



**2025 Operating Budget Review
Finance Committee – Economic Development & Engineering Agenda
Room 204, 350 City Hall Square West
Tuesday, October 15, 2024
9:00 o'clock a.m.**

Members:

Councillor Jim Morrison (Chair)
Councillor Gary Kaschak
Councillor Fred Francis

Departments:

Engineering
Public Works Operations
Pollution Control
Planning and Development Services
Building Services
Economic Development and Climate Change
Transit Windsor

CLT assigned resources:

Jelena Payne, Commissioner of Economic Development
David Simpson, Commissioner of Infrastructure Services and City Engineer

Order of Business:

1. Call to Order

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.

2. Disclosure of Pecuniary Interest

3. Minutes – Adoption of the minutes arising from the previous meeting

- 3.1 Minutes of the Finance Committee – Economic Development & Engineering of its meeting held September 24, 2024. (*attached*)

3. Delegations (if registered) (5 minutes maximum)

4. Business arising from the minutes

5. New Business (if required)

6. Motion to move in camera (if necessary)

7. Motion to move back into regular session (if necessary)

8. Date of next meeting (if required)

9. Adjournment

**Finance Committee – Economic Development & Engineering Minutes
2025 OPERATING BUDGET REVIEW**

Date: Tuesday, September 24, 2024
Time: 9:00 o'clock a.m.
Room 204, 350 City Hall Square West

Members Present:

Councillors:

Ward 10 - Councillor Jim Morrison (Chair)
Ward 1 - Councillor Fred Francis
Ward 8 - Councillor Gary Kaschak

ALSO IN ATTENDANCE ARE THE FOLLOWING:

Mayor Drew Dilkens
Councillor Renaldo Agostino
Joe Mancina, Chief Administrative Officer
Janice Guthrie, Commissioner, Finance & City Treasurer
Andrew Daher, Commissioner, Human & Health Services
Jelena Payne, Commissioner, Economic Development
David Simpson, Commissioner, Infrastructure Services & City Engineer
Ray Mensour, Commissioner, Community & Corporate Services
Tony Ardovini, Deputy Treasurer, Financial Planning
Tyson Cragg, Executive Director, Transit Windsor
John Revell, Chief Building Official
Matthew Johnson, Executive Director, Economic Development
Neil Robertson, Manager of Urban Design
Natasha Gabbana, Senior Manager of Asset Planning
David Soave, Manager, Strategic Operational Budget Development & Control
Mark Spizzirri, Manager, Performance Measurement & Business Case Development
Emilie Dunnigan, Manager, Development Revenue & Financial Administration
Matthew Stubbings, Chief of Staff, Mayor's Office
Luigi Congi, Executive Initiatives Coordinator
Cindy Becker, Financial Planning Administrator
Kathy Buis, Financial Planning Administrator
Carrie McCrindle, Financial Planning Administrator
Josie Gualtieri, Financial Planning Administrator
Poorvangi Raval, Financial Planning Administrator
Steve Vlachodimos, City Clerk
Anna Ciacelli, Deputy City Clerk
Karen Kadour, Committee Coordinator

1. Call to Order

The Chair calls the meeting to order at 9:00 o'clock a.m.

2. Disclosure of Pecuniary Interest

None disclosed.

3. Minutes

None.

4. Opening Remarks by the Chief Administrative Officer

Joe Mancina, Chief Administrative Officer appears before the Finance Committee – Economic Development & Engineering and provides the following opening remarks:

- These Committees have been established to assist Administration and the Mayor in identifying potential opportunities that can help address the significant budget pressures we face as we embark on the 2025 Municipal Budget.
- Administration is simultaneously completing its administrative review of the 2025 estimates and will bring forth a number of recommendations resulting from that administrative review to assist in reducing the budget levy increase for consideration by the Mayor and by Council.
- The Committee under the direction of each committee chair will undertake an extensive review of all areas of the base budget and operations utilizing the resources we have provided to identify potential savings opportunities, increased revenue sources and any service delivery adjustment opportunities.

5. Presentation by the Chief Financial Officer

Janice Guthrie, Commissioner, Finance and City Treasurer appears before the Finