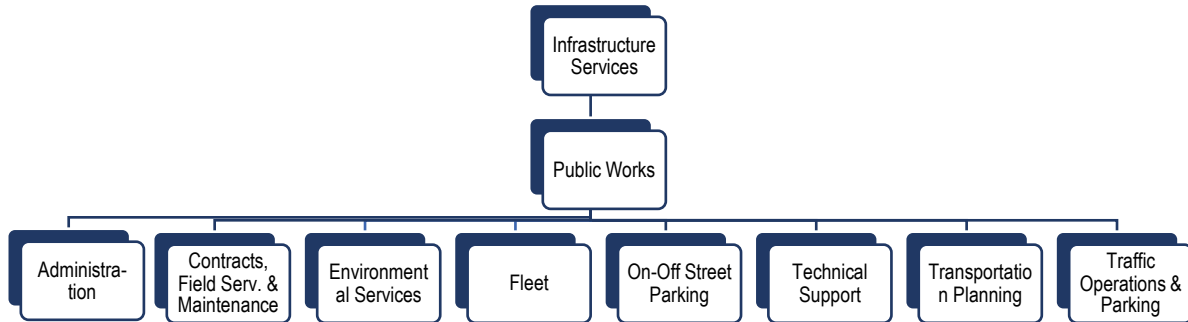
VARIANCE SUMMARY & DESCRIPTION

The Pollution Control Department does not have a municipal levy component within their budget and therefore, no variance should be projected for municipal levy purposes. All costs related to the Pollution Control Department are recovered through the Sewer Surcharge.

Public Works

DEPARTMENTAL OVERVIEW

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



Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	(\$30,629,406)	(\$27,330,228)	(\$29,641,435)	(\$32,474,213)
Annual Expense Budget	\$59,855,262	\$56,609,038	\$58,680,331	\$64,764,224
Annual Net Budget	\$29,225,856	\$29,278,810	\$29,038,896	\$32,290,011
Annual Net Variance	(\$1,407,608)	(\$2,606,219)	(\$2,935,920)	\$203,873
Variance as a % of Net Budget	(4.8%)	(8.9%)	(10.1%)	0.6%

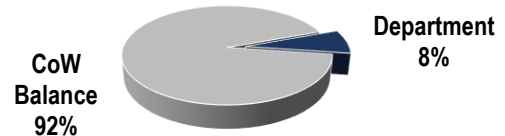
2024 Budgeted Full Time Equivalent (FTE)

	FTE
Management:	31.0
Non-Union:	26.0
Local 543:	84.0
Local 82:	83.2
Total	224.2



2024 Portion of Net Municipal Tax Levy

Department	CoW Balance	Net Levy
\$33,482,267	\$398,763,051	\$432,245,318



2024 Year-End Variance:

\$108,436

Surplus

Public Works

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Revenue:				
Recovery of Expenditures	n/a	(\$220,000)	(\$157,000)	\$644,073
User Fees, Permits & Charges	n/a	(\$225,000)	(\$1,000,000)	(\$197,363)
Expenses:				
Operating & Maintenance Supplies	n/a	\$0	\$0	(\$43,651)
Purchased Services	n/a	\$485,000	\$150,000	(\$807,565)
Salaries & Benefits	n/a	\$735,000	\$650,000	\$516,623
Other Miscellaneous Expenditures	n/a	\$0	\$0	(\$3,681)
Net Total	n/a	\$775,000	(\$357,000)	\$108,436

Recovery of Expenditures \$644,073

The year-end surplus of \$644,073 is a direct result of increased Traffic recoveries for capital works in Public Works and Engineering requiring signals, signage, and pavement markings. Offsetting the surplus related to Traffic services are deficits in several other divisions resulting from reduced staff recoveries as a result of vacancies throughout the year as well as lost revenues due to an increase in unrecoverable service provided by various recoverable divisions in the department for items such as 311 calls, police calls, and events.

User Fees, Permits & Charges (\$197,363)

The year-end deficit of \$197,363 related to the net variances for all user fee revenue across the department. Lost revenue is in part due to delays implementing the 2024 approved user fee increases, with the majority of the variance due to a reduction in billings in the Fleet division.

Operating & Maintenance Supplies (\$43,651)

The year-end deficit of \$43,651 related to all operating & maintenance supplies and tools \$378,751 offset by surpluses of \$227,296 for fuel; \$107,804 for parts.

Purchased Services (\$807,565)

The year-end deficit of \$807,565 related to purchased services for the winter control service, Parking Enforcement, streetlight maintenance, various services for ROW Maintenance, various services for Environmental Services including waste and recycle collection, and the rental, repair, and maintenance of vehicles, equipment, and buildings. The final variance for winter control was a surplus of \$553,058 due to fewer snowfall events during the year. The final variance for Parking Enforcement related to the contracted services is a net deficit of \$36,184. The final variance related to the contracted services for streetlight maintenance is a deficit of \$443,261 due to rate increases imposed in 2024 and a greater number of streetlight repairs needed than originally anticipated. The final variance for the Environmental Services, ROW Maintenance, Transportation Planning, and Technical Support divisions for all contracted services is an overall net deficit of \$438,561; and the final net variance for the rental, repair, and maintenance of vehicles, equipment, and buildings is a deficit of \$442,617 due to higher than anticipated outsourced repairs for the Fleet division and increased repairs and maintenance for all assets across PW.

Public Works

Salaries & Benefits	\$516,623
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The year-end surplus of \$516,623 related to all salary and wage accounts included overtime and WSIB. Vacancies and associated salary gapping savings as a result from retirements and staff appointments into new positions, were offset with overtime for existing staff and the hiring of extra temporary staff to accommodate heavy work load situations where required.

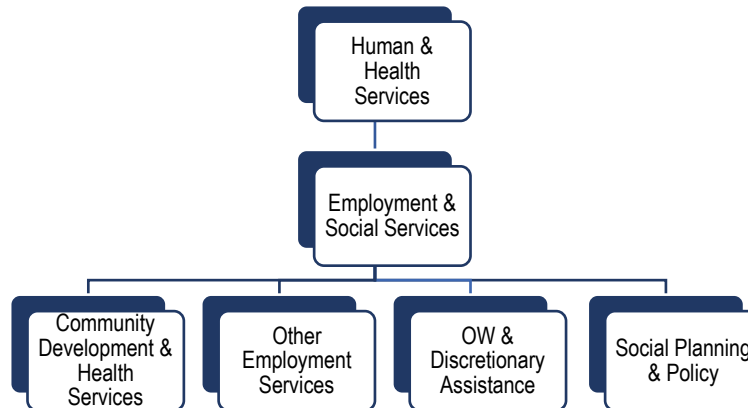
Other Miscellaneous Expenditures	(\$3,681)
-----------------------------------------	------------------

A net deficit of \$3,681 has been realized for 2024 related to the net of all line by line variances remaining for the department.

Employment & Social Services


DEPARTMENTAL OVERVIEW

Employment & Social Services provides basic financial, social and employment assistance for individuals who are in temporary financial need in Windsor, Essex County and Pelee Island. Employment & Social Services also leads the provision of Employment Ontario Services for Windsor-Essex, Chatham-Kent and Sarnia-Lambton.



Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	(\$108,882,445)	(\$108,913,554)	(\$93,448,255)	(\$115,187,574)
Annual Expense Budget	\$116,969,007	\$116,559,418	\$101,037,567	\$123,194,263
Annual Net Budget	\$8,086,562	\$7,645,864	\$7,589,312	\$8,006,689
Annual Net Variance	\$1,673,697	\$1,568,805	\$1,267,504	(\$109,330)
Variance as a % of Net Budget	20.7%	20.5%	16.7%	(1.4%)

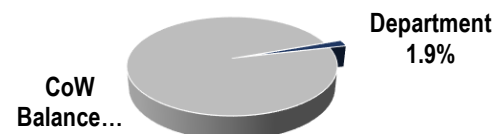
2024 Budgeted Full Time Equivalent (FTE)



	FTE
Sr. Mngr.:	1.0
Management:	20.0
Non-Union:	10.0
Local 543:	190
Total	221.0

2024 Portion of Net Municipal Tax Levy

Department	CoW Balance	Net Levy
\$8,395,577	\$423,849,741	\$432,245,318



2024 Year-End Variance:

\$809,983

Surplus

Employment & Social Services

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Revenue:				
Grants & Subsidies	n/a	\$0	(\$149,000)	(\$151,419)
Recovery of Expenditures	n/a	(\$142,000)	(\$240,000)	(\$137,919)
Expenses:				
Financial Expenses	n/a	(\$21,000)	(\$24,000)	\$0
Minor Capital	n/a	(\$34,000)	\$123,000	\$160,978
Operating & Maintenance Supplies	n/a	(\$22,000)	(\$17,000)	\$0
Purchased Services	n/a	(\$30,000)	(\$107,000)	\$0
Salaries & Benefits	n/a	(\$225,000)	\$93,000	\$903,965
Transfers for Social Services	n/a	\$1,064,000	\$1,096,000	\$34,378
Other Miscellaneous Expenditures	n/a	\$40,000	\$22,000	\$0
Net Total	n/a	\$630,000	\$797,000	\$809,983

The Employment & Social Services department is funded primarily through Provincial, Federal and County funding, with the net City cost of the budget representing less than 6% of the gross cost. The variances outlined below are expressed in gross dollars.

Grants & Subsidies (\$151,419)

Ontario Works Program Delivery expenditures are partially funded by the Ministry of Children, Community and Social Services (MCCSS). After the 2024 City budget was approved, the Ministry allocated additional one-time Ontario Works Program Delivery funding requiring the municipality to cost share 50%. The required municipal contribution was available within the approved budget. This increase in provincial funding allowed for higher expenditures while utilizing less municipal funding.

Recovery of Expenditures (\$137,919)

The municipal contribution related to Ontario Works Program Delivery expenditures is cost shared with the County of Essex. Municipal savings resulting from the receipt of one-time Ontario Works Program funding resulted in lower than budgeted County revenue. Partially offsetting lower County revenues was higher staff recoveries in the Community, Safety & Well Being program.

Minor Capital \$160,978

A surplus was realized in Ontario Works Program Delivery as planned expenditures for furniture and fixtures did not occur this year.

Salaries & Benefits \$903,965

The largest portion of this gross surplus in the Ontario Works Program resulted from vacancies that were not filled and the hiring freeze. This surplus was offset by additional costs related to the overlapping of positions for upcoming retirements. Since the department as a whole ended with a surplus, the transfer from the Over-Complement Reserve Account was not drawn upon.

Transfers for Social Services \$34,378

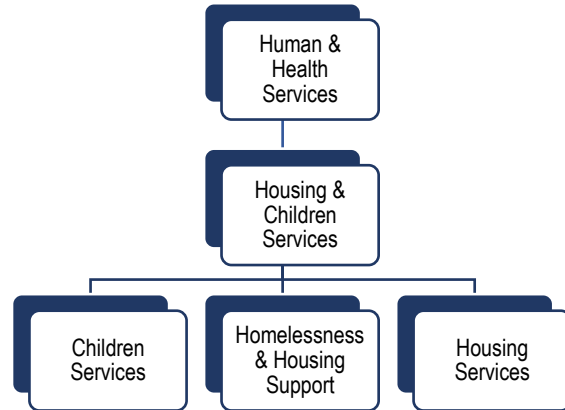
100% Municipal Discretionary Assistance ended the year with a net City surplus of \$34,378 as a result of discretionary benefit costs being lower than expected.

Housing & Children's Services

DEPARTMENTAL OVERVIEW

Housing Services administers program requirements and funding for 7,800 units including over 32 social housing providers in Windsor and Essex County. The Homelessness & Housing Support area administers funding from all three levels of government and oversees various homelessness and supportive housing programs in Windsor and Essex County.

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



Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	(\$87,488,107)	(\$83,644,514)	(\$93,310,462)	(\$129,202,225)
Annual Expense Budget	\$99,172,643	\$95,941,104	\$107,209,475	\$142,844,245
Annual Net Budget	\$11,684,536	\$12,296,590	\$13,899,013	\$13,642,020
Annual Net Variance	\$1,664,625	\$43,423	(\$1,406,961)	(\$1,420,791)
Variance as a % of Net Budget	14.2%	0.4%	(10.1%)	(10.4%)

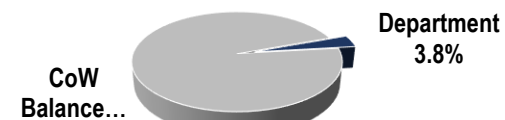
2024 Budgeted Full Time Equivalent (FTE)



	FTE
Management:	9.0
Non-Union:	12.0
Local 543:	60.5
Total	81.5

2024 Portion of Net Municipal Tax Levy

Department	CoW Balance	Net Levy
\$16,256,853	\$415,988,465	\$432,245,318



CoW Balance... Department 3.8%

2024 Year-End Variance:

\$25,169

Surplus

Housing & Children's Services

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Revenue:				
Grants & Subsidies	n/a	\$231,000	\$31,000	\$0
Recovery of Expenditures	n/a	\$233,000	\$484,000	\$132,519
Transfers from Other Funds	n/a	(\$200,000)	(\$239,000)	\$0
Expenses:				
Minor Capital	n/a	(\$14,000)	(\$21,000)	\$0
Operating & Maintenance Supplies	n/a	\$0	(\$1,000)	\$0
Purchased Services	n/a	(\$33,000)	\$165,000	\$0
Salaries & Benefits	n/a	(\$99,000)	(\$209,000)	\$0
Transfers for Social Services	n/a	(\$877,000)	\$153,000	\$692,650
Other Miscellaneous Expenditures	n/a	\$8,000	(\$7,000)	\$0
Net Total	n/a	\$0	(\$751,000)	\$25,169

The Housing & Children's Services department is funded primarily through Provincial, Federal and County revenues, with the net City cost of the budget representing less than 11% of the gross cost. The variances outlined below are expressed in gross dollars.

Recovery of Expenditures \$132,519

The city surplus of \$132,519 is primarily related to higher than budgeted County revenue for all Housing & Children's Services cost shared programs due to the change in weighted assessment rates after the budget was developed.

Transfers for Social Services \$692,650

Windsor Essex Housing Benefit (WEHB) realized a city surplus of \$310,346 as a result of one-time provincial funds becoming available for rent supplements units. A surplus of \$326,454 was realized in the Rapid Housing Initiative program as a result of income from residents being higher than budgeted and lower than projected costs at CHC Crawford and CHC Bloomfield locations. Pathway to Potential (P2P) realized a City surplus of \$89,343 due to unexpected delays in selecting community program partners for the strategy renewal in the RFP issued in 2024. Unbudgeted one-time expenditures \$33,493 were incurred primarily due to the fire at 333 Glengarry and operation of a temporary emergency shelter at the WFCU to accommodate displaced residents.

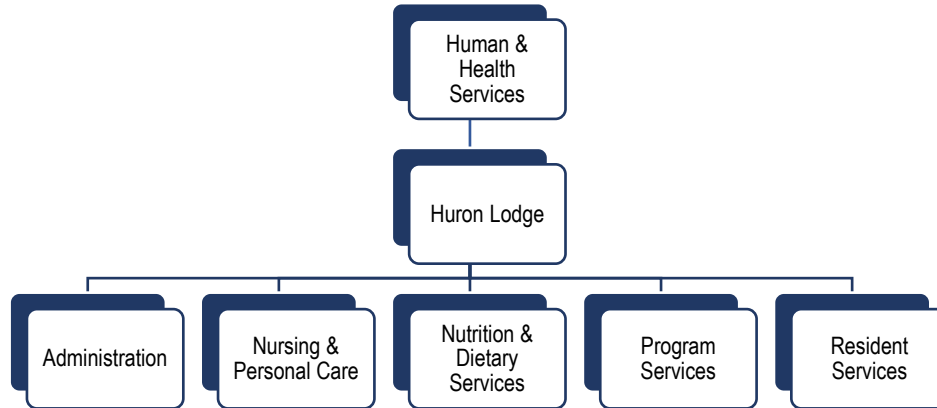
Transfers to Reserves & Capital Funds (\$800,000)

As noted above, Housing and Children's Services realized city surpluses in the categories above. A budget carryover to 2025 of \$800,000 has been approved to help offset 2025 cost pressures in Homelessness Prevention Program (HPP). The budget carryover was from surpluses in the following areas: Rapid Housing Initiative \$326,454, Windsor Essex Housing Benefit \$310,346, Children's Services Programs \$73,900, and Pathway to Potential \$89,300 for a total of \$800,000 to help address increasing funding pressures within HPP.

Huron Lodge

DEPARTMENTAL OVERVIEW

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



Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	(\$16,950,506)	(\$18,004,118)	(\$18,059,248)	(\$22,410,512)
Annual Expense Budget	\$24,747,809	\$26,132,683	\$26,521,327	\$31,984,347
Annual Net Budget	\$7,797,303	\$8,128,565	\$8,462,079	\$9,573,835
Annual Net Variance	\$1,033,330	\$522,202	\$1,060,768	\$1,178,839
Variance as a % of Net Budget	13.3%	6.4%	12.5%	12.3%

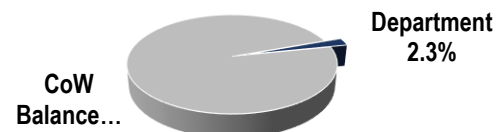
2024 Budgeted Full Time Equivalent (FTE)



	<u>FTE</u>
Management:	10.0
Non-Union:	7.0
ONA:	26.0
Local 543:	<u>207.2</u>
Total	250.2

2024 Portion of Net Municipal Tax Levy

<u>Department</u>	<u>CoW Balance</u>	<u>Net Levy</u>
\$10,152,534	\$422,092,784	\$432,245,318



2024 Year-End Variance:

\$646,249

Surplus

Huron Lodge

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Revenue:				
Grants & Subsidies	n/a	(\$100,000)	(\$270,000)	(\$318,356)
Transfers from Other Funds	n/a	(\$125,000)	(\$125,000)	\$0
User Fees, Permits & Charges	n/a	\$18,000	\$80,000	\$109,171
Other Miscellaneous Revenue	n/a	\$7,000	\$30,000	\$8,696
Expenses:				
Minor Capital	n/a	(\$135,000)	(\$150,000)	(\$464,938)
Operating & Maintenance Supplies	n/a	(\$150,000)	(\$275,000)	(\$436,970)
Purchased Services	n/a	\$30,000	\$100,000	\$49,152
Salaries & Benefits	n/a	\$1,000,000	\$1,200,000	\$1,699,494
Net Total	n/a	\$545,000	\$590,000	\$646,249

Grants & Subsidies (\$318,356)

The department ended the year in a \$318,356 deficit position in annualized MLTC funding streams due to unforeseen variables such as the Case Mix Index reducing the per diems received.

User Fees, Permits & Charges \$109,171

This surplus is due to higher than budgeted Accommodation Revenue received in 2024.

Other Miscellaneous Revenue \$8,696

Huron Lodge receives rebates based on spending levels for various supplies such as incontinence and food items.

Minor Capital (\$464,938)

This variance is as a result of repairs completed in the kitchen for plumbing and humidification and also the purchase of kitchen and nursing replacement equipment to maintain the prescribed level of care services.

Operating & Maintenance Supplies (\$436,970)

The deficit of \$436,970 in this category is predominately due to the supplies in the Nursing division of Huron Lodge. In addition to the rising prices of nursing supplies, residents are arriving more fragile and majority from hospital requiring additional supplies for their plan of care.

Purchased Services \$49,152

This surplus is one-time in nature as it is due to the timing of the new physiotherapy agreement commencing in the third quarter of 2024.

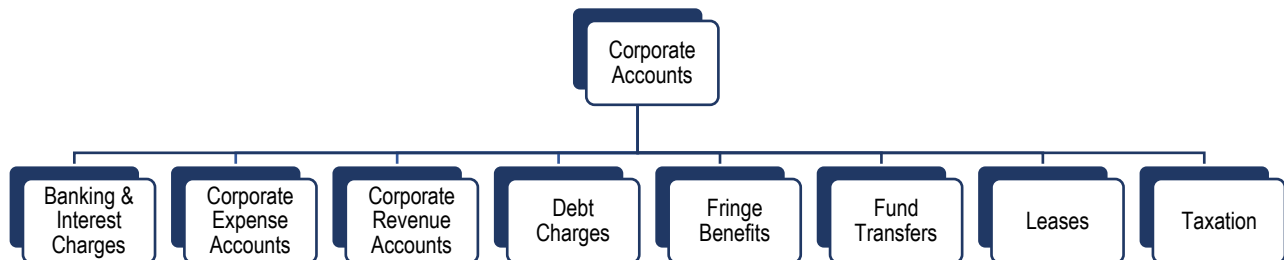
Salaries & Benefits \$1,699,494

The surplus in salary and benefit accounts represents the net impact of all salary and benefit accounts at Huron Lodge and is largely due to the additional funded expense for staff additions and vacancies that have not been filled yet. The department is working to meet the staffing targets set by the MLTC.

Corporate Accounts

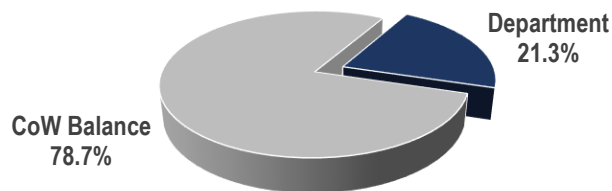
DEPARTMENTAL OVERVIEW

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



Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	(\$217,748,697)	(\$131,127,456)	(\$135,372,275)	(\$130,354,324)
Annual Expense Budget	\$242,097,940	\$162,129,721	\$219,926,715	\$220,807,900
Annual Net Budget	\$24,349,243	\$31,002,265	\$84,554,440	\$90,453,576
Annual Net Variance	\$3,648,165	\$2,491,934	\$5,297,210	\$946,628
Variance as a % of Net Budget	15.0%	8.0%	6.3%	1.0%

2024 Portion of Net Municipal Tax Levy



Department	\$92,228,244
CoW Balance	\$340,017,074
Net Levy	\$432,245,318

2024 Year-End Variance:

\$2,516,898

Surplus

Corporate Accounts

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Revenue:				
Investment Income & Dividends	n/a	\$1,000,000	(\$550,000)	\$61,026
Recovery of Expenditures	n/a	\$362,000	\$355,000	\$365,184
Taxes - Municipal	n/a	\$82,000	\$135,000	\$149,366
Transfers from Other Funds	n/a	\$0	\$0	(\$627,477)
User Fees, Permits & Charges	n/a	\$1,000,000	\$2,417,000	\$2,483,410
Expenses:				
Financial Expenses	n/a	\$0	\$716,000	\$664,121
Purchased Services	n/a	\$0	\$19,000	\$18,505
Salaries & Benefits	n/a	\$0	\$900,000	(\$97,056)
Transfers to External Agencies	n/a	\$0	(\$361,000)	(\$500,181)
Utilities, Insurance & Taxes	n/a	\$0	\$637,000	\$0
Net Total	n/a	\$2,444,000	\$4,268,000	\$2,516,898

Investment Income & Dividends \$61,026

Capital Interest Income \$1,414,079 surplus

A year-end surplus of \$1,414,079 in Capital Interest Income was due to higher than anticipated Bank of Canada interest rates compared to budget.

YQG & Windsor-Detroit Tunnel Dividends \$800,000 deficit

Cross border and air travel were severely restricted during the pandemic and its recovery stage, resulting in significant revenue losses for tunnel tolls and airport operations. As the recovery period is ongoing, only \$1,000,000 of the \$1,500,000 Windsor-Detroit Tunnel dividend and \$700,000 of the \$1,000,000 YQG dividends was realized in 2024.

Casino Hosting Fee Revenue: \$553,053 deficit

As a result of Caesars Windsor's post pandemic recovery, less than anticipated hosting fee revenues were received during the year.

Recovery of Expenditures \$365,184

A year-end surplus of \$365,184 in Program Support Recoveries was due to additional program funding available within Employment & Social Services

Taxes - Municipal \$149,366

A year-end surplus of \$149,366 was due to an increase in the 'Heads and Beds' levy from increased student enrollment and a surplus in Payment in Lieu of Taxes for previously exempt properties.

Corporate Accounts

Transfers from Other Funds	(\$627,477)
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This deficit represents an offset to various surpluses within the "Other Funding Sources" such as the Off Street Parking Reserve, Sewer Surcharge Reserve, Building Permit Reserve and Provincially Funded Programs. This represents a deficit for accounting purposes only.

User Fees, Permits & Charges	\$2,483,410
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A year-end surplus \$2,483,410 was a result of higher than anticipated interest and enalties on property taxes and accounts receivable. Property tax arrears is steadlily rising as a result of current economic conditions.

Financial Expenses	\$664,121
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A year-end surplus of \$664,121 was recognized as a result of new assessment from growth and development.

Purchased Services	\$18,505
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A year-end surplus of \$18,505 was a result of lower fees paid to MPAC.

Salaries & Benefits	(\$97,056)
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The Corporate Salary & Wage Provision account includes provisions and accruals for various collective agreements and personnel related matters. The corporate provisions within this account include amounts for job evaluation increases, unanticipated WSIB costs, overtime for eligible non-union members, and a general contingency provision. The surplus related to these provisions total \$912,911 and are intended to offset related deficits within the departments. Also included in this account is a charge of \$1,009,967 related to future anticipated and unbudgeted salary committments which is recorded for accounting purposes.

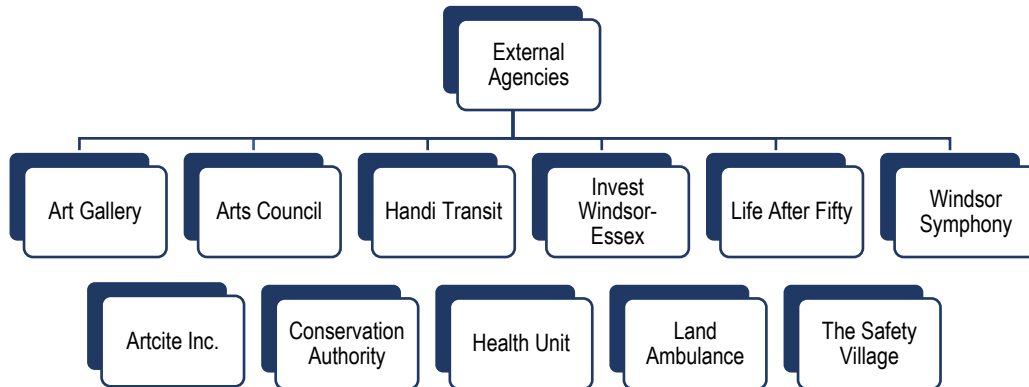
Transfers to External Agencies	(\$500,181)
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Waiver of Fees - A year-end deficit totalling \$43,151 was recognized in 2024 based on City Council approvals.

CIP Property Tax Rebates - A year-end deficit of \$457,030 was realized a result of an increase in the amount of total eligible grants required to be paid under the CIP property tax rebates program.

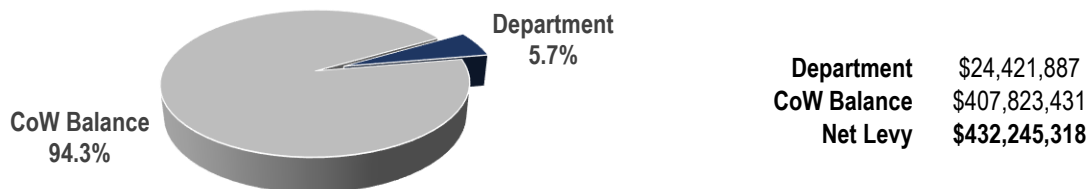
Agencies

DEPARTMENTAL OVERVIEW



Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	(\$100,598)	(\$100,598)	(\$100,598)	(\$100,598)
Annual Expense Budget	\$19,996,396	\$20,558,892	\$20,858,514	\$22,634,432
Annual Net Budget	\$19,895,798	\$20,458,294	\$20,757,916	\$22,533,834
Annual Net Variance	\$1,056,508	\$167,535	\$1,114,860	\$289,178
Variance as a % of Net Budget	5.3%	0.8%	5.4%	1.3%

2024 Portion of Net Municipal Tax Levy



2024 Year-End Variance: \$1,343,986

Surplus

Agencies

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Expenses:				
Transfers to External Agencies	n/a	\$668,000	\$668,000	\$1,343,986
Net Total	n/a	\$668,000	\$668,000	\$1,343,986

Transfers to External Agencies	\$1,343,986
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Windsor Essex County Heath Unit: \$644,182 Surplus

A year-end surplus of \$644,182 represents the City's pro-rata share of the 2023 Mitigation Funding adjustment approved by the Ministry of Health.

EMS / Land Ambulance: \$692,190 Surplus

A year-end surplus of \$692,190 includes the following; \$15,840 representing the City's share of the 2023 adjustment resulting from an increase in Provincial funding over what was reported at 2023 year-end, and \$676,350 representing the City's share of the projected 2024 surplus resulting from not fully implementing the budgeted FTE enhancement as scheduled, as well as increased revenue from the Province and other recoveries.

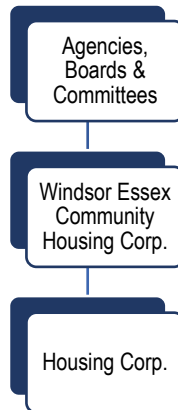
Essex Region Conservation Authority (ERCA): \$7,614 Surplus

The Essex Region Conservation Authority's budget was approved subsequent to the City's budget being approved and has resulted in a \$7,614 surplus.

Windsor Essex Community Housing Corporation

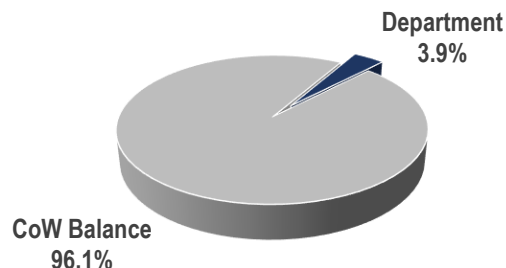
DEPARTMENTAL OVERVIEW

Windsor Essex Community Housing Corporation ("CHC") provides well-maintained, safe and affordable community housing in a respectful and fair manner. CHC are leaders in the housing sector and contribute to the development and support of strong communities in the City of Windsor and County of Essex



Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	(\$9,916,237)	(\$7,963,294)	(\$8,307,760)	(\$8,293,990)
Annual Expense Budget	\$21,999,658	\$20,524,712	\$21,991,253	\$23,920,525
Annual Net Budget	\$12,083,421	\$12,561,418	\$13,683,493	\$15,626,535
Annual Net Variance				
Variance as a % of Net Budget	0.0%	0.0%	0.0%	0.0%

2024 Portion of Net Municipal Tax Levy



Department	\$16,831,885
CoW Balance	\$415,413,433
Net Levy	\$432,245,318

2024 Year-End Variance:

\$265,673

Surplus

Windsor Essex Community Housing Corporation

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Revenue:				
Recovery of Expenditures	n/a	\$348,000	\$350,000	\$76,330
Transfers from Other Funds	n/a	\$0	\$0	\$267,546
Expenses:				
Transfers for Social Services	n/a	(\$830,000)	(\$836,000)	(\$78,203)
Net Total	n/a	(\$482,000)	(\$486,000)	\$265,673

CHC is an arm's-length organization owned by the City of Windsor. CHC is a separate legal entity and operates as a non-profit governed by a Board of Directors (the "Board"). The Board oversees the organization, while the daily operational functions are executed by the CEO and staff employed at CHC.

Recovery of Expenditures \$76,330

Social Housing provided through Windsor Essex Community Housing Corporation's (CHC) is cost shared with the County of Essex. The County revenue surplus of \$76,330 is primarily due to the change in weighted assessment which is higher than budgeted.

Transfers from Other Funds \$267,546

A transfer from the Budget Stabilization reserve (BSR) was utilized for \$267,546 to offset the City's share of the gross cost pressure \$424,904 for the CHC Public Housing program.

Transfers for Social Services (\$78,203)

CHC realized a Gross Expense deficit of \$424,904 related to pressures in the Public Housing portfolio primarily due to increased costs in building repair and maintenance. The City portion of the CHC Public Housing portfolio was funded by one-time BSR funding from the reserve (see Transfers from Other Funds). Offsetting this deficit was a CHC gross net surplus of \$346,701 primarily related to their Family portfolio, which combined with the former lead to a \$78,203 gross deficit in this budget category.

Windsor Police Services

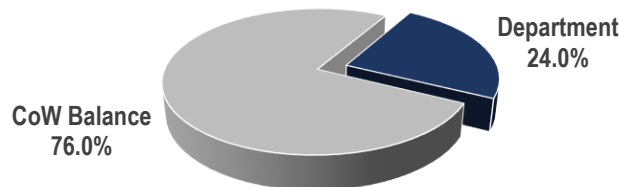
DEPARTMENTAL OVERVIEW

The Windsor Police Service (WPS) provides crime prevention, law enforcement, assistance to victims of crime, public order maintenance and emergency response. WPS operates in accordance with principles that ensure the safety and security of all persons and property, safeguarding the fundamental rights guaranteed by the Canadian Charter of Rights and Freedoms and the Human Rights Code.



Historical Financial Summary	2020	2021	2022	2023
Annual Revenue Budget	(\$17,364,207)	(\$17,384,673)	(\$18,042,140)	(\$18,862,655)
Annual Expense Budget	\$109,490,813	\$111,317,082	\$115,019,577	\$117,868,133
Annual Net Budget	\$92,126,606	\$93,932,409	\$96,977,437	\$99,005,478
Annual Net Variance	\$571,091	\$1,530,708	\$620,859	(\$72,756)
Variance as a % of Net Budget	0.6%	1.6%	0.6%	(0.1%)

2024 Portion of Net Municipal Tax Levy



Department	\$103,576,858
CoW Balance	\$328,668,460
Net Levy	\$432,245,318

2024 Year-End Variance: (\$3,792,328)
Deficit

Windsor Police Services

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Expenses:				
Salaries & Benefits	n/a	(\$3,000,000)	(\$3,500,000)	(\$3,792,328)
Net Total	n/a	(\$3,000,000)	(\$3,500,000)	(\$3,792,328)

Salaries & Benefits	(\$3,792,328)
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The most significant contributing factor was the settlement of the 2023-2026 Collective Bargaining Agreements with the Windsor Police Association. This required the WPS to remit retroactive settlements for both the 2023 and 2024 fiscal years. In addition, a long standing grievance by the WPA was settled resulting in \$250K in unbudgeted expenditures. Uncontrollable and unanticipated overtime was incurred to respond to an unprecedented level of protests and demonstrations. In addition, there was an elevated demand for officer attendance at POA and OCJ court during the year. WPS has no control over the issuance of subpoenas to officers nor the corresponding overtime incurred as the provisions are per the CBA.

On-Off Street Parking Reserve

2024 Year-End Variance:	\$31,194 Surplus
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VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Revenue:				
User Fees, Permits & Charges	n/a	(\$450,000)	(\$450,000)	(\$650,074)
Expenses:				
Operating & Maintenance Supplies	n/a	\$0	\$0	\$125,356
Salaries & Benefits	n/a	\$125,000	\$100,000	\$137,926
Transfers to Reserves & Capital Fund	n/a	\$0	\$0	\$467,202
Utilities, Insurance & Taxes	n/a	\$0	(\$47,000)	(\$45,607)
Other Miscellaneous Expenditures	n/a	\$0	\$0	(\$3,609)
Net Total	n/a	(\$325,000)	(\$397,000)	\$31,194

User Fees, Permits & Charges (\$650,074)

A total deficit of (\$650,074) has been realized for 2024 related to reduced hourly and monthly parking revenue.

Operating & Maintenance Supplies \$125,356

A net surplus of \$125,356 has been realized for 2024 related to the purchase of operating and maintenance supplies for parking operations.

Salaries & Benefits \$137,926

An overall surplus of \$137,926 is realized for 2024 related to salary and wage for all staff in the On-Off Street Parking Division of Public Works. The surplus is the net total of the surpluses and deficits related to WSIB and salary and wage gapping due to a number of vacancies across the department throughout the year resulting from retirements and staff appointments into new positions offset with overtime and the hiring of extra staff to accommodate heavy work load situations where required.

Transfers to Reserves & Capital Funds \$467,202

The On-Off Street Parking Division has finished 2024 with an overall net deficit of (\$467,202) for the year, which has resulted in a reduced transfer to the On-Off Street Parking reserve for the year. The final 2024 balance in the reserve is \$1,790,342.11 (net of encumbrances).

Utilities, Insurance & Taxes (\$45,607)

An overall deficit of (\$45,607) is realized for the On-Off Street Parking Division for 2024 related to utilities and taxes.

Other Miscellaneous Expenditures (\$3,609)

A net deficit of (\$3,609) has been realized for 2024 related to the net of all immaterial line by line variances remaining for the department.

Building Permit Reserve

2024 Year-End Variance:	\$9,545,366
	Surplus

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Revenue:				
User Fees, Permits & Charges	n/a	\$7,500,000	\$7,518,000	\$9,735,129
Expenses:				
Financial Expenses	n/a	(\$30,000)	(\$43,000)	(\$64,072)
Minor Capital	n/a	(\$209,000)	(\$267,000)	(\$184,142)
Operating & Maintenance Supplies	n/a	(\$3,000)	(\$4,000)	(\$8,184)
Purchased Services	n/a	(\$495,000)	(\$505,000)	(\$572,339)
Salaries & Benefits	n/a	\$734,000	\$821,000	\$677,352
Other Miscellaneous Expenditures	n/a	(\$66,000)	(\$60,000)	(\$38,378)
Net Total	n/a	\$7,431,000	\$7,460,000	\$9,545,366

User Fees, Permits & Charges **\$9,735,129**

Building permit revenue at year end was in a surplus position of \$9,735,129. The surplus in permit revenue is largely due to larger building construction projects.

Financial Expenses **(\$64,072)**

The Building Department ended the year with a deficit totaling (\$64,072) for bank charges due to an unexpected number of large dollar permits being paid for by credit cards.

Minor Capital **(\$184,142)**

The Building Department incurred a deficit of (\$184,142) due to (\$165,524) in expenses related to the reconfiguration of the 2nd floor office space and (\$18,618) in additional costs for computers and computer software licenses.

Operating & Maintenance Supplies **(\$8,184)**

The Building Department at year end was in a deficit position of (\$8,184) due to Promotional material that was purchased for job fairs and staff as well as specific Office and computer supplies that were required with the onboarding of new staff.

Purchased Services **(\$572,339)**

A deficit in Purchased Services is due to the allocation of \$581,868 indirect program support costs to the Building Permit Fee Reserve. The deficit is offset by a small surplus of \$9,529 due to fewer fleet expenses reallocation.

Building Permit Reserve

Salaries & Benefits	\$677,352
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A surplus of \$677,352 for salary and benefit expenses is due to salary gapping.

Other Miscellaneous Expenditures	(\$38,378)
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The Building Services Department had an overall miscellaneous expense deficit of (\$38,378) which is made up of memberships (\$9,500) and training (\$28,878).

Sewer Surcharge Reserve

2024 Year-End Variance:	\$11,854,566
	Surplus

VARIANCE SUMMARY & DESCRIPTION

Description	Q1 Projection	Q2 Projection	Q3 Projection	Year-End Variance
Revenue:				
Recovery of Expenditures	n/a	\$289,000	\$289,000	\$0
User Fees, Permits & Charges	n/a	\$674,000	\$674,000	\$0
Other Miscellaneous Revenue	n/a	(\$1,264,000)	(\$1,264,000)	\$11,505,032
Expenses:				
Minor Capital	n/a	(\$24,000)	(\$24,000)	\$0
Operating & Maintenance Supplies	n/a	(\$605,000)	(\$641,000)	(\$564,358)
Purchased Services	n/a	\$0	n/a	(\$808,143)
Salaries & Benefits	n/a	(\$146,000)	\$340,000	\$821,782
Transfers to Reserves & Capital Fund	n/a	\$1,264,000	\$1,264,000	\$976,785
Utilities, Insurance & Taxes	n/a	\$0	\$0	(\$89,186)
Other Miscellaneous Expenditures	n/a	\$0	\$0	\$12,654
Net Total	n/a	\$188,000	\$638,000	\$11,854,566

Other Miscellaneous Revenue	\$11,505,032
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The Pollution Control Department is reporting a surplus of \$2,010,192 in Revenues in 2024. The majority of this surplus is from Sewage Treatment recoveries from 3rd parties, overstrength sewage rates, leachate recoveries and revenue from Windsor Utilities Commission (WUC) backwash all coming in higher than budgeted in 2024.

Upon final reconciliation of billed amounts not yet paid and the Enwin accrual for unbilled revenue, the final sewer surcharge revenue resulted in a surplus of \$9,494,840. The positive variance is largely a result of new accounts coming online from the recent increased development and population growth in the city. There were also additional billing cycles in December 2024 due to the number and variability of billing cycles that Enwin employs. The surplus includes a (\$102,254) variance due to greater than expected appeals refunds.

The operating surplus was transferred to the Sewer Surcharge reserve fund as per normal practice.

Sewer Surcharge Reserve

Operating & Maintenance Supplies (\$564,358)

PW Operations finished 2024 with a net deficit of (\$183,144) related to all operating & maintenance supplies due to an increase in the sewer and manhole repairs in 2024. This increase in repairs is a result of a successful zoom camera sewer inspection program funded by the capital flood abatement program now in place that has identified a significantly larger area with defects that require repair.

Additionally, in the Pollution Control Department, Chemicals are in deficit of (\$381,214). It's expected that costs will continue to increase in 2025. There has been a consistent deficit in these accounts in recent years due to increasing costs for chemicals.

Purchased Services (\$808,143)

PW Operations finished 2024 with an overall net deficit of (\$985,891) related to all contracted services (internal and external) for all sewer repair and street sweeping services as well as sewer locates (Ontario One Call). Inflationary factors are a contributor to the deficit incurred as contracted services have become more expensive. Internal services were required throughout the year to provide hauling assistance for street sweeping materials and staffing to provide service required under the Ontario One Call program for sewer locates. Lastly, there has been a significant increase in required sewer repairs as a result of a successful zoom camera sewer inspection program funded by the capital flood abatement program now in place that has identified a larger area with defects to be repaired.

The Pollution Control Department is reporting a deficit of (\$56,696) on purchased services. These expenses are mainly for inspections, cleaning, testing, some minor repairs and maintenance, and other miscellaneous items.

For Other Sewer Surcharge Related Items there is a surplus of \$234,444 realized for purchased services in 2024 due to lower Enwin Administration fees than budgeted.

Salaries & Benefits \$821,782

PW Operations finished 2024 with an overall net surplus of \$659,780 related to all salary and wage accounts including overtime and WSIB. Vacancies and associated salary gapping savings result from retirements and staff appointments into new positions offset with overtime for existing staff and the hiring of extra staff to accommodate heavy workload situations where required.

The Pollution Control Department has an overall surplus of \$162,002 in 2024 related to salary and wage for all staff due to gapping and vacancies across the department.

Transfers to Reserve & Capital \$976,785

Transfer to Capital Funds resulted in surplus of \$976,785 which was due to holdbacks in the sewer surcharge capital transfers. This was offset by a deficit in the Sewer Surcharge revenue due to the timing of the implementation of the 2024 rates as noted above.

Utilities, Insurance & Taxes (\$89,186)

In the Pollution Control Department, taxes are in a deficit of (\$87,748) and a minor deficit in utilities of (\$1,438).

Other Miscellaneous Expenditures \$12,654

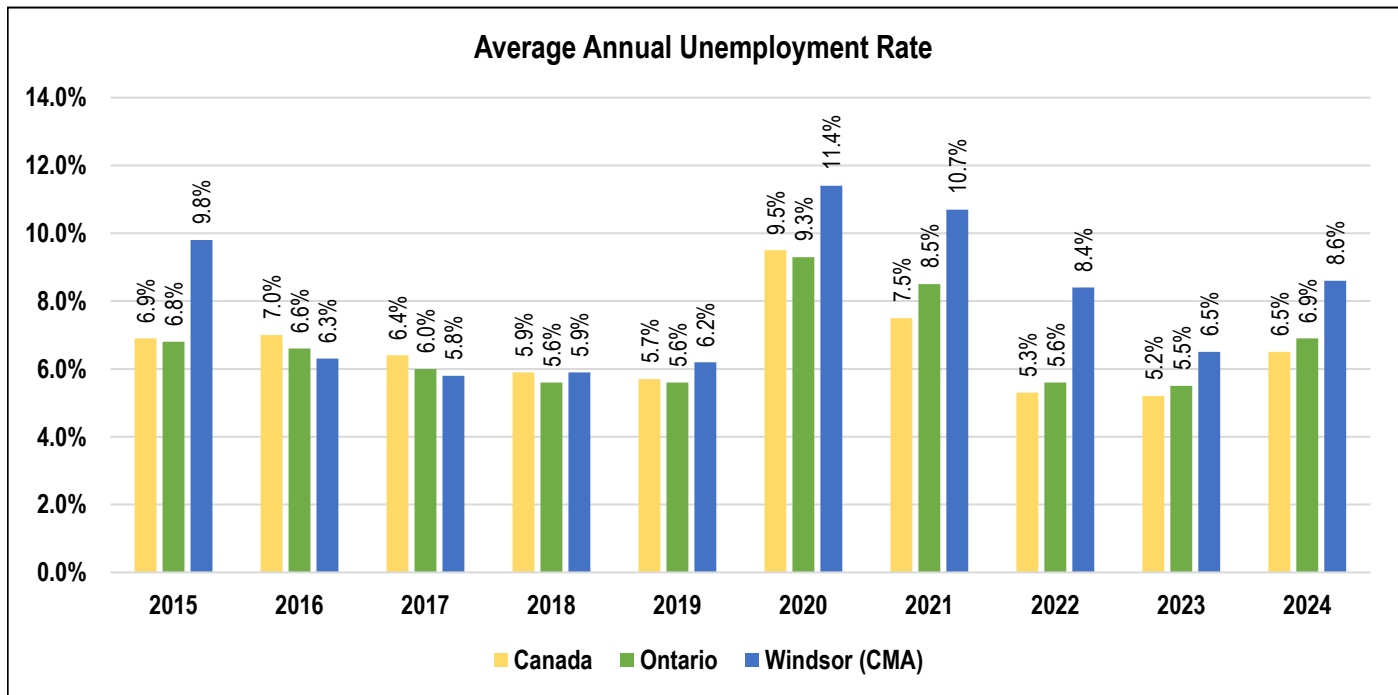
PW Operations finished with a net deficit of (\$33,690) in 2024 related to minor line by line variances remaining for the department.

The Engineering Department finished 2024 with a deficit of (\$39,973). This deficit is due to the large value of Sewer Replacement Rebates that were issued by the Right of Way Department.

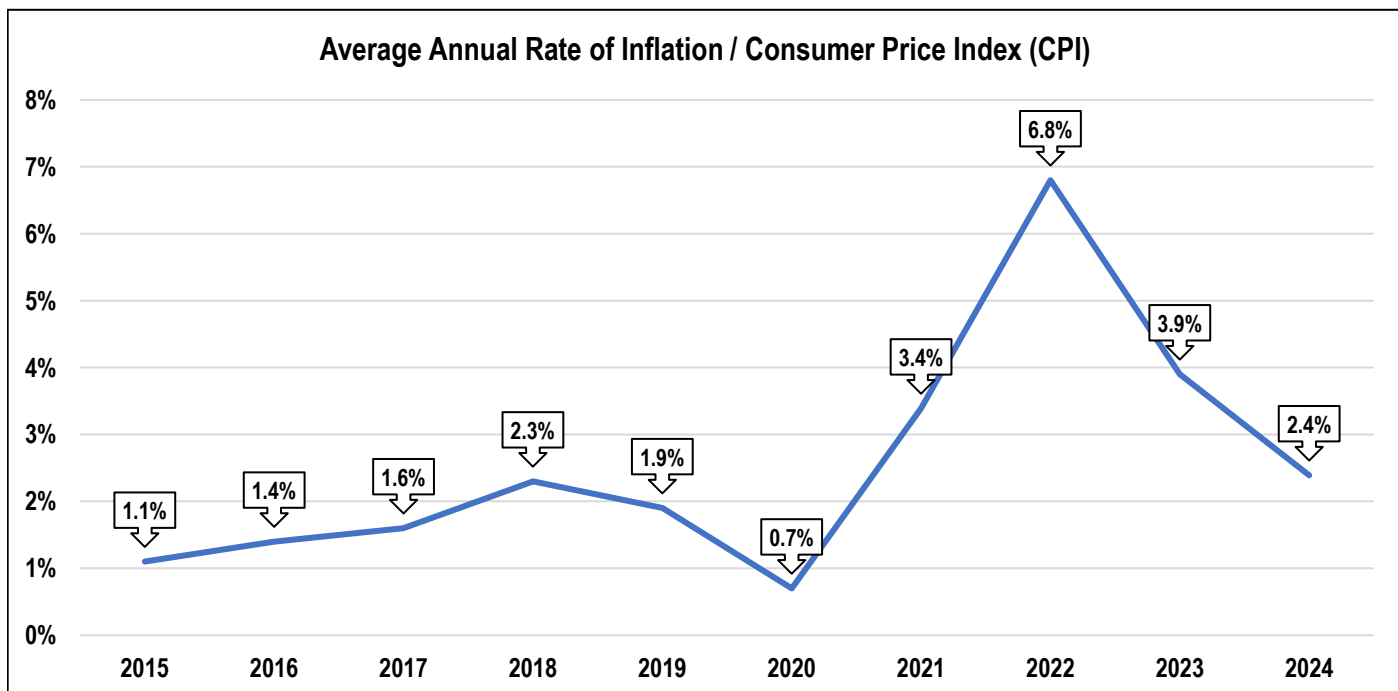
The Pollution Control Department had a combined small surplus of \$37,317 in other miscellaneous accounts

Other Sewer Surcharge Related Items - \$49,000 is due to an unused budget item specific to expenses associated with the West Nile Virus program.

ECONOMIC STATISTICS

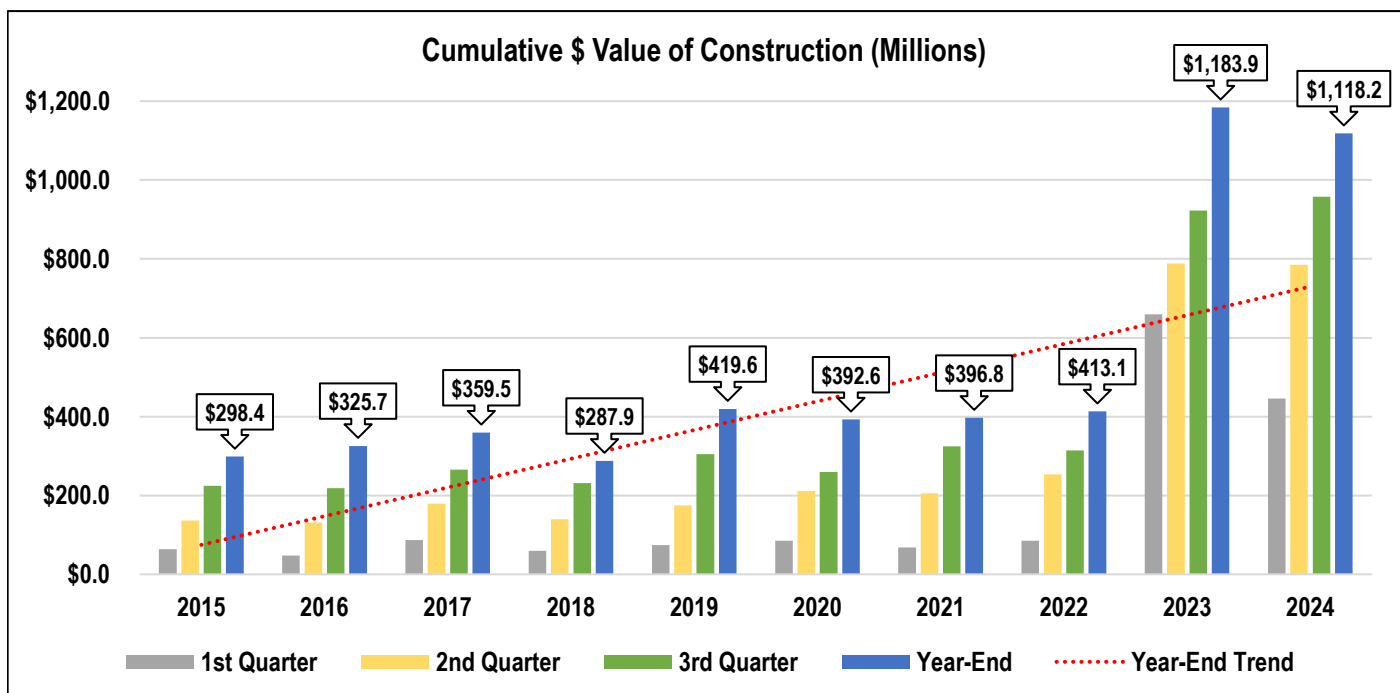
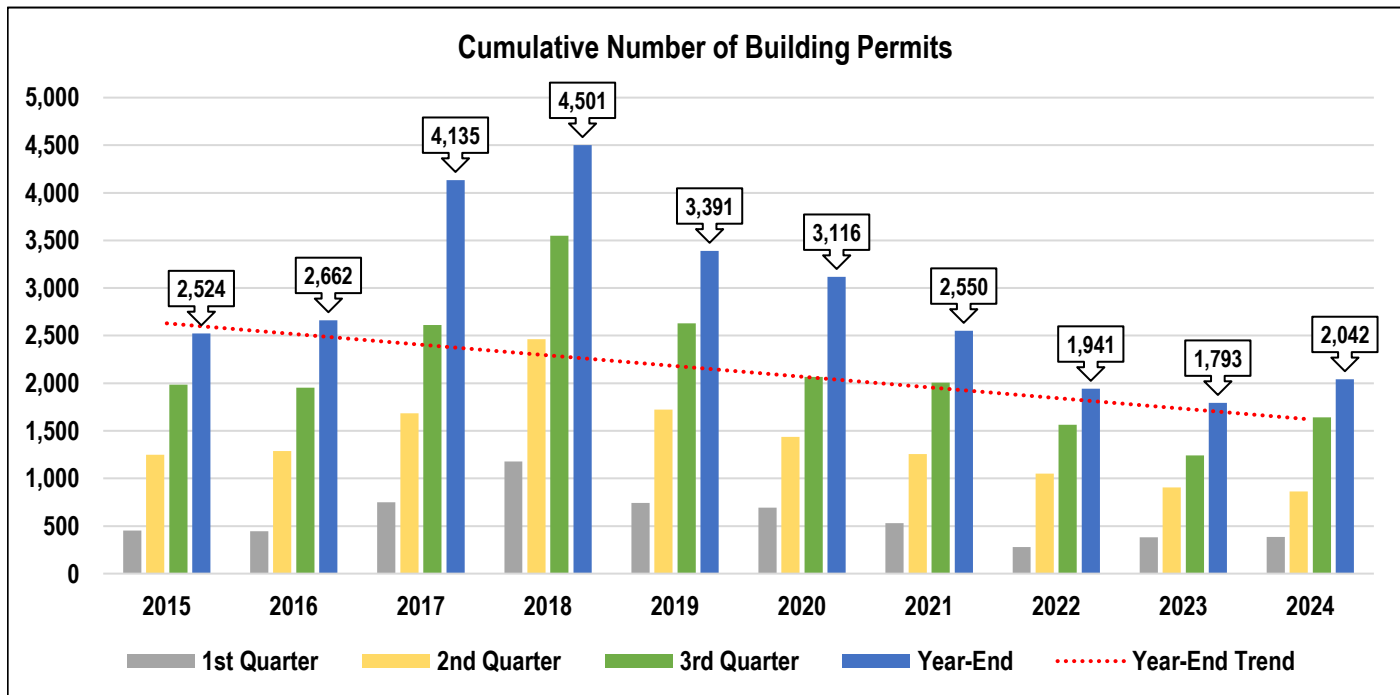


Source: Statistics Canada (3-Month Moving Average, Unadjusted)

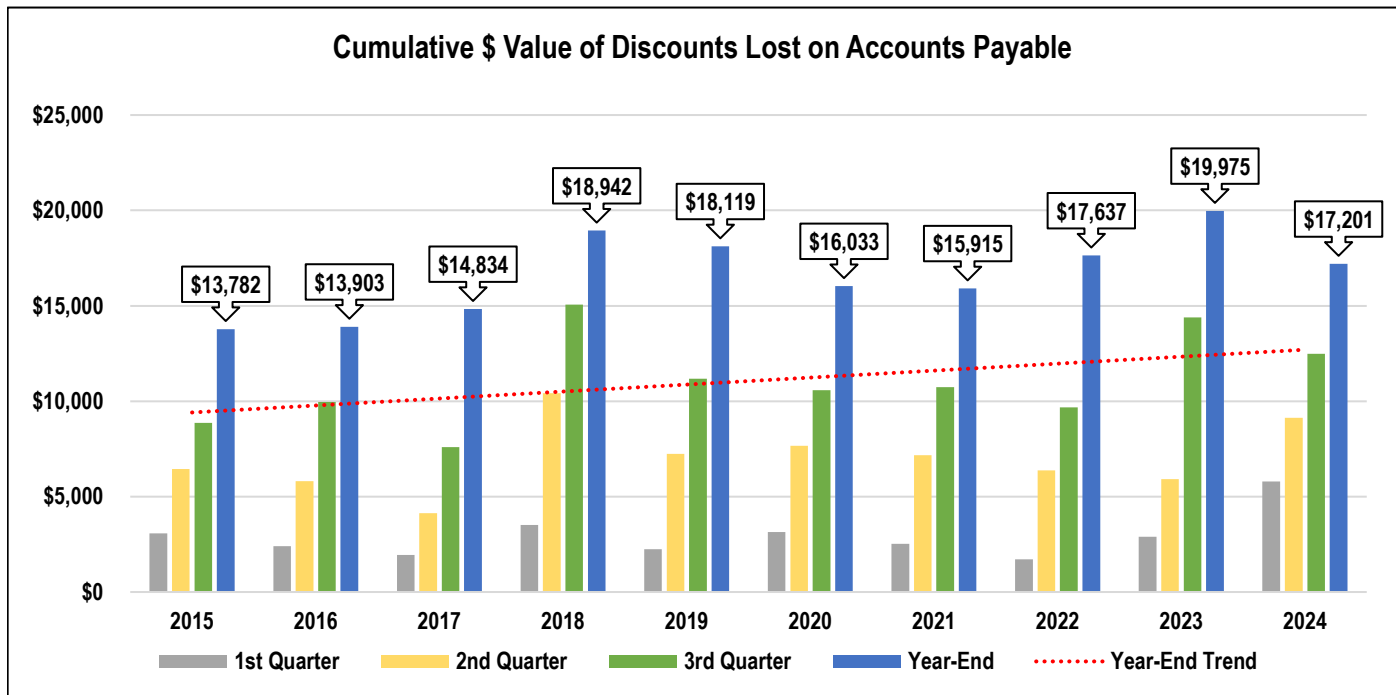


Source: Statistics Canada (All Items, Unadjusted)

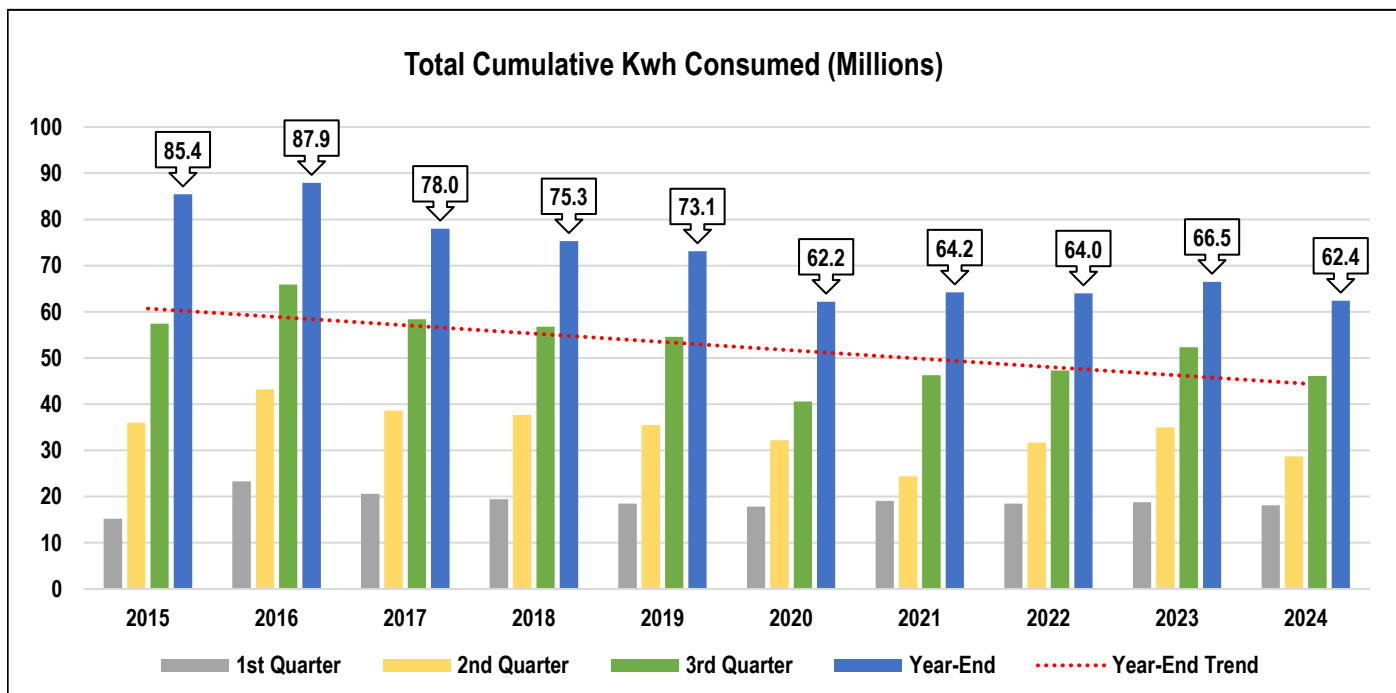
BUILDING SERVICES



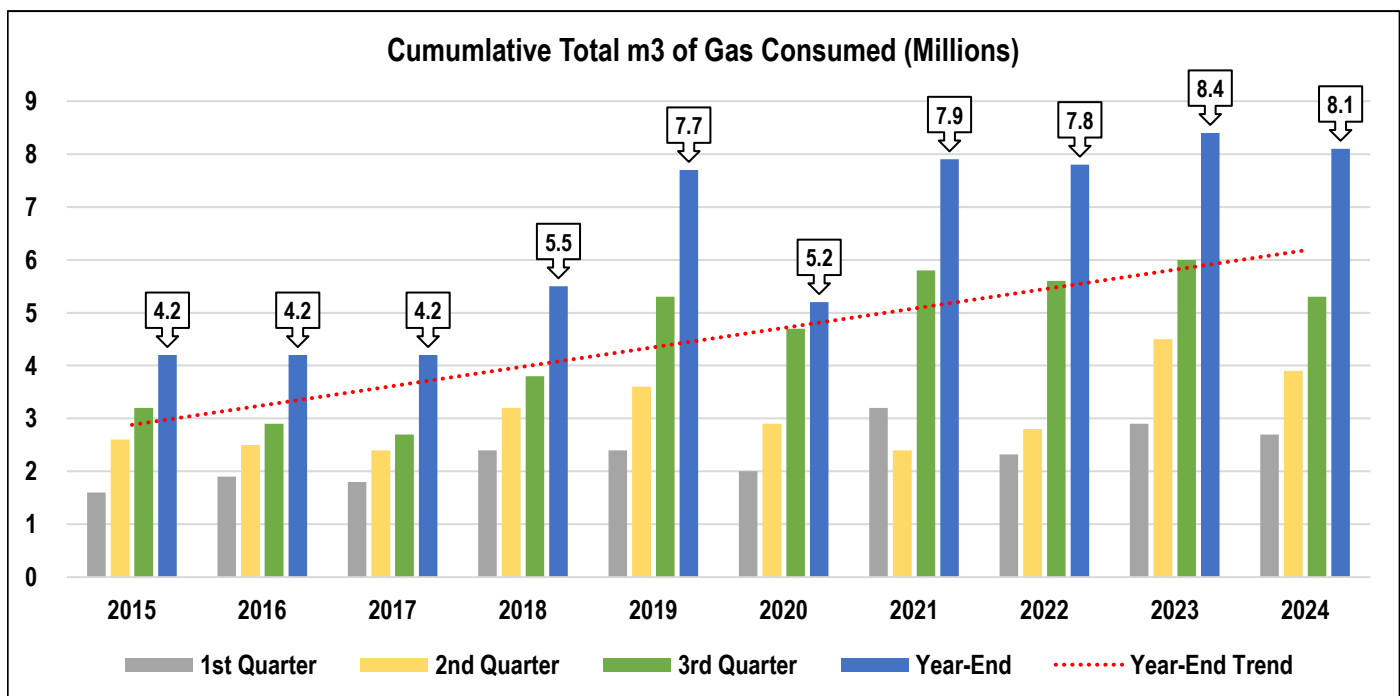
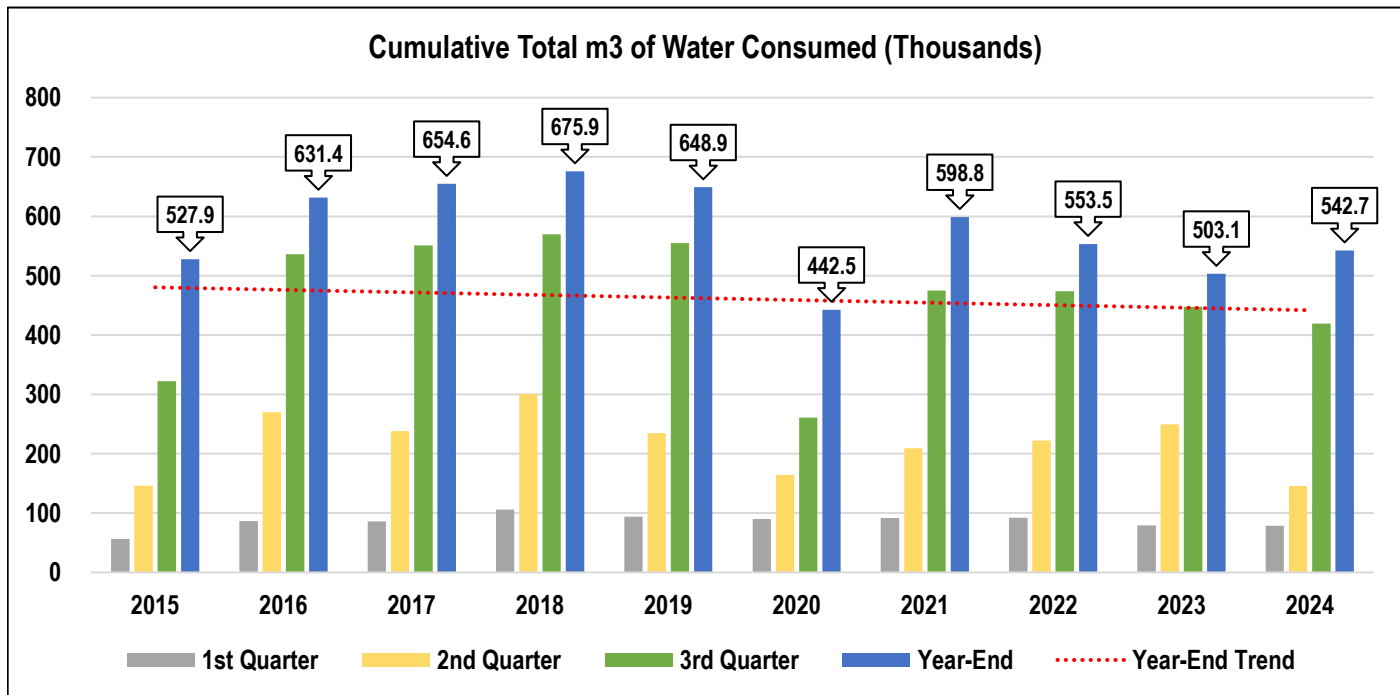
FINANCIAL ACCOUNTING



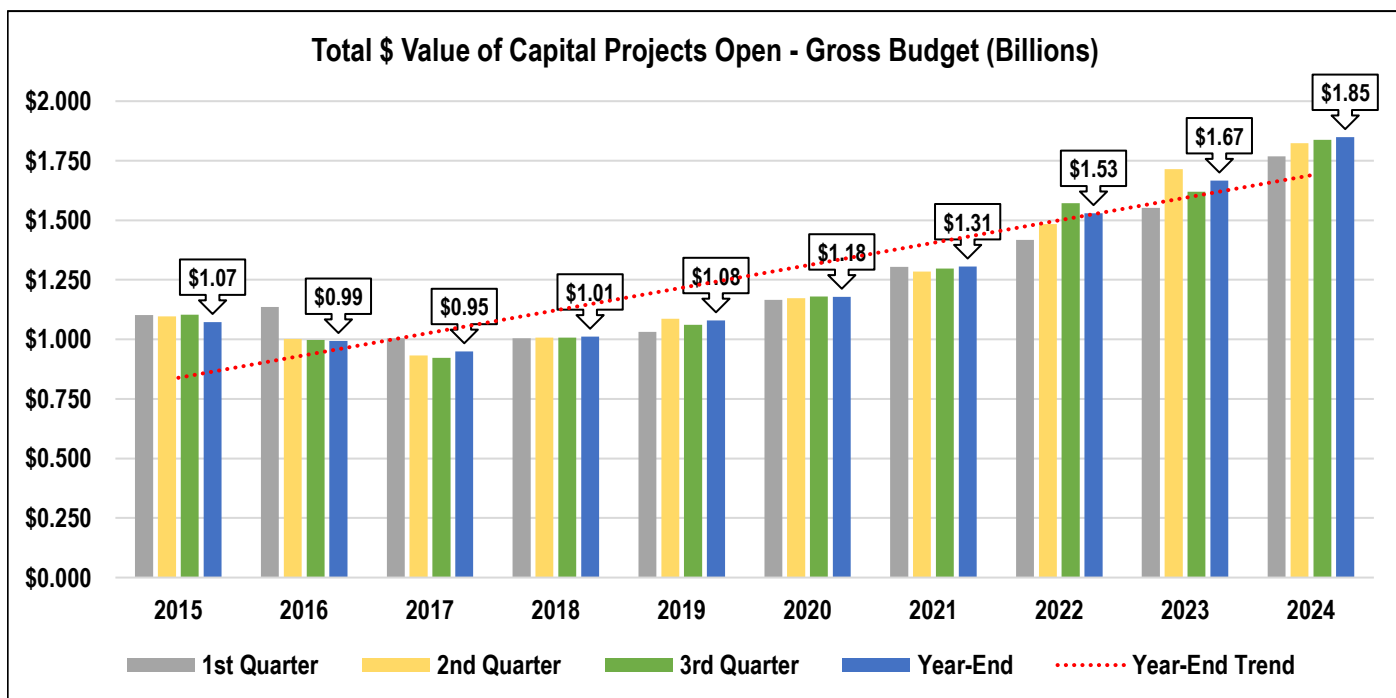
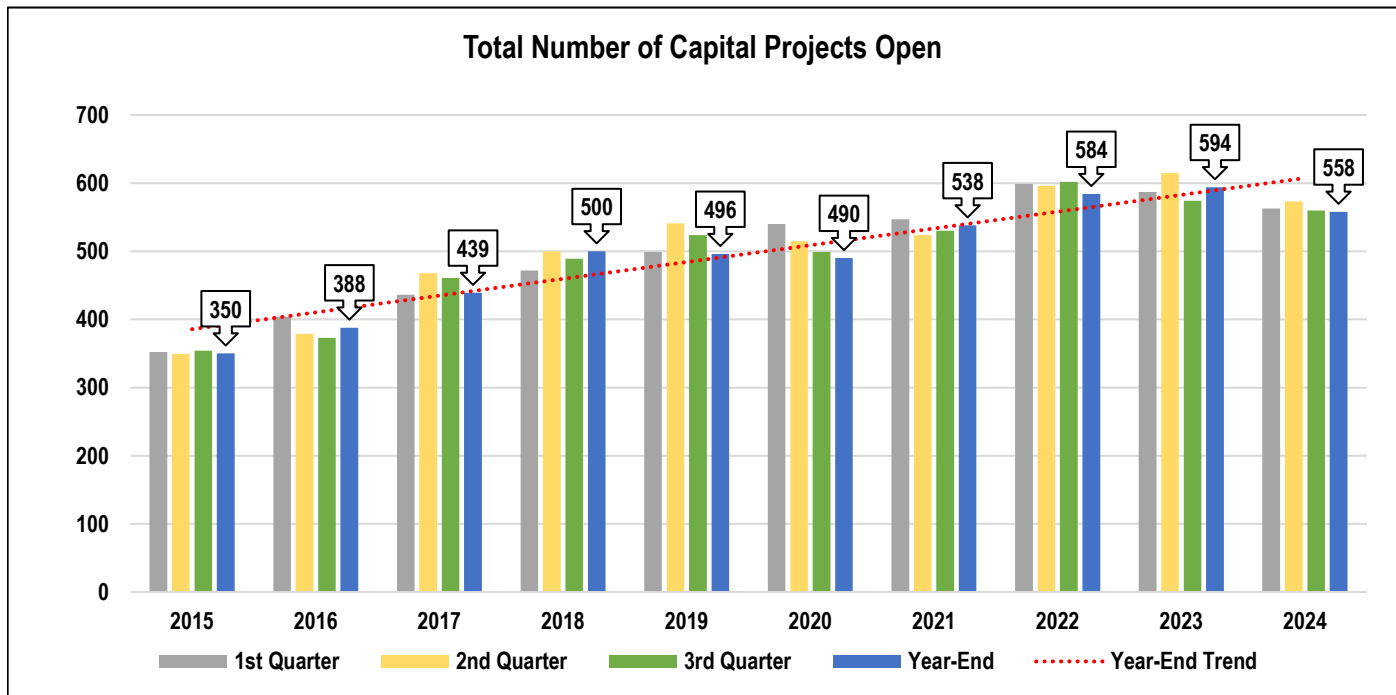
ASSET PLANNING



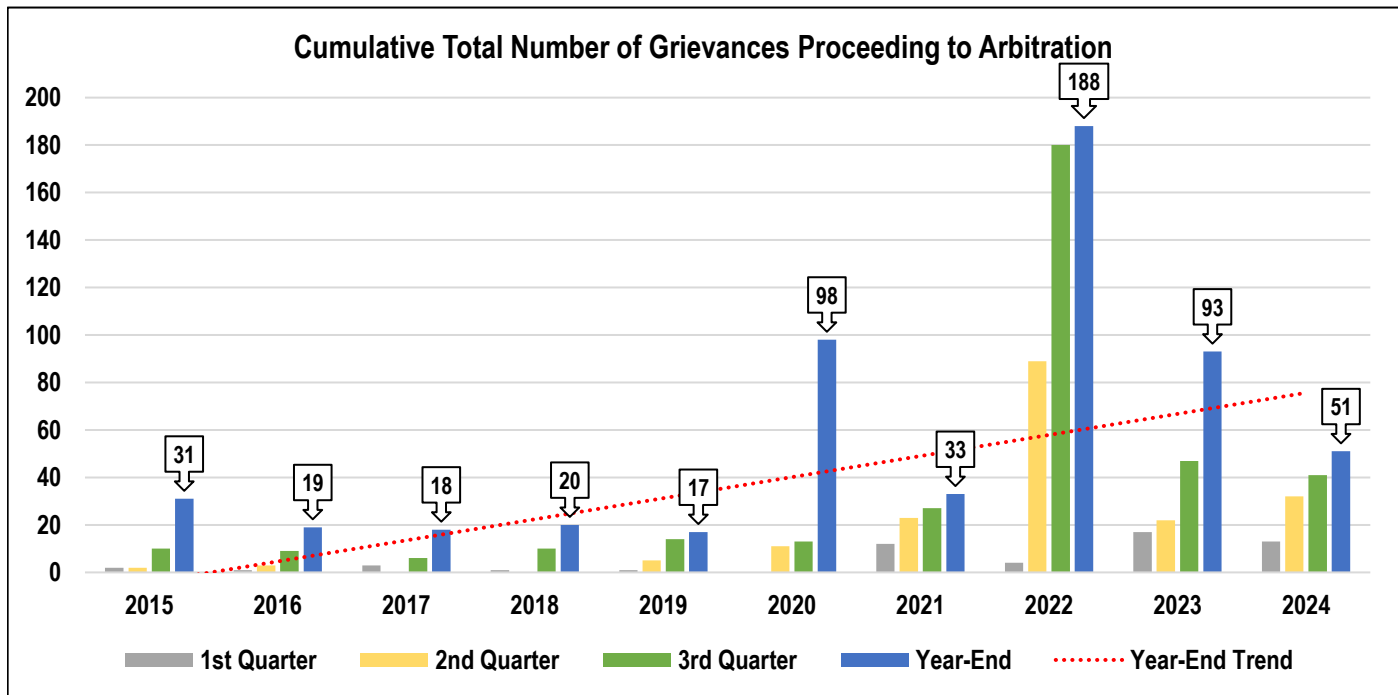
ASSET PLANNING



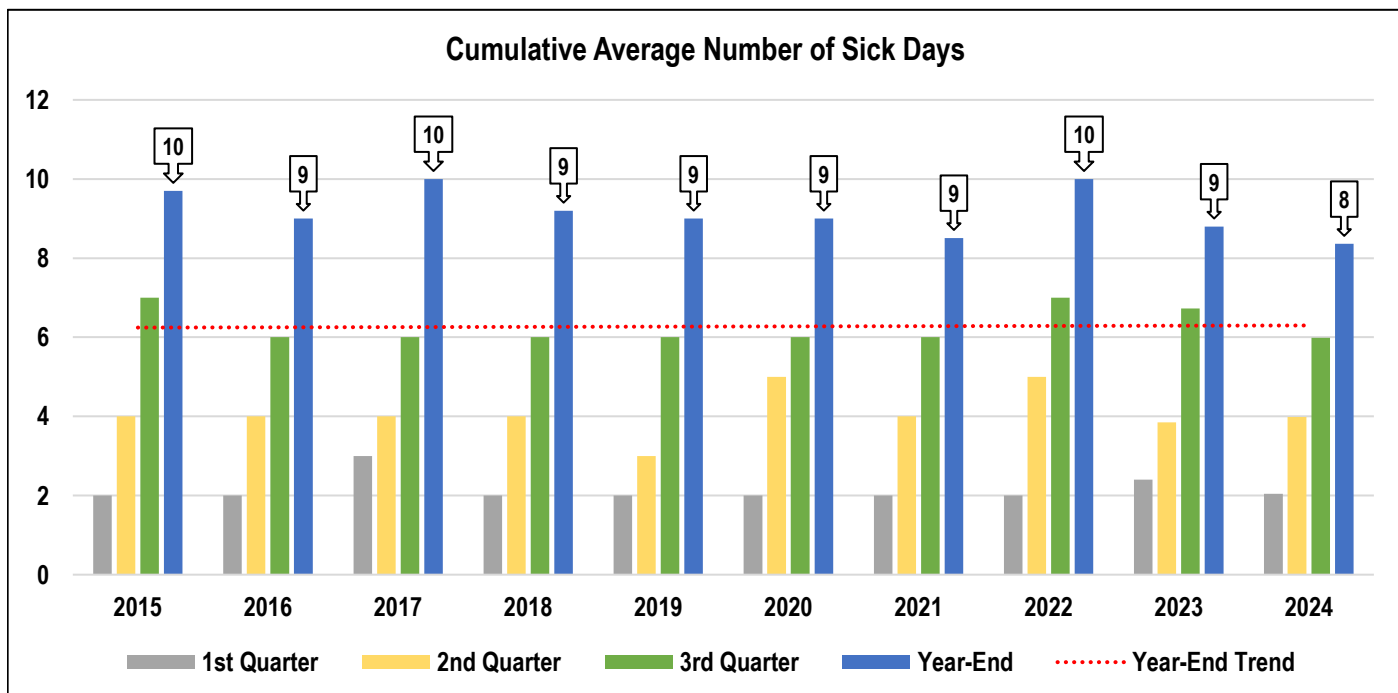
ASSET PLANNING



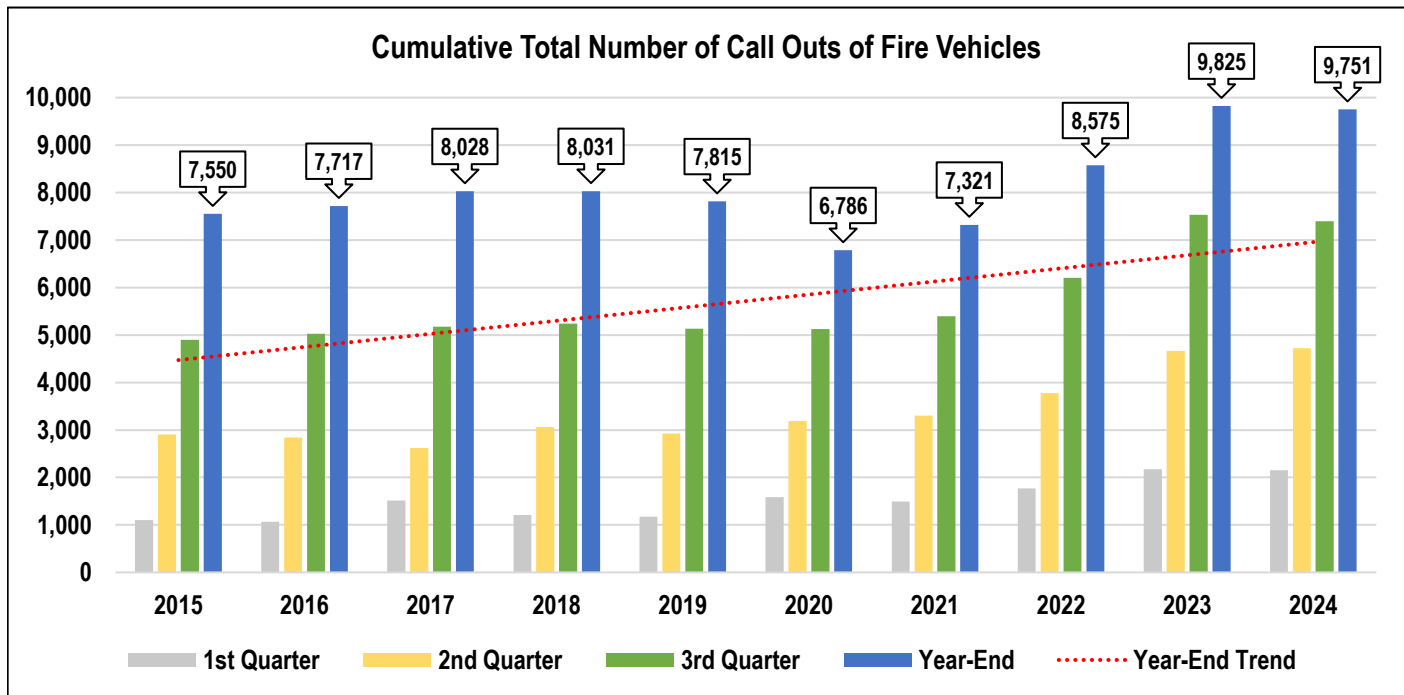
HUMAN RESOURCES



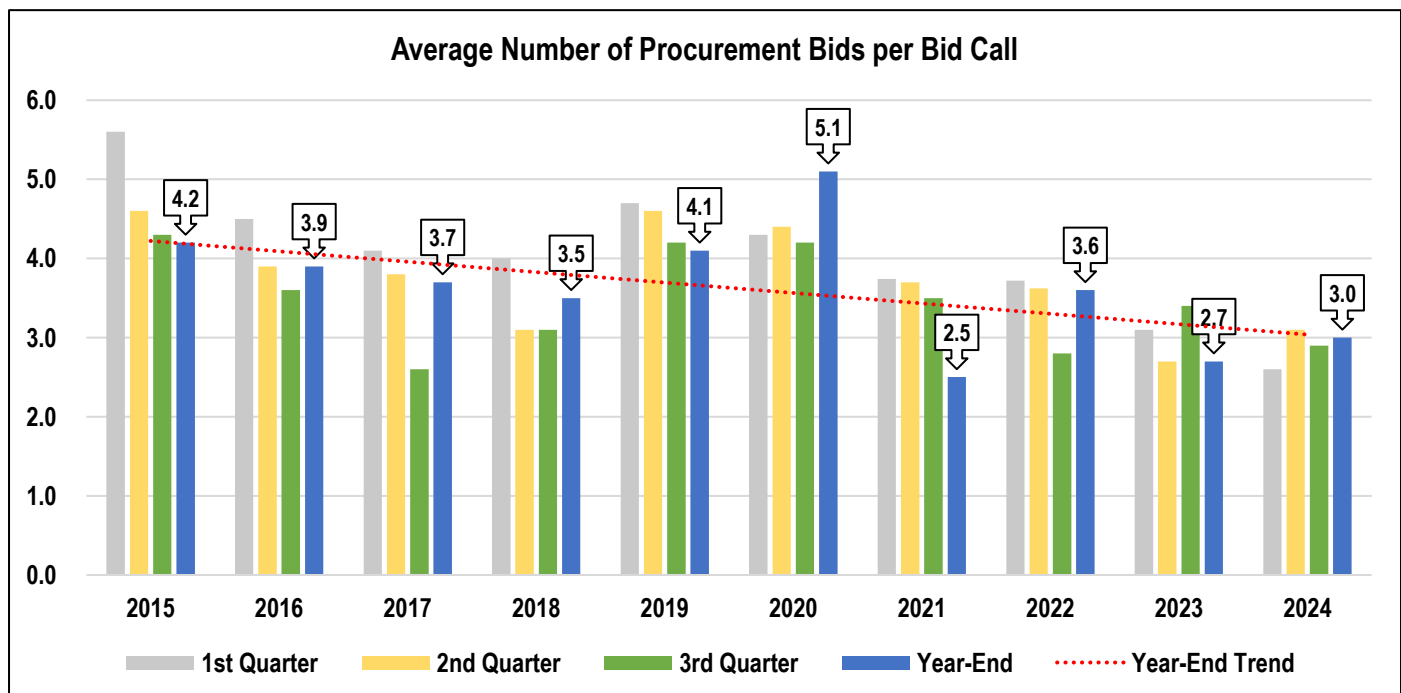
Note: In 2020, 64 of 98 grievances are attributed to Transit Windsor.



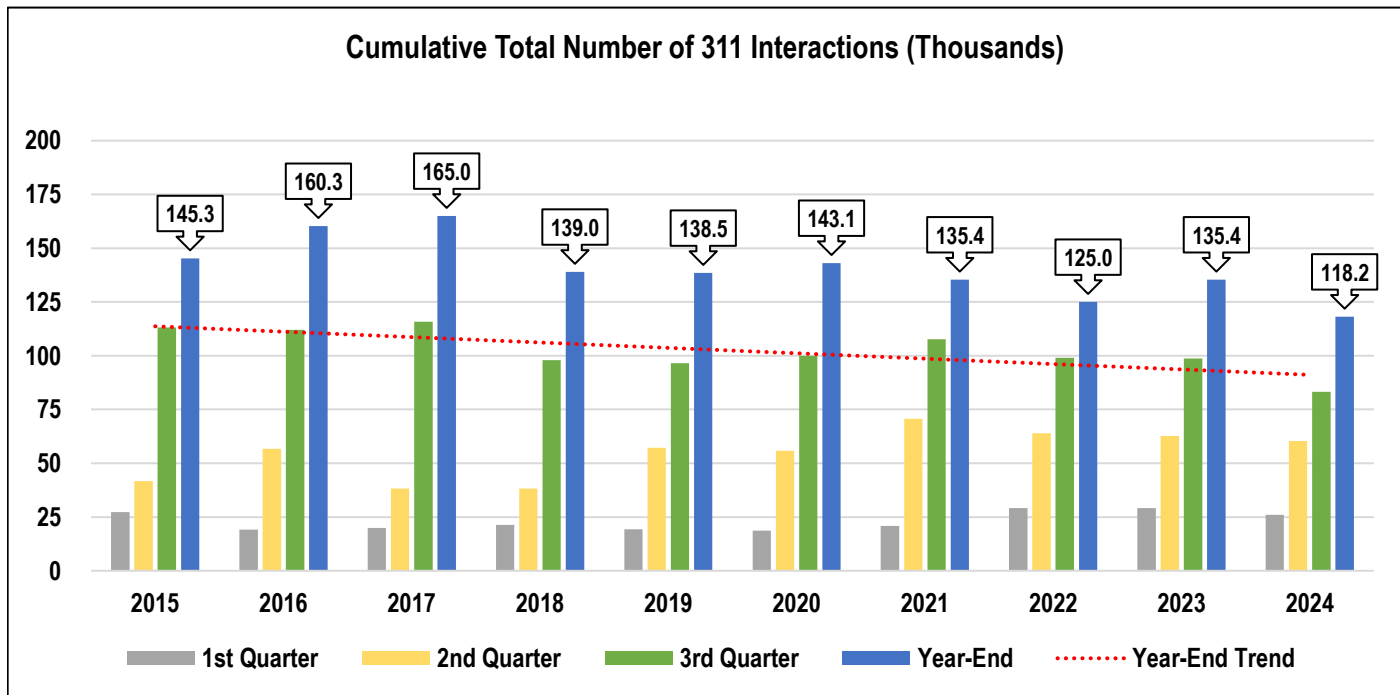
FIRE & RESCUE



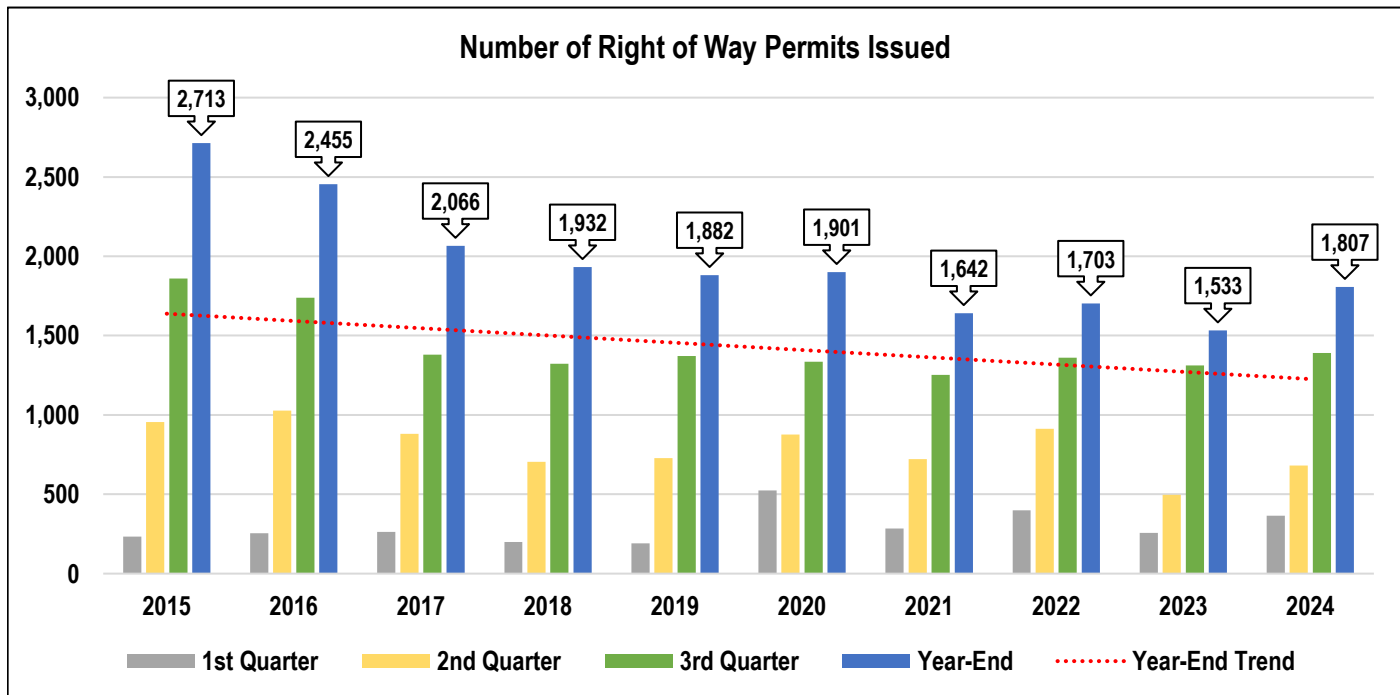
Legal



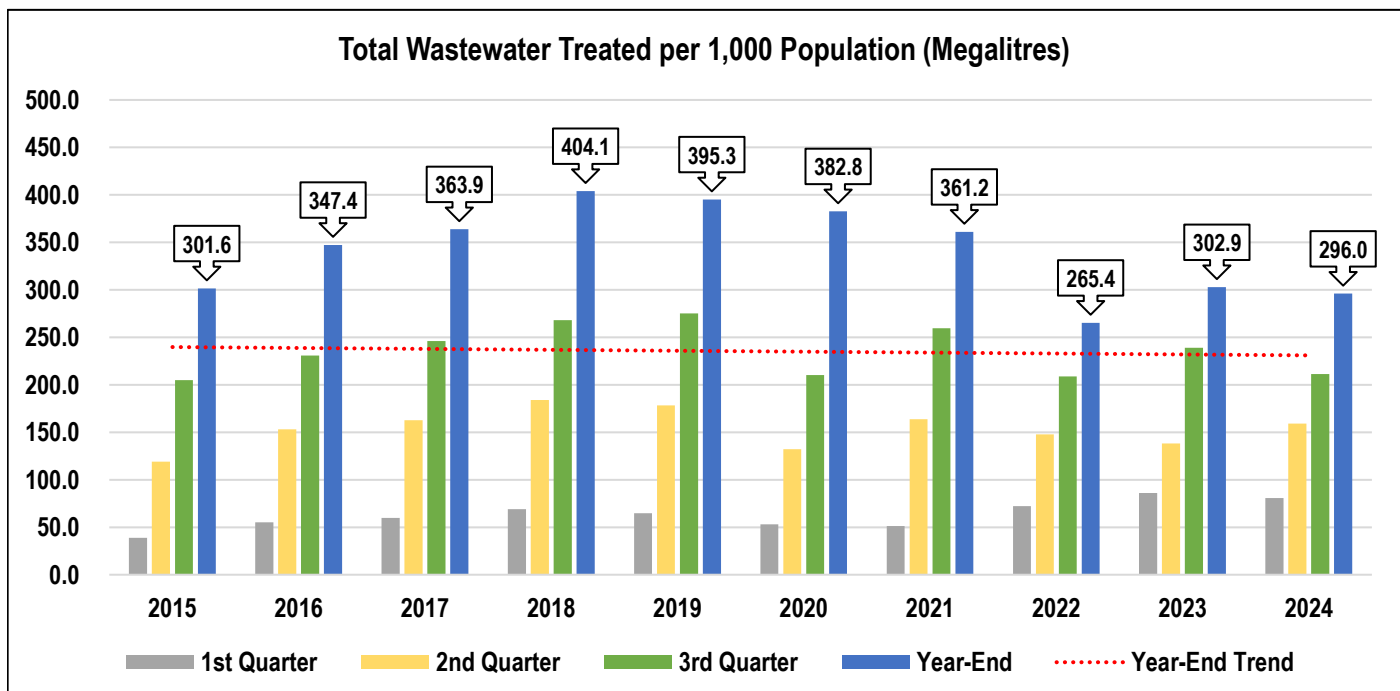
COMMUNICATIONS & CUSTOMER SERVICE



ENGINEERING

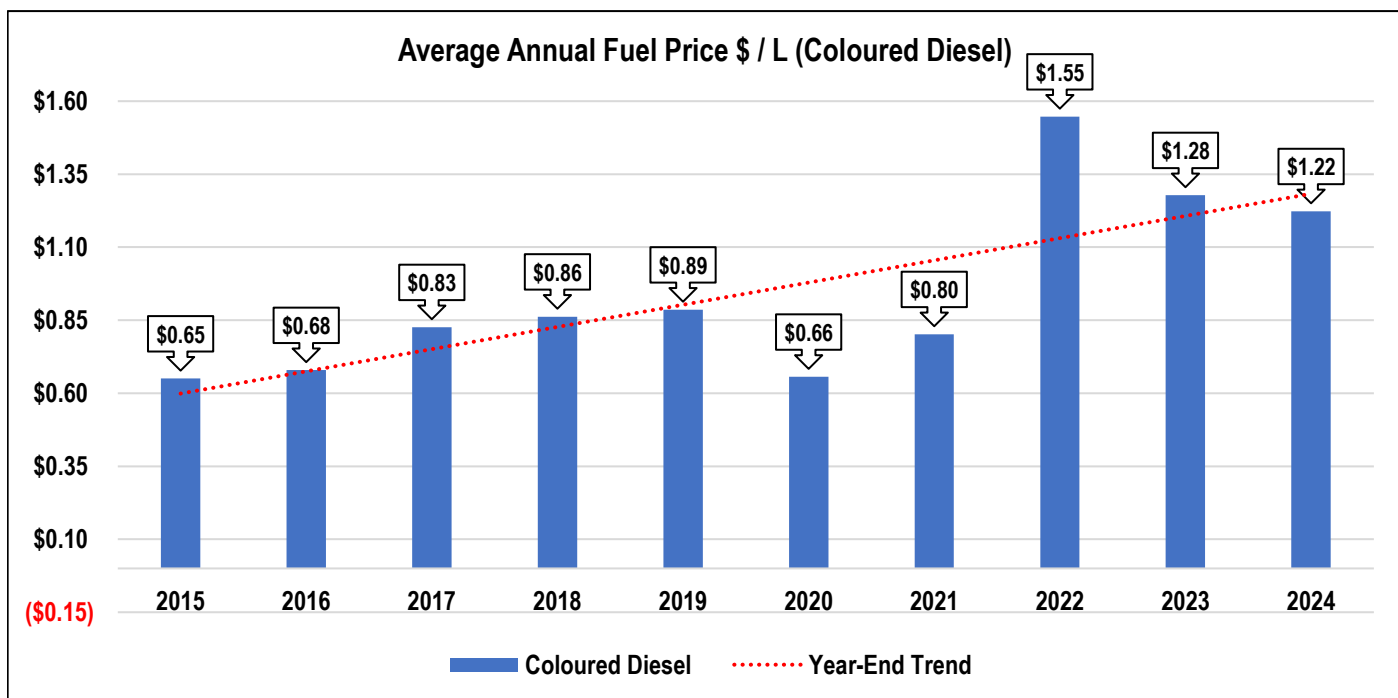
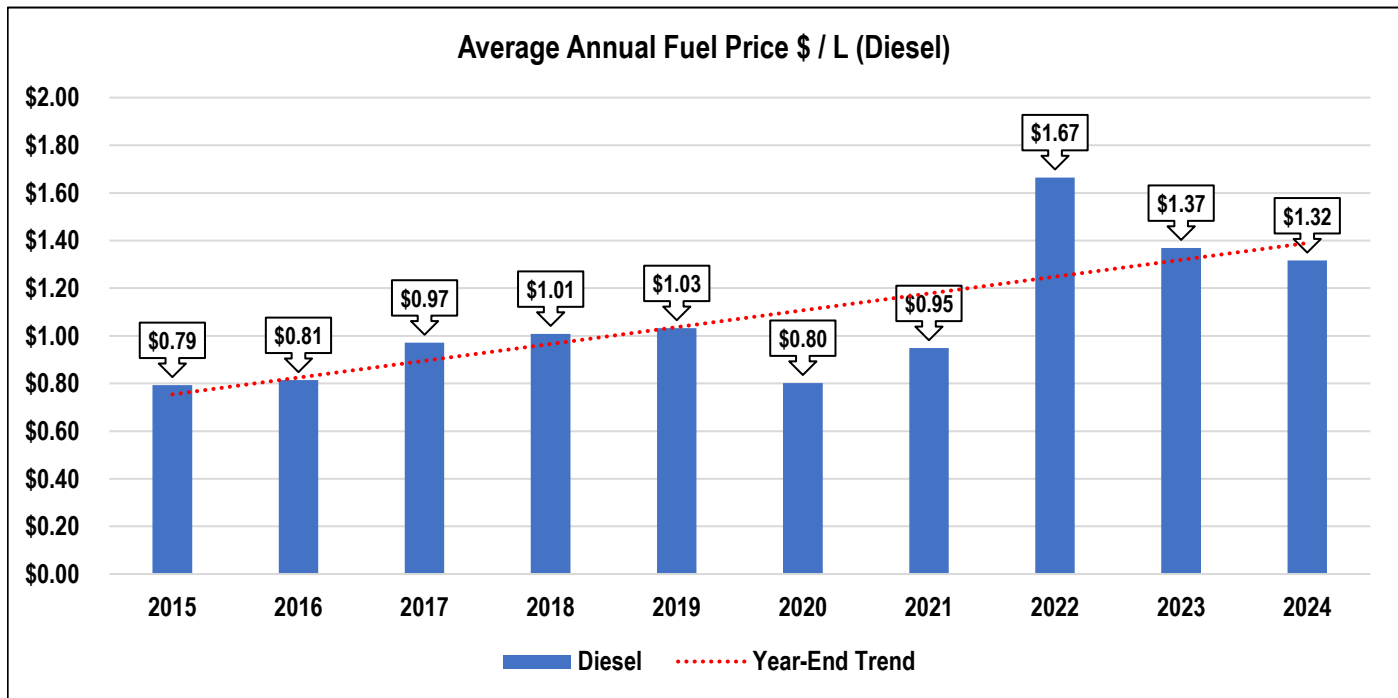


POLLUTION CONTROL

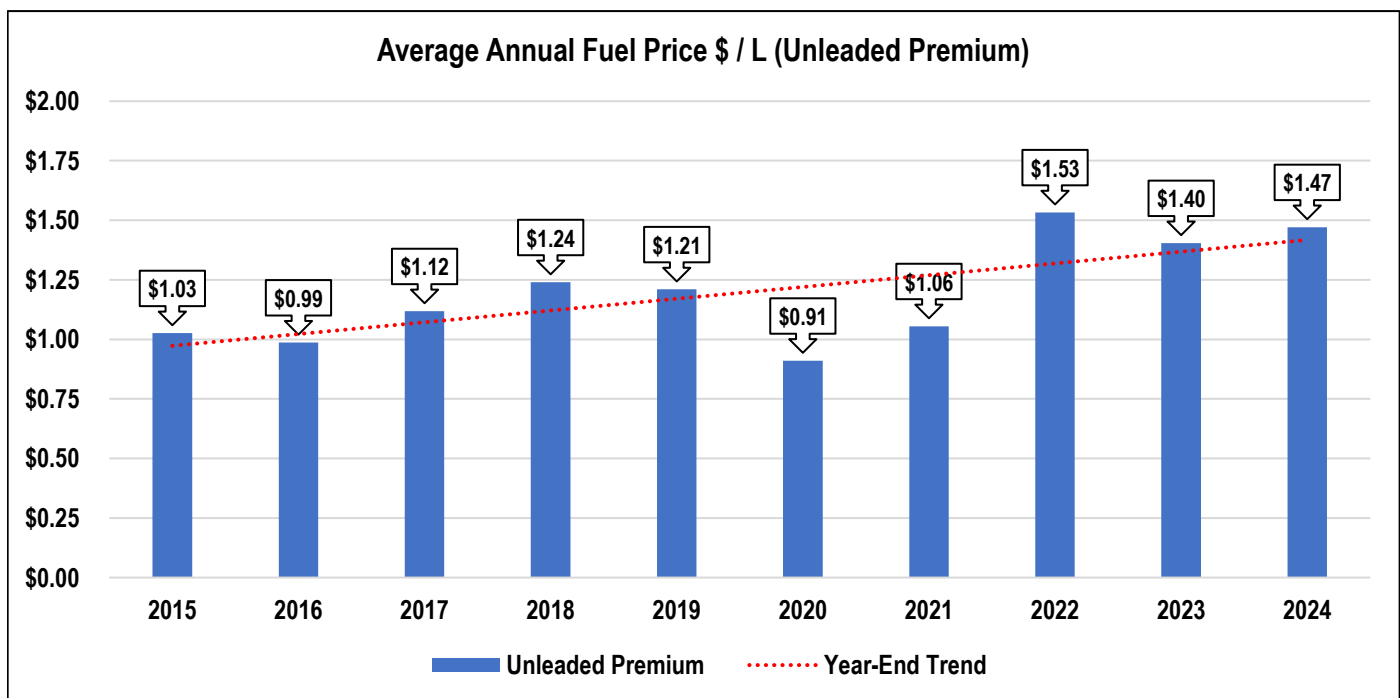
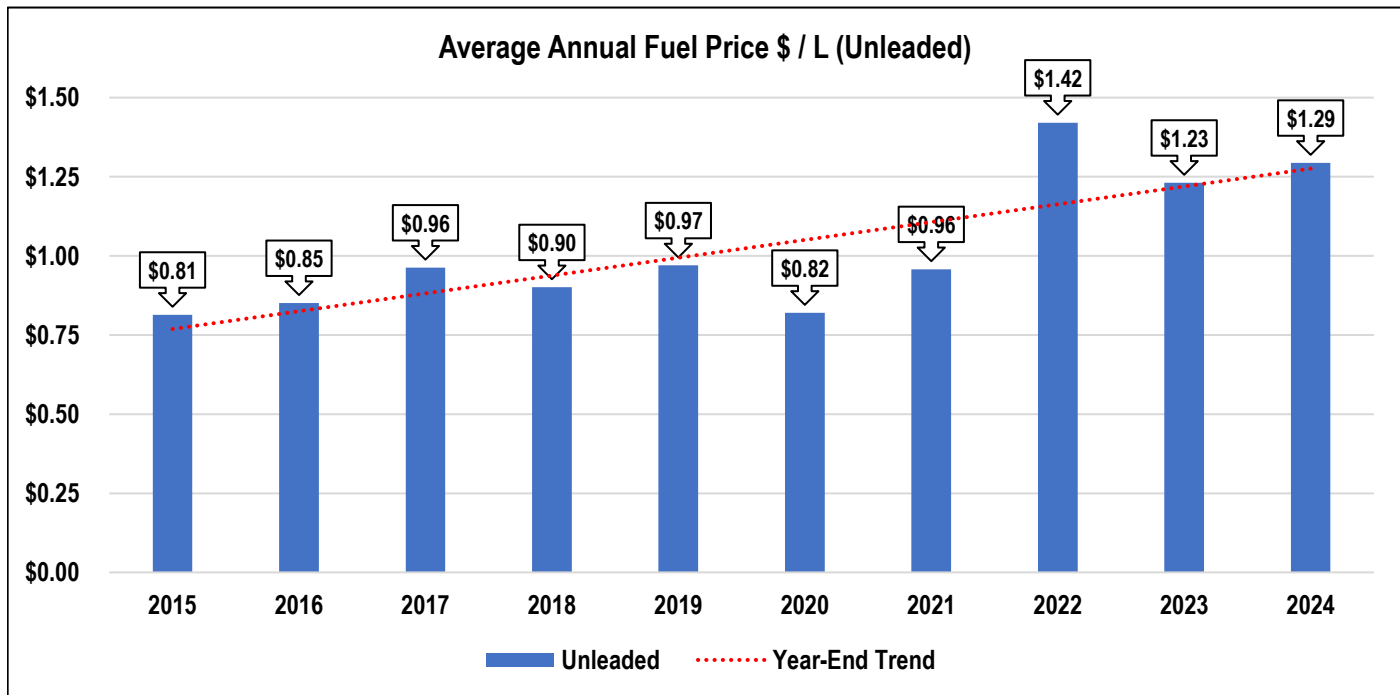


Fluctuations are partially due to changes in precipitation patterns as additional water is treated during heavy storms due to combined sewers.

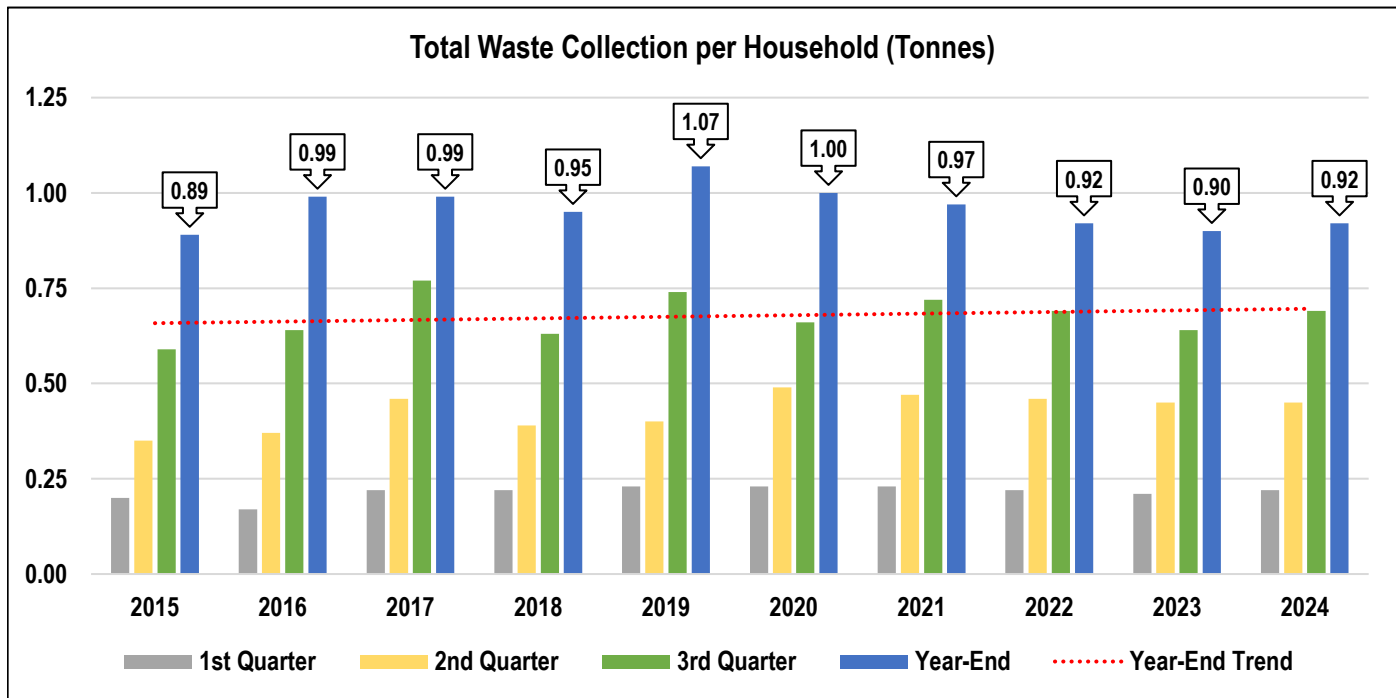
PUBLIC WORKS



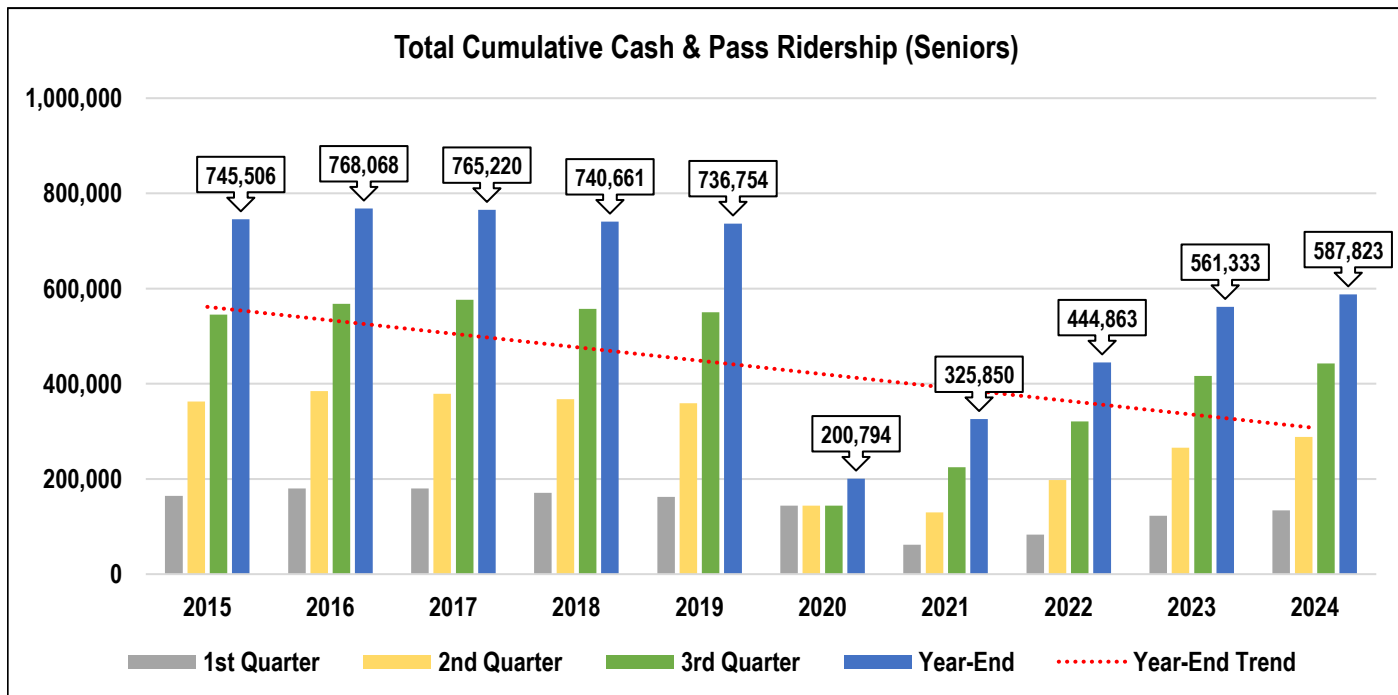
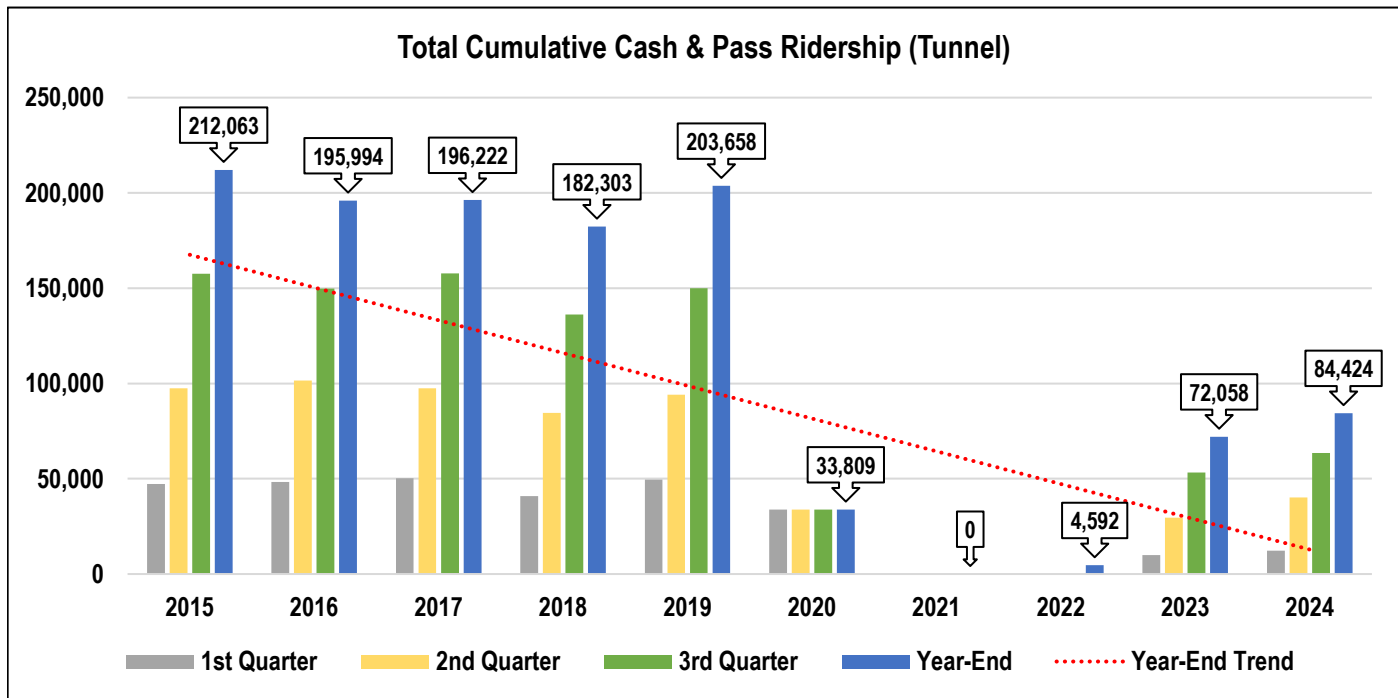
PUBLIC WORKS



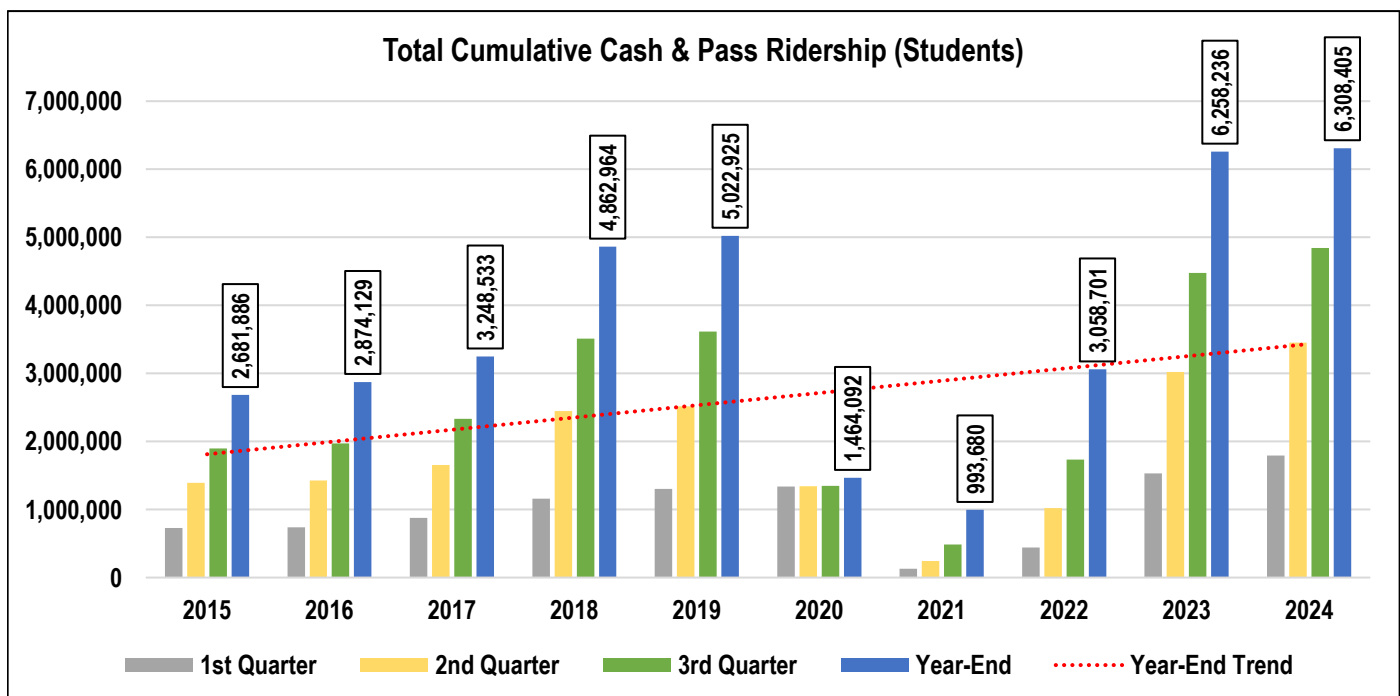
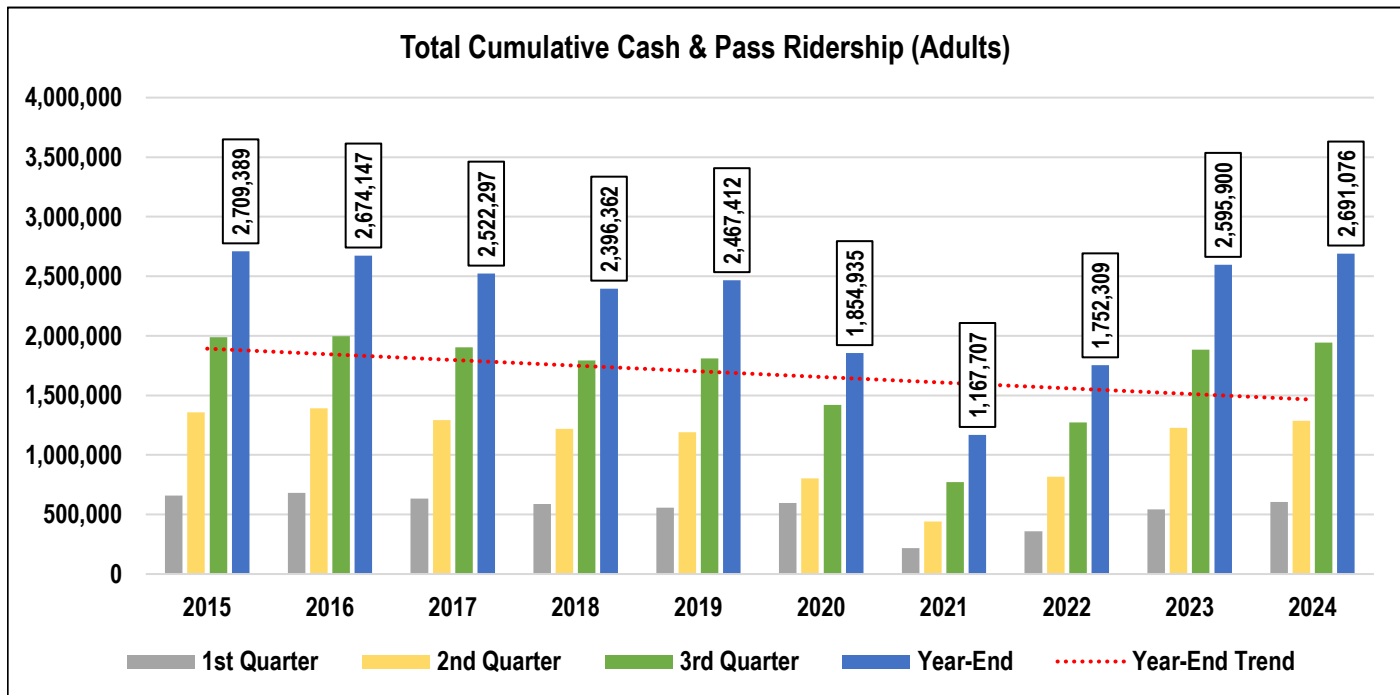
PUBLIC WORKS



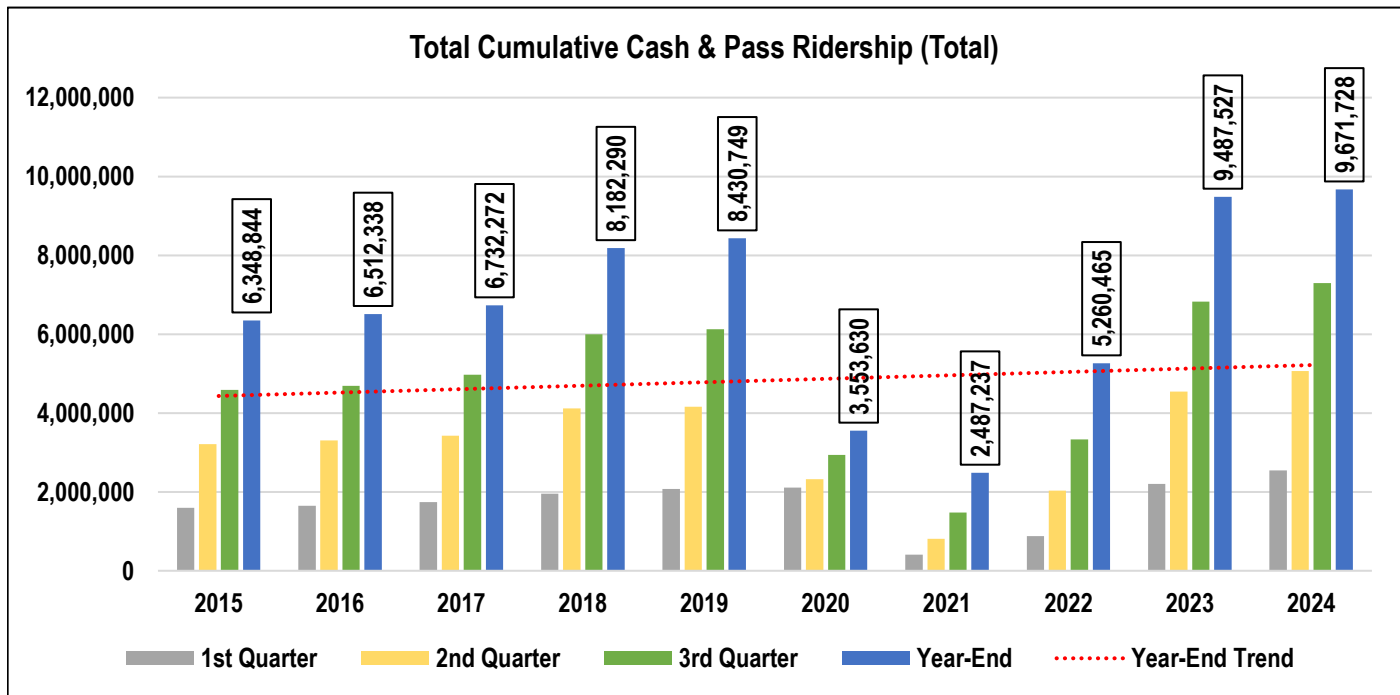
TRANSIT WINDSOR



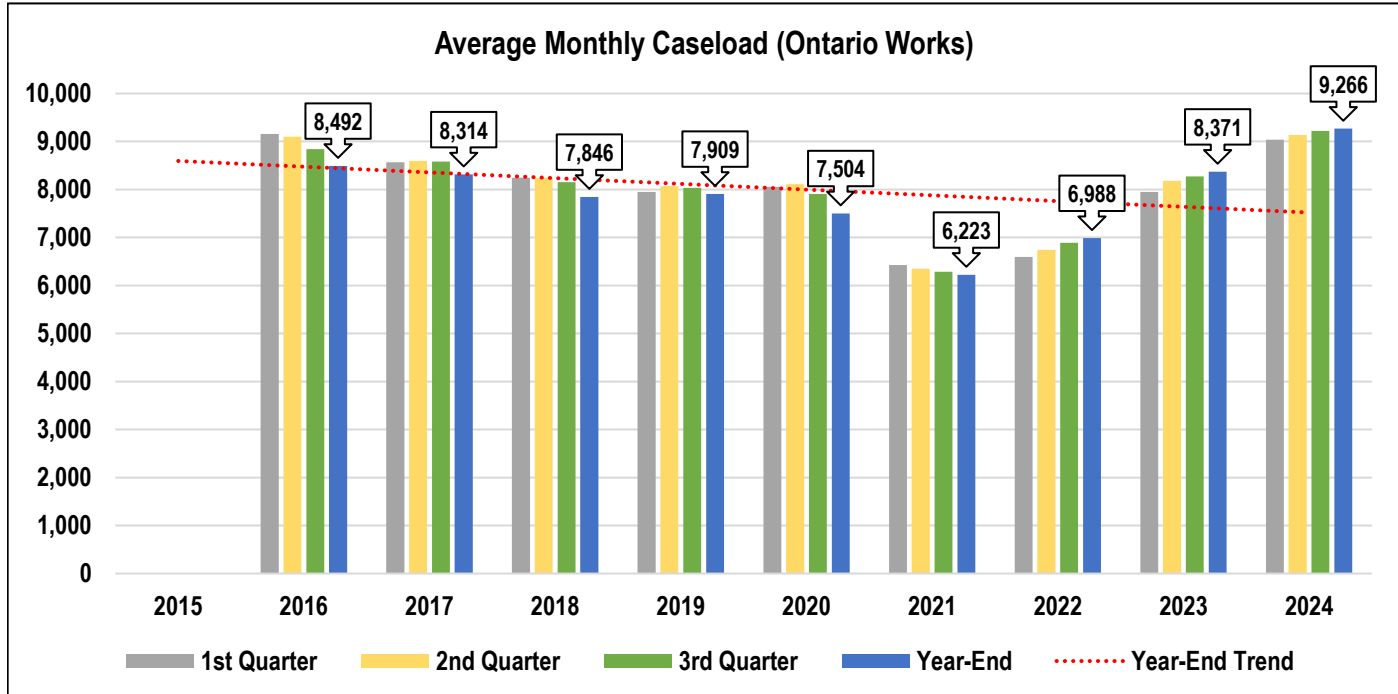
TRANSIT WINDSOR



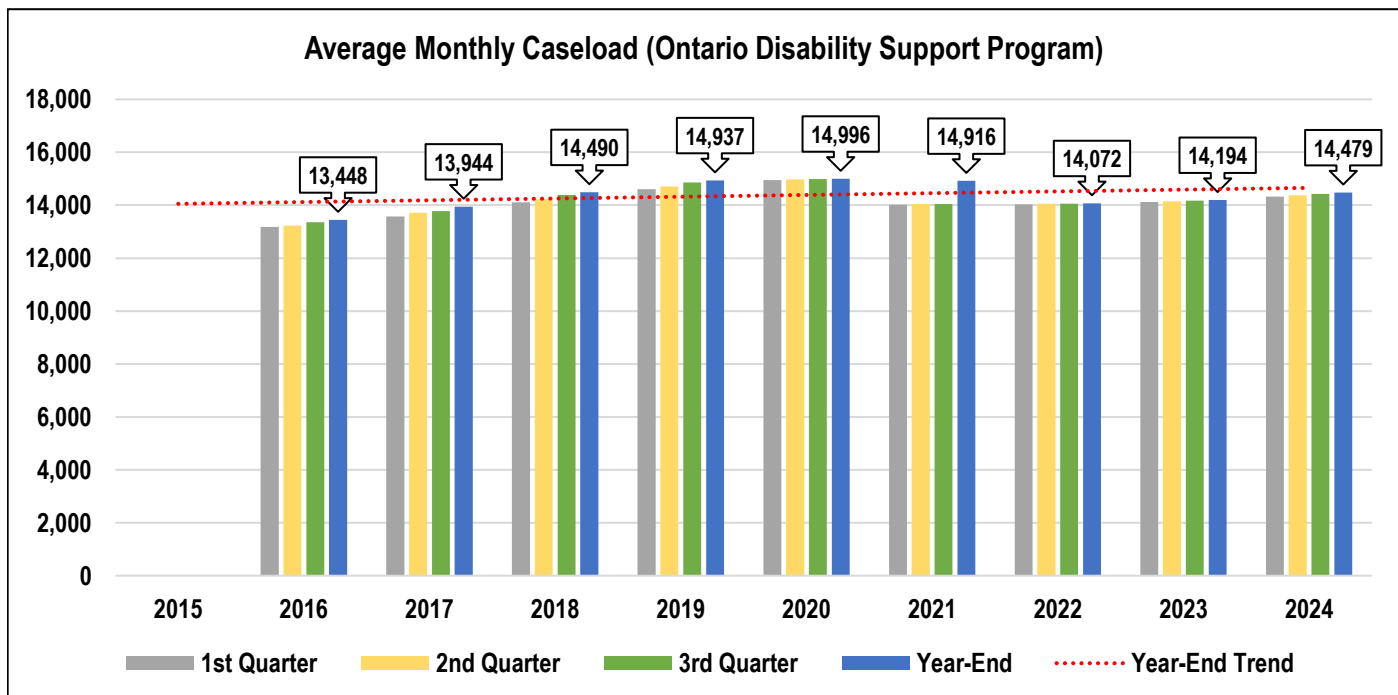
TRANSIT WINDSOR



EMPLOYMENT & SOCIAL SERVICES

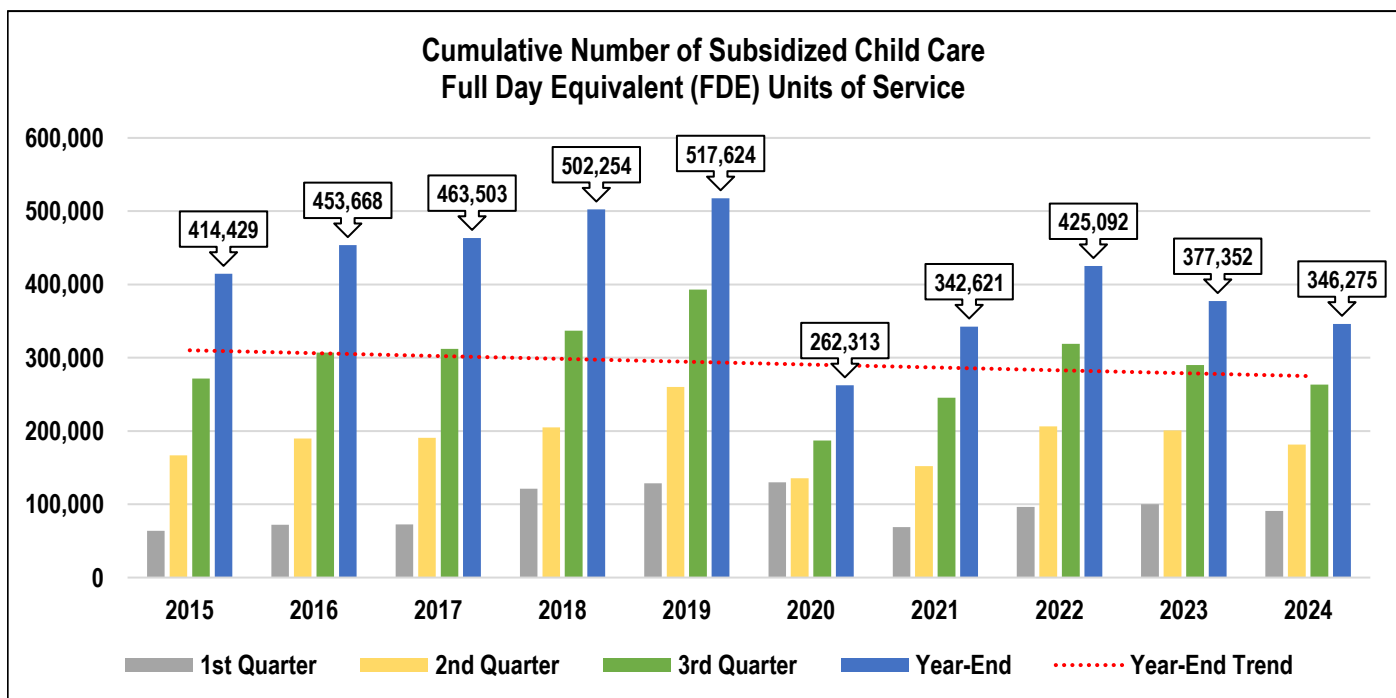
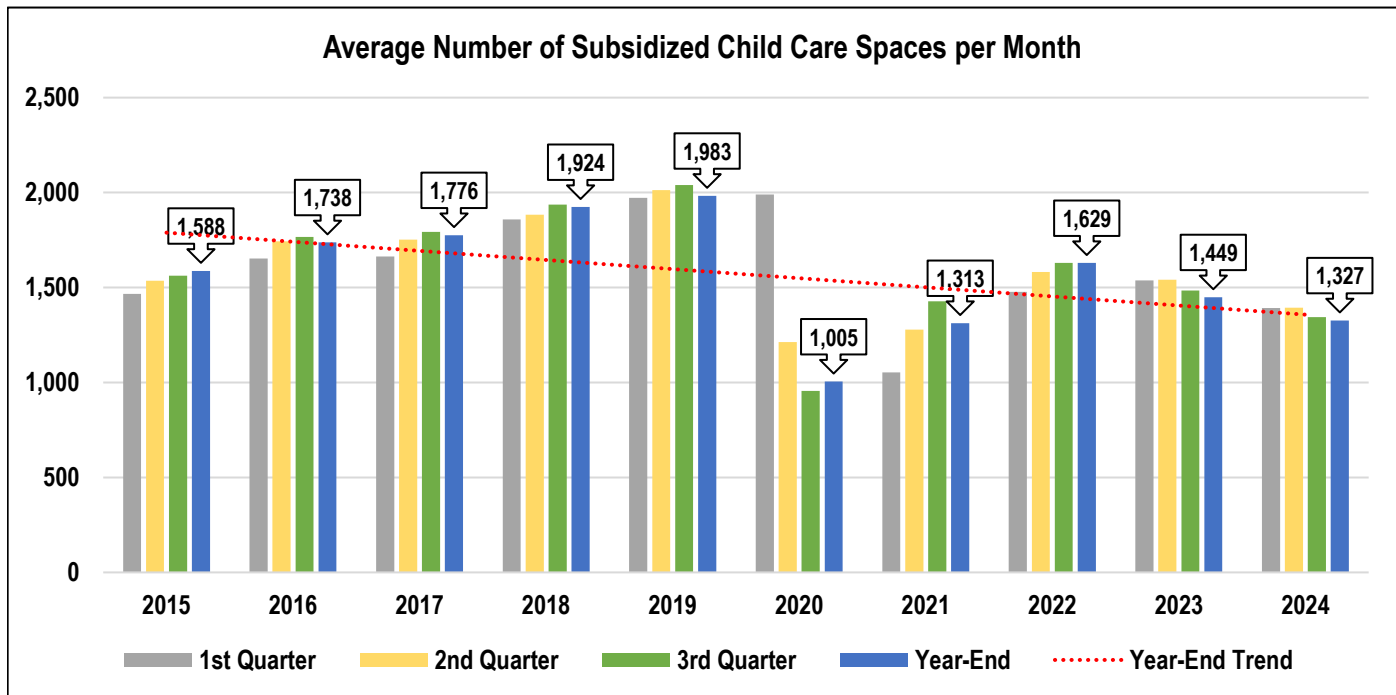


Please note that due to the Provincial OW database change in October 2015, OW caseload figures are not directly comparable to previous years as the methodology used to calculate the caseload has also changed.

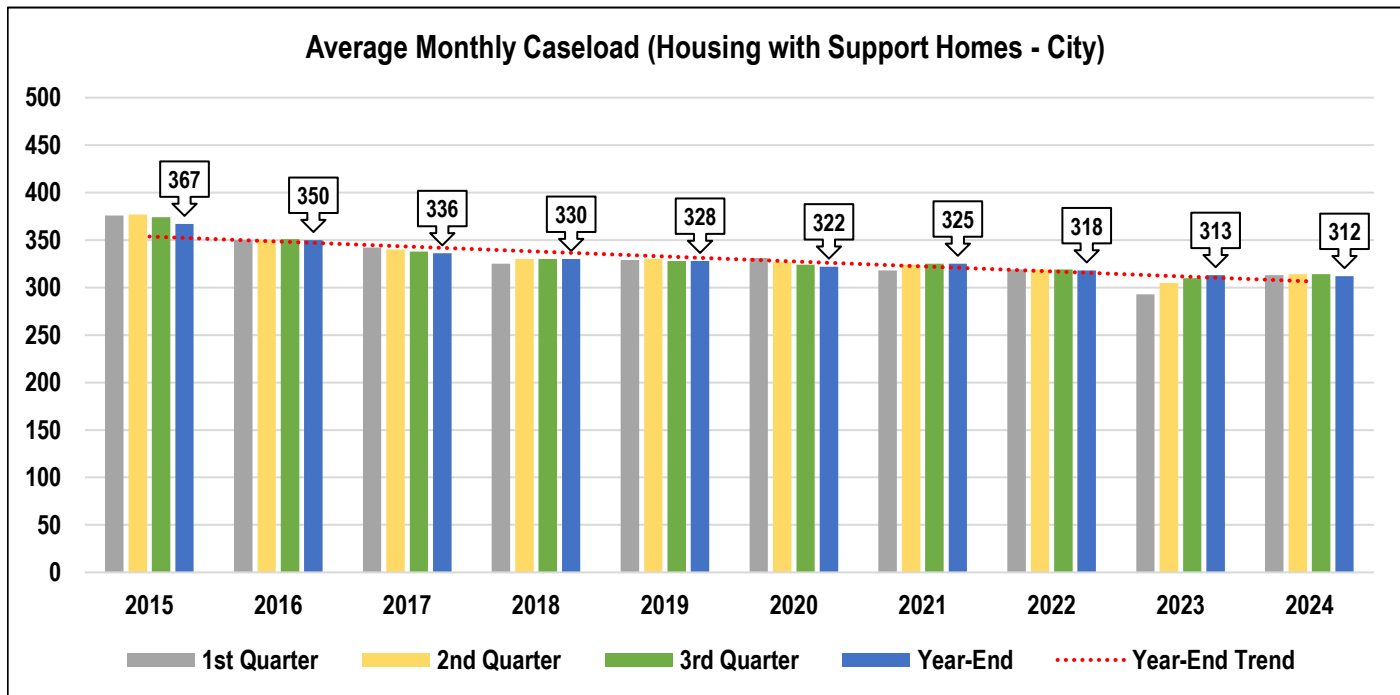


Please note that due to the Provincial ODSP database change in October 2015, ODSP caseload figures are not directly comparable to previous years as the methodology used to calculate the caseload has also changed.

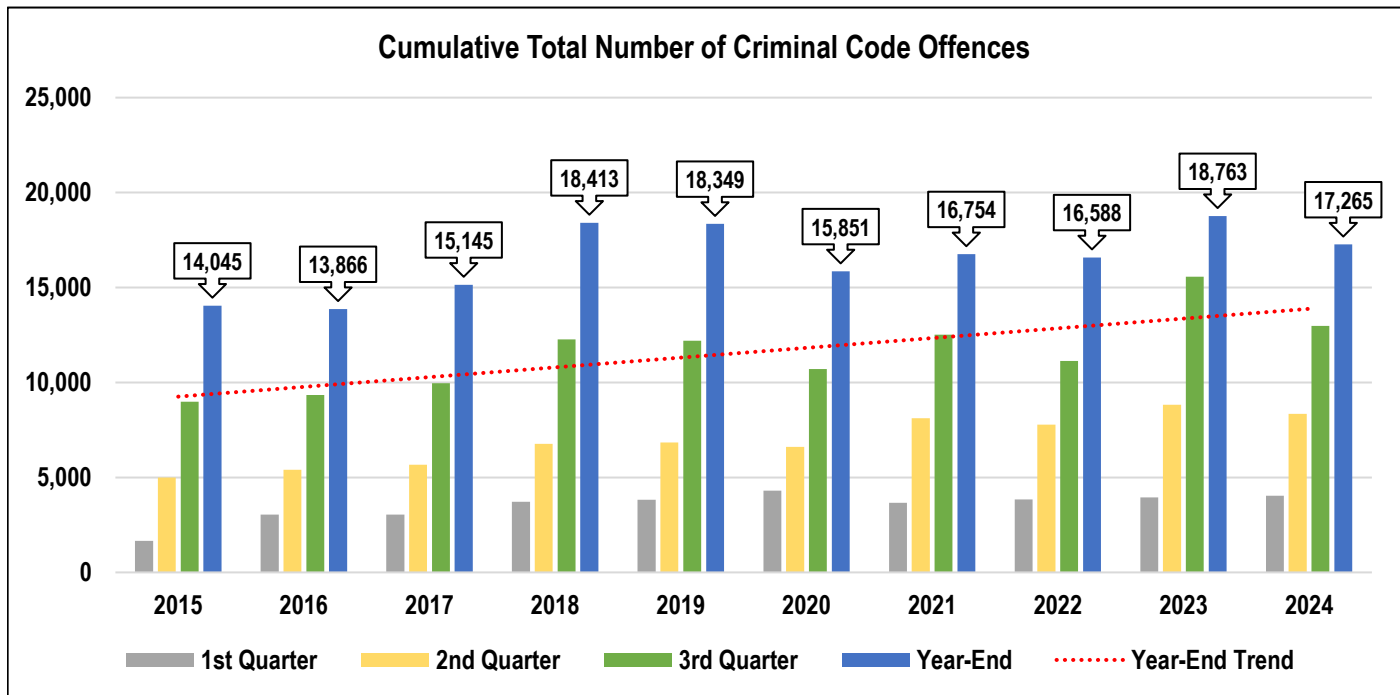
HOUSING & CHILDREN SERVICES



HOUSING & CHILDREN SERVICES



WINDSOR POLICE SERVICES



Department	Description	Total
Mayor's Office	Mayor's Office Year-End Balance (Community Relations)	\$177,814
Mayor's Office	Mayor's Office Year-End Balance (Economic Development)	\$382,701
Mayor's Office	Mayor's Office Year-End Balance (Departmental)	\$227,850
Mayor's Office	Mayor's Office Year-End Balance (Youth Advisory)	\$29,687
City Council	Environmental & Climate Change Committee	\$9,945
City Council	Age Friendly Windsor Working Group	\$7,835
City Council	International Relations Committee	\$84,989
City Council	Windsor Accessibility Advisory Committee	\$3,387
CAO's Office	Economic Development	\$60,000
CAO's Office	Corporate Consulting - External	\$118,732
CAO's Office	Employee Appreciation Initiatives	\$13,250
Corporate Security	Master Security Plan	\$179,000
Asset Planning	Senior Capital Analyst Position	\$49,812
Taxation & Financial Projects	Tax Consultant	\$114,370
Economic Development	Continued Establishment of the Economic Development Department	\$380,000
Planning & Development	Planning Application Fee Review (OTF Approved 2024-0043)	\$56,800
Communications	One-Time Funding for Project Manager Position	\$149,780
Human Resources	Previously Approved Human Resource Initiatives	\$83,285
Human Resources	Mental Health Initiative - Peer to Peer Support	\$300,000
Employment & Social Services	Physician Recruitment	\$44,652
Housing & Children's Services	Homelessness Prevention Program	\$1,000,000
Housing & Children's Services	Reaching Home Program	\$463,780
Housing & Children's Services	Homelessness Prevention Program	\$800,000
TOTAL BUDGET CARRY-FORWARDS		\$4,737,669

		FUND 107	FUND 108	FUND 109	FUND 110	FUND 111	FUND 112	FUND 113	FUND 114	FUND 115	FUND 116	FUND 117	FUND 118
ACCT #	ACCOUNT DESCRIPTION	DEV. CHG - POLLUTION CONTROL	DEV. CHG - SSPD ROADS & RELATED	DEV. CHG - SSPD SANITARY SEWER	DEV. CHG - SSPD STORM SEWER & MUN DRAINS	DEV. CHG - SSPD WATER	DEV. CHG - CITY WIDE ENG STUDIES	DEV. CHG - WASTE DIVERSION	DEV. CHGS. - PARKING	DEV. CHGS. - ROADS & RELATED	DEV. CHGS. - SANITARY/ POLLUTION	DEV. CHGS. - STORM & DRAINS	DEV. CHGS. - WATER/ WUC
AVAILABLE AT BEGINNING OF YEAR SURPLUS (DEFICIT)		1,376,029	-	-	-	-	93,890	173,024	209,707	20,726,767	1,578,172	4,380,368	5,016,011
	REVENUES:												
6540	Investment Income - Other	37,858	-	-	-	-	3,410	10,401	7,903	985,012	84,710	152,882	173,198
6660	Developer Contributions	-	-	-	-	-	8,984	58,335	6,496	5,885,424	443,103	314,583	1,007,034
7052	TRANSFER From Capital Projects	-	-	-	-	-	-	-	-	-	-	-	-
7055	TRANSFER From Current Funds	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUE		37,858	-	-	-	-	12,394	68,736	14,399	6,870,436	527,812	467,465	1,180,232
	EXPENSES:												
2950	Other Prof Services-External	-	-	-	-	-	-	-	-	-	-	-	2,050,269
2951	INTERNAL Service Salary Allocn	-	-	-	-	-	89	203	188	19,335	1,765	4,070	3,474
4240	TRANSFER to Current Fund	-	-	-	-	-	-	-	-	-	-	-	-
4245	TRANSFER to Capital Fund	1,411,000	-	-	-	-	-	-	-	8,517,000	-	139,000	-
4250	TRANSFER to Reserve Account	-	-	-	-	-	-	-	-	-	-	-	-
4255	TRANSFER to Reserve Fund	-	-	-	-	-	-	-	-	-	-	-	-
4540	Bank Charges	-	-	-	-	-	96	656	-	62,314	4,588	3,156	10,511
TOTAL EXPENSES		1,411,000	-	-	-	-	186	858	188	8,598,649	6,353	146,226	2,064,254
AVAILABLE AT YEAR END SURPLUS (DEFICIT)		2,887	-	-	-	-	106,098	240,902	223,918	18,998,554	2,099,632	4,701,607	4,131,989
A/C #4245	TRANSFER TO CAPITAL, BY PROJECT DETAIL:												
Project #	Project Description												
7014532	LRWRP Expansion/Upgrade	1,411,000											
7045018	TW Shelters Signs Amenities Maint												
7096001	Howard Ave S. Corridor Improve									2,417,000			
7142009	East Windsor Community Pool												
7145000	Materials Acquisition-DC reqst												
7145007	Fire Hall #6/Emerg Oper Centre												
7161061	Dougall Rd CN Underpass									4,000,000			
7171077	Banwell Road Improvements									2,100,000			
7171090	Playground Replacement Program												
7181026	Jackson Pk Trls/Pkl/Wash/Maint												
7182005	Parent/McDougall Ave Storm Swr											139,000	
7191036	Riverside Park-Parking Lot												
7197003	WPS-Specialized Equipment												
7209003	Relocation of Sand Point Beach												
7219015	Parkland Aquisitions												
7231024	2023 Fleet Addn's and Upgrades												
7241006	2024 Fleet Addns and Upgrades												
7241014	Route250-NextStar Industrial												
TOTAL TRANSFER TO CAPITAL, BY PROJECT DETAIL		1,411,000	-	-	-	-	-	-	-	8,517,000	-	139,000	-

2024 Development Charges Reserve Funds Income Statement (Year-Ending Dec. 31, 2024)

		FUND 121	FUND 122	FUND 123	FUND 124	FUND 125	FUND 126	FUND 127	FUND 128	TOTAL
ACCT #	ACCOUNT DESCRIPTION	DEV. CHGS. - GENERAL GOV'T	DEV. CHGS. - LIBRARY	DEV. CHGS. - FIRE	DEV. CHGS. - POLICE	DEV. CHGS. - INDOOR RECREATION	DEV. CHGS. - PARK DEVEL.	DEV. CHGS. - TRANSIT	DEV. CHGS. - PW/ BUILD/ EQUIP/ FLEET	DEV CHARGE RESERVE FUNDS
AVAILABLE AT BEGINNING OF YEAR SURPLUS (DEFICIT)		9,932	72,138	558,119	386,702	115,930	429,742	354,410	143,011	35,623,953
	REVENUES:									
6540	Investment Income - Other	1,437	7,776	32,894	18,680	10,155	15,048	20,030	10,301	1,571,694
6660	Developer Contributions	-	70,879	190,710	98,828	67,155	30,777	143,537	69,090	8,394,935
7052	TRANSFER From Capital Projects	40,000	-	-	-	-	-	-	-	40,000
7055	TRANSFER From Current Funds	-	-	-	-	-	-	-	-	-
TOTAL REVENUE		41,437	78,655	223,604	117,508	77,310	45,825	163,567	79,391	10,006,629
	EXPENSES:									
2950	Other Prof Services-External	-	-	-	-	-	-	-	-	2,050,269
2951	INTERNAL Service Salary Allocn	43	90	655	359	416	1,027	473	222	32,409
4240	TRANSFER to Current Fund	-	-	-	-	-	-	-	-	-
4245	TRANSFER to Capital Fund	-	43,000	747,929	75,300	171,721	211,385	108,000	211,000	11,635,335
4250	TRANSFER to Reserve Account	-	-	-	-	-	-	-	-	-
4255	TRANSFER to Reserve Fund	-	-	-	-	-	-	-	-	-
4540	Bank Charges	-	805	2,049	1,062	762	372	1,542	744	88,657
TOTAL EXPENSES		43	43,895	750,633	76,722	172,899	212,784	110,015	211,966	13,806,670
AVAILABLE AT YEAR END SURPLUS (DEFICIT)		51,325	106,899	31,090	427,488	20,342	262,782	407,962	10,436	31,823,912
A/C #4245	TRANSFER TO CAPITAL, BY PROJECT DETAIL:									
Project #	Project Description									
7014532	LRWRP Expansion/Upgrade									-
7045018	TW Shelters Signs Amenities Maint							100,000		
7096001	Howard Ave S. Corridor Improve									2,417,000
7142009	East Windsor Community Pool					171,721				171,721
7145000	Materials Acquisition-DC reqst		43,000							43,000
7145007	Fire Hall #6/Emerg Oper Centre			747,929						747,929
7161061	Dougall Rd CN Underpass									4,000,000
7171077	Banwell Road Improvements									2,100,000
7171090	Playground Replacement Program						172,489			172,489
7181026	Jackson Pk Trls/Pkl/Wash/Maint						(60,000)			(60,000)
7182005	Parent/McDougall Ave Storm Swr									139,000
7191036	Riverside Park-Parking Lot						11,420			11,420
7197003	WPS-Specialized Equipment				75,300					75,300
7209003	Relocation of Sand Point Beach						(20,000)			(20,000)
7219015	Parkland Aquisitions						107,476			107,476
7231024	2023 Fleet Addn's and Upgrades								181,000	181,000
7241006	2024 Fleet Addns and Upgrades								30,000	30,000
7241014	Route250-NextStar Industrial							8,000		
TOTAL TRANSFER TO CAPITAL, BY PROJECT DETAIL		-	43,000	747,929	75,300	171,721	211,385	108,000	211,000	11,635,335

LISTING OF OUTSTANDING CREDITS					
CREDIT HOLDER	APPLICABLE DC RESERVE FUND	Credit Balance (as at January 1, 2024)	Additional Credits Granted During Year	Credits Used by Holder During Year	Credit Balance (as at December 31, 2024)
1223244 Ontario Limited	115 - Roads & Related	\$1,282,218.50	\$ -	\$ -	\$1,282,218.50
South Windsor Development Company	117 - Storm & Drains	\$360,827.50	\$ -	\$ -	\$360,827.50
TOTAL OUTSTANDING CREDITS:					<u><u>\$1,643,046.00</u></u>



Committee Matters: SCM 115/2025

Subject: Report of the Special Meeting of Council – In-Camera of its meeting held February 24, 2025

**SPECIAL MEETING OF COUNCIL – IN CAMERA
February 24, 2025**

Meeting called to order at: 12:40 p.m.

Members in Attendance:

Mayor Drew Dilkens
Councillor Renaldo Agostino
Councillor Fabio Costante
Councillor Fred Francis
Councillor Jo-Anne Gignac
Councillor Gary Kaschak
Councillor Angelo Marignani
Councillor Kieran McKenzie
Councillor Mark McKenzie
Councillor Jim Morrison
Councillor Ed Sleiman

Also in attendance:

Joe Mancina, Chief Administrative Officer
Andrew Daher, Commissioner, Human and Health Services (Items 2-10)
Stacey McGuire, Acting Commissioner of Infrastructure Services/City Engineer (Items 2-10)
Janice Guthrie, Commissioner of Finance/City Treasurer (Items 2-10)
Michael Chantler, Acting Commissioner Community and Corporate Services (Items 2-10)
Jelena Payne, Commissioner Economic Development (Items 2-10)
Steve Vlachodimos, City Clerk
Anna Ciacelli, Deputy Clerk (Items 2-10)
Wira Vendrasco, City Solicitor
Dana Paladino, Acting Senior Executive Director Corporate Services
Christopher Menard, Acting Mayor's Chief of Staff (Items 2-10)
Tom Serafimovski and David Amyot, Legal Counsel (Item 1)(virtually)
Jen Knights, CEO Windsor Public Library (Items 7 and 8)
Michelle Staadegaard, Manager Culture and Events ((Item 7)
James Chacko, Executive Director Parks, Recreation, Facilities (Item 9)
Kelly Goz, Acting Manager Homelessness and Housing (Item 10)

Verbal Motion is presented by Councillor Ed Sleiman, seconded by Councillor Mark McKenzie,
to move in Camera for discussion of the following item(s):

Item No.	Subject & Section - Pursuant to <i>Municipal Act</i> , 2001, as amended
----------	-------------------------------------------------------------------------

- | | |
|----|------------------------------------------------------------------------------------|
| 1 | Personal/legal matter – litigation update – VERBAL report, Section 239(2)(b)(e)(f) |
| 2 | Property matter – sale of land, Section 239(2)(c) |
| 3 | Property matter – sale of land, Section 239(2)(c) |
| 4 | Property matter – lease renewal, Section 239(2)(c) |
| 5 | Property matter – potential expropriation, Section 239(2)(c) |
| 6 | Property matter – expropriation, Section 239(2)(c) |
| 7 | Personal/plan matter – project, Section 239(2)(b)(i)(k) |
| 8 | Property/plan matter – lease, Section 239(2)(c)(k) |
| 9 | Property matter – disposition of land, Section 239(2)(c) |
| 10 | Personal/plan matter – labour relations/plan, Section 239(2)(d)(k) |

Motion Carried.

Declarations of Pecuniary Interest:

None declared.

Discussion on the items of business.

Verbal Motion is presented by Councillor Jo-Anne Gignac, seconded by Councillor Ed Sleiman, to move back into public session.

Motion Carried.

Moved by Councillor Mark McKenzie, seconded by Councillor Gary Kaschak,
THAT the Clerk BE DIRECTED to transmit the recommendation(s) contained in the report(s) discussed at the In-Camera Council Meeting held February 24, 2025 directly to Council for consideration at the next Regular Meeting.

1. That the confidential verbal update from Legal Counsel respecting a personal/legal matter – litigation update **BE RECEIVED** and further that Legal Counsel **BE AUTHORIZED TO PROCEED** on the direction of Council.

Councillors Fabio Costante, Mark McKenzie, Fred Francis and Angelo Marignani voting nay.

2. That the recommendation contained in the in-camera report from the Coordinator of Real Estate Services, Manager of Real Estate Services, City Solicitor, Acting Senior Executive Director of Corporate Services, Commissioner of Community and Corporate Services, Commissioner of Infrastructure Services, Manager Operating Budget and Control and Commissioner of Finance/City Treasurer respecting a property matter – sale of land **BE APPROVED.**

3. That the recommendation contained in the in-camera report from the Coordinator of Real Estate Services, Manager of Real Estate Services, City Solicitor, Acting Senior Executive Director of Corporate Services, Commissioner of Community and Corporate Services, Manager Operating Budget and Control and Commissioner of Finance/City Treasurer respecting a property matter – sale of land **BE APPROVED.**

4. That the recommendation contained in the in-camera report from the Acting Lease Administrator, Manager of Real Estate Services, City Solicitor, Acting Senior Executive Director of Corporate Services, Commissioner of Community and Corporate Services, Executive Director Employment and Social Services, Commissioner of Human and Health Services, Manager Operating Budget and Control and Commissioner of Finance/City Treasurer respecting a property matter – lease renewal **BE APPROVED.**

5. That the recommendation contained in the in-camera report from the Manager of Real Estate Services, City Solicitor, Acting Senior Executive Director of Corporate Services, Commissioner of Community and Corporate Services, Manager Development Revenue and Financial Administration and Commissioner of Finance/City Treasurer respecting a property matter – potential expropriation **BE NOTED AND FILED.**

6. That the recommendation contained in the in-camera report from Senior Legal Counsel, Acting Senior Executive Director Corporate Services, City Solicitor, Commissioner of Community and Corporate Services, Commissioner of Infrastructure Services and Commissioner of Finance/City Treasurer respecting a property matter - expropriation **BE APPROVED.**

7. That the recommendation contained in the in-camera report from the Supervisor of Community Programming and Cultural Affairs, Manager Development Revenue and Financial Administration, Manager Culture and Events, Executive Director Culture, Acting Senior Executive Director Community Services, City Solicitor, Commissioner of Infrastructure Services, Commissioner of Community and Corporate Services and Commissioner of Finance/City Treasurer respecting a personal/plan matter - project **BE APPROVED AS AMENDED.**

Councillor Angelo Marignani and Renaldo Agostino voting nay.

8. That the recommendation contained in the in-camera report from the Acting Senior Executive Director Community Services, Manager of Corporate Projects, Deputy Treasurer Financial Accounting and Corporate Controls, City Solicitor, Acting Senior Executive Director Corporate Services, Commissioner of Corporate and Community Services, Commissioner of Economic Development, Manager Development Revenue and Financial Administration and Commissioner of Finance/City Treasurer respecting a property/plan matter – lease **BE APPROVED.**

Councillor Fred Francis and Kieran McKenzie voting nay.

9. That the recommendation contained in the in-camera report from the Executive Director Parks Recreation and Facilities, Manager Development Revenue and Financial Administration, Acting Senior Executive Director Community Services, Commissioner of Economic Development, Commissioner of Community and Corporate Services, City Solicitor and Commissioner of Finance/City Treasurer respecting a property matter – disposition of land **BE APPROVED AS AMENDED.**

Councillor Angelo Marignani voting nay.

10. That the recommendation contained in the in-camera report from the Manager Intergovernmental Funding, Executive Director Human Resources, Acting Manager Homelessness and Housing, Executive Director Housing and Children's Services, Commissioner of Human and Health Services, City Solicitor, Acting Senior Executive Director Corporate Services and Commissioner of Finance/City Treasurer respecting a personal/plan matter – labour relations/plan **BE APPROVED.**

Motion Carried.

**Moved by Councillor Renaldo Agostino, seconded by Councillor
Fred Francis,
That the special meeting of council held February 24, 2025 BE ADJOURNED.
(Time: 2:10 p.m.)
Motion Carried**



Committee Matters: SCM 116/2025

**Subject: Report of the In-Camera Striking Committee of its meeting held
February 24, 2025**

**STRIKING COMMITTEE – IN CAMERA
February 24, 2025**

Meeting called to order at: 2:10 p.m.

Members in Attendance:

Mayor Drew Dilkens
Councillor Fred Francis
Councillor Jo-Anne Gignac
Councillor Angelo Marignani
Councillor Kieran McKenzie
Councillor Ed Sleiman
Councillor Jim Morrison
Councillor Renaldo Agostino
Councillor Fabio Costante
Councillor Gary Kaschak
Councillor Mark McKenzie

Also in attendance:

Joe Mancina, Chief Administrative Officer
Andrew Daher, Commissioner, Human and Health Services
Stacey McGuire, Acting Commissioner of Infrastructure Services/City
Engineer
Janice Guthrie, Commissioner of Finance/City Treasurer
Michael Chantler, Acting Commissioner Community and Corporate
Services
Jelena Payne, Commissioner Economic Development
Steve Vlachodimos, City Clerk
Anna Ciacelli, Deputy Clerk
Christopher Menard, Acting Mayor's Chief of Staff
Dana Paladino, Acting Senior Executive Director Corporate Services
Wira Vendrasco, City Solicitor

**Verbal Motion is presented by Councillor Renaldo Agostino,
seconded by Councillor Jo-Anne Gignac,
to move in Camera for discussion of the following item(s):**

Item No.	Subject & Section - Pursuant to <i>Municipal Act</i> , 2001, as amended
1	Personal matter – about identifiable individual(s) –appointment of member(s) to the Environment and Climate Change Advisory Committee, Section 239(2)(b)

Motion Carried.

Declarations of Pecuniary Interest:

None declared.

Discussion on the items of business.

**Verbal Motion is presented by Councillor Fred Francis, seconded by Councillor Kieran McKenzie, to moved back into public session.
Motion Carried.**

**Moved by Councillor Mark McKenzie, seconded by Councillor Gary Kaschak,
THAT the Clerk BE DIRECTED to transmit the recommendation(s) contained in the report(s) discussed at the In-Camera Striking Committee Meeting held February 24, 2025 directly to Council for consideration at the next Regular Public Meeting or Special meeting of Council.**

1. That the confidential discussions regarding the appointment of a member on the Environment and Climate Change Advisory Committee **BE RECEIVED.** (see open report of the Striking Committee).

Motion Carried.

**Moved by Councillor Fabio Costante, seconded by Councillor Jim Morrison
That the special Striking Committee meeting held February 24, 2025 BE ADJOURNED.
(Time: 2:12 p.m.)
Motion Carried.**



Committee Matters: SCM 117/2025

Subject: Report of the Special Meeting of Council – In-Camera of its meeting held March 20, 2025

**SPECIAL MEETING OF COUNCIL – IN CAMERA
March 20, 2025**

Meeting called to order at: 9:07 a.m.

Members in Attendance: (via zoom)

Mayor Drew Dilkens
Councillor Renaldo Agostino
Councillor Fabio Costante
Councillor Fred Francis
Councillor Jo-Anne Gignac
Councillor Gary Kaschak
Councillor Angelo Marignani
Councillor Kieran McKenzie
Councillor Mark McKenzie
Councillor Jim Morrison
Councillor Ed Sleiman

Also in attendance: (via zoom)

Joe Mancina, Chief Administrative Officer
Andrew Daher, Commissioner, Human and Health Services
David Simpson, Commissioner of Infrastructure Services/City Engineer
Janice Guthrie, Commissioner of Finance/City Treasurer
Ray Mensour, Commissioner Community and Corporate Services
Jelena Payne, Commissioner Economic Development
Steve Vlachodimos, City Clerk
Anna Ciacelli, Deputy Clerk
Sandra Gebauer, Council Assistant
Mark Nazarewich, Acting City Solicitor
Dana Paladino, Acting Senior Executive Director Corporate Services
Christopher Menard, Acting Mayor's Chief of Staff
Milan Vujanovic, Senior Economic Development Officer (Item 1)
Matt Johnson, Executive Director Economic Development (Item 1)

**Verbal Motion is presented by Councillor Jo-Anne Gignac, seconded
by Councillor Ed Sleiman,
to move in Camera for discussion of the following item(s):**

Item No.	Subject & Section - Pursuant to <i>Municipal Act</i> , 2001, as amended
1	Property matter – lease update, Section 239(2)(c)(k)
2	Legal matter – update/plan, Sections 239(2)(e)(f)(j)(k) – report to be distributed at meeting

Motion Carried.

Declarations of Pecuniary Interest:

None declared.

Discussion on the items of business.

Verbal Motion is presented by Councillor Angelo Marignani, seconded by Councillor Renaldo Agostino, to move back into public session.

Motion Carried.

**Moved by Councillor Mark McKenzie, seconded by Councillor Jim Morrison,
THAT the Clerk BE DIRECTED to transmit the recommendation(s) contained in the report(s) discussed at the In-Camera Council Meeting held March 20, 2025 directly to Council for consideration at the next Regular Meeting.**

1. That the recommendation contained in the in-camera report from the Manager Development Revenue and Financial Administration, Senior Economic Development Officer, Executive Director Economic Development, Commissioner of Economic Development, City Solicitor, Commissioner of Infrastructure Services and Commissioner of Finance/City Treasurer respecting a property matter – lease update **BE APPROVED.**

2. That the confidential verbal update from the City Solicitor and Chief Administrative Officer respecting a legal matter – update/plan **BE RECEIVED.**

Motion Carried.

**Moved by Councillor Gary Kaschak, seconded by Councillor Renaldo Agostino,
That the special meeting of council held March 20, 2025 BE ADJOURNED.
(Time: 10:04 a.m.)
Motion Carried.**



Committee Matters: SCM 118/2025

Subject: Report of the Special Meeting of Council – In-Camera of its meeting held April 1, 2025

SPECIAL MEETING OF COUNCIL – IN CAMERA
April 1, 2025

Meeting called to order at: 9:03 a.m.

Members in Attendance: (via zoom)

Mayor Drew Dilkens
Councillor Renaldo Agostino
Councillor Fabio Costante
Councillor Fred Francis
Councillor Jo-Anne Gignac
Councillor Gary Kaschak
Councillor Angelo Marignani
Councillor Mark McKenzie
Councillor Jim Morrison
Councillor Ed Sleiman

Members Absent

Councillor Kieran McKenzie

Also in attendance: (via zoom)

Joe Mancina, Chief Administrative Officer
Andrew Daher, Commissioner, Human and Health Services
David Simpson, Commissioner of Infrastructure Services/City Engineer
Janice Guthrie, Commissioner of Finance/City Treasurer
Jelena Payne, Commissioner Economic Development
Steve Vlachodimos, City Clerk
Anna Ciacelli, Deputy Clerk
Sandra Gebauer, Council Assistant
Wira Vendrasco, City Solicitor (Items 1 and 2)
Dana Paladino, Acting Senior Executive Director Corporate Services
Michael Chantler, Acting Senior Executive Director Community Services
Christopher Menard, Acting Mayor's Chief of Staff
Nicole El-Chammas, Employee Relations Specialist (Item 2)
Norbert Wolf, Manager of Employee Relations (Item 2)
Vincenza Mihalo, Executive Director of Human Resources (Item 2)
Jim Leether, Manager of Environmental Services (Item 2)
David Soave, Manager Strategic Operating Budget (Item 2)
Kevin Cabana, Manager Lou Romano Reclamation Plant (Item 2)

Mark Nazarewich, Deputy City Solicitor (Item 3)
Aaron Farough, Senior Legal Counsel (Item 3)

**Verbal Motion is presented by Councillor Ed Sleiman, seconded by Councillor Jo-Anne Gignac,
to move in Camera for discussion of the following item(s):**

Item No.	Subject & Section - Pursuant to <i>Municipal Act</i>, 2001, as amended
1	Position/plan update, Section 239(2)(k) – verbal report
2	Personal matter – labour negotiations, Section 239(2)(d)
3	Legal/property matter – expropriation settlement, Section 239(2)(e)

Motion Carried.

Declarations of Pecuniary Interest:

None declared.

Discussion on the items of business.

**Verbal Motion is presented by Councillor Renaldo Agostino, seconded by Councillor Angelo Marignani,
to move back into public session.**

Motion Carried.

**Moved by Councillor Jim Morrison, seconded by Councillor Mark McKenzie,
THAT the Clerk BE DIRECTED to transmit the recommendation(s) contained in the report(s) discussed at the In-Camera Council Meeting held April 1, 2025 directly to Council for consideration at the next Regular Meeting.**

1. That the confidential verbal report from the Chief Administrative Officer respecting a position/plan update **BE REFERRED BACK** to Administration to allow for further information.
2. That the recommendation contained in the in-camera report from the Manager Employee Relations, Executive Director of Human Resources, Acting Senior Executive Director of Corporate Services, Commissioner of Community and Corporate Services, Manager of Strategic Operating Budget Development and Control and Commissioner of Finance/City Treasurer respecting a personal matter – labour negotiations **BE APPROVED**.
3. That the recommendation contained in the in-camera report from Senior Legal Counsel, Acting Senior Executive Director Corporate Services, Deputy City Solicitor, Commissioner of Finance/City Treasurer and Commissioner of Infrastructure Services respecting a legal/property matter – expropriation settlement **BE APPROVED**.

Motion Carried.

**Moved by Councillor Renaldo Agostino, seconded by Councillor Fred Francis,
That the special meeting of council held April 1, 2025 BE ADJOURNED.
(Time: 9:32 a.m.)
Motion Carried.**

**Letter of Criticism****Nicolas Lamoureux / Joshua Sankarlal****Board Member of Bike Windsor Essex and Activate Transit Windsor Essex****April 11th, 2025****April 14 City Council Meeting - Item 8.1 - Automated Speed Enforcement Program Implementation**

I am writing to comment on the city-wide implementation of Automated Speed Enforcement (ASE). I respect and appreciate the effort City Council is making to help address speeding in our city, and ASE takes reasonable first steps to addressing this chronic issue. Speed cameras can be effective in slowing people down and reducing collisions. However, they fail to address the root cause of speeding, and are merely a band-aid solution to more serious problems. Our streets are largely dangerous by design and implementing ASE will not fix this underlying issue. This does not seriously address or help to solve long-term Vision Zero improvement goals. Punishing speeders instead of creating safer streets to reduce drivers' ability to speed, is short-term and should not be viewed as a permanent solution or as an actual serious safety plan. Take this quote from a recent 2025 Strong Towns article:

"If communities are serious about reducing speeds and making streets safer, the focus should be on redesigning streets to naturally encourage slower, safer driving. Speed cameras may serve a temporary role, but they should never be treated as a permanent solution. The revenue generated from automated enforcement should not go into the general fund; it needs to be directed toward fixing the very streets where infractions are occurring.

Marohn stated that the ultimate goal of any speed camera program should be to eliminate the need for cameras entirely by creating streets where drivers naturally slow down."

Any revenue generated from ASE should be put into a fund to fix the streets that these cameras are located on with the goal of eventually removing them entirely. Using any proceeds from this ill defined "Traffic Calming Reserve Fund" for maintenance and continuing the status quo will only ensure that the ASE program continues to act as a band-aid. ASE should not be used and relied on as a municipal revenue generating scheme that disincentivizes fixing the actual problem. If people speeding is good for the city's books, that should not be seen as a good thing that needs no further action.

The most effective way to increase road safety is to actually complete the changes outlined in the Active Transit Master Plan (ATMP) and the Transit Master Plan (TMP) instead of viewing these plans as merely "aspirational".

- ASE will not prevent a vehicle from hitting a bicyclist or pedestrian through a painted line but protected bike lanes will.
- ASE will not prevent a vehicle from speeding through a Community Safety Zone (it will just punish those who do), but complete streets will.
- ASE will not make the lives of people who do not drive and rely on public transportation or active transportation safer, better, or more economical nor will it incentivize people to change their modes of transportation, but the ATMP and the TMP will.

If the city wants to take its commitment to Vision Zero and making our built environment safer for everyone seriously, ASE should be a small temporary and preliminary step in a long-term transition to real safety improvements.



RE: Notice of Council Meeting - Item 8.6 – Main Street CIP/Ford City CIP Application, 1044 Drouillard Road, Owner: 1988859 Ontario Inc. (c/o: Dawne Martens)

To the members of City Council,

My name is Kaitlyn Karns and I am the Executive Director of the Ford City Business Improvement Association. I am writing in support of the second Main Street CIP and the Ford City CIP application for 1044 Drouillard Road. The CIP has helped building owners within our BIA make positive changes to their buildings which enhances the overall look and feel of the street. If you have any further questions, please do not hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "Kaitlyn Karns".

Kaitlyn Karns
Executive Director, Ford City BIA
kaitlyn@fordcity.ca

April 11, 2025

Dear City Council

Re: Kieran McKenzie's Motion on the Strong Mayors, Building Homes Act

Thank you for the opportunity to provide a written submission in support of this motion.

I offer the following as a concerned resident and enthusiastic participant in civil society.

There are three reasons why I support this motion opposing the Strong Mayors, Building Homes Act (SMBH); 1) the concentration of powers under the mayor's control undermines the role and function of councillors, 2) it is undemocratic to award a veto power to defeat majority votes and 3) it alters the accountability of administration.

1) Concentration of power

Municipal governments are often the most accessible forum for concerned citizens to exercise their democratic freedoms of participation and speech. In a time where democratic principles and practices are under serious attack, we should be enhancing the democratic underpinning of our local government. The SMBH Act has the opposite effect. By concentrating power in the mayor's office, the ability of individual councillors to represent their constituents' interests is compromised. The value of vigorous review and debate cannot be underestimated in these turbulent times. If councillors feel that their voice and vote do not matter, council will become a rubber stamp. Civil participation will decline and respect for civil process will be diminished to the detriment of our community.

2) Undemocratic practice

Majorities rule. It is the fundamental basis of democratic civil society. The SMBH Act allows the mayor not only to veto the council's decision; it also allows the mayor to vote on the decision to rescind the veto. It does not matter who the mayor is, whether the council is right or whether it is a more expedient process. Majority votes should not be aside because one individual disagrees with the decision. If the decision is wrong in law, the courts' role is to review the exercise of power by the municipality. The SMBH Act is being touted as the solution to the provincial government's housing crisis. If the provincial government was truly interested in addressing the housing crisis, they would upload the housing portfolio to the province.

3) *Accountability of Administration*

The Act extends the mayor's abilities to hire staff and set budgets. The municipal staff should be accountable to council and the municipality, not to the mayor. We should be increasing the ability of council to obtain advice that is in the best interests of the municipality. Staff who feel vulnerable to the influence of the mayor will not be able to perform that function to the best of their ability.

There are huge challenges for municipalities, and we should foster an environment where the expertise and voices of our elected officials are amplified not diminished.

Yours sincerely,

Marion Overholt

Ward 4 resident

Written Submission for City Council Delegation

Re: Motion to Remove the City of Windsor as a “Strong Mayor” Community

Submitted by: Christopher McAskin

Date: April 11, 2025

To the Mayor, Members of Council, and Clerk’s Office:

I am submitting this statement in support of Councilor Kieran McKenzie’s motion to remove the City of Windsor from the list of municipalities designated under the Strong Mayor legislation.

This legislation, as imposed by the Province under O. Reg. 530/22, fundamentally alters the principles of local governance and erodes the democratic framework that our municipality has long respected and upheld. By centralizing power in the Office of the Mayor, this system minimizes the essential role of elected Council members and disrupts the longstanding practice of deliberative, consensus-driven decision-making.

The strength of our city lies not in unilateral authority, but in the collective voice of its representatives. Windsor has a proud history of collaborative governance, built on dialogue, debate, and shared responsibility. That legacy is undermined by a governance model that allows executive override without meaningful checks and balances.

It is also important to note that Windsor did not formally request or consult on being designated under this framework. This lack of local consent is deeply concerning and sets a troubling precedent for the future of municipal autonomy across Ontario.

We are witnessing a growing wave of concern from citizens, elected officials, and other municipalities across the province who recognize this legislation for what it is: an unnecessary and harmful concentration of power that undermines accountability, transparency, and local democracy.

I respectfully urge Council to pass this motion, and to formally request the Premier and the Minister of Municipal Affairs and Housing to remove Windsor from the Strong Mayor framework. This action is not merely procedural it is a vital stand for representative democracy, for institutional integrity, and for the future of governance in our city.

Thank you for the opportunity to submit this statement.

Respectfully,
Christopher McAskin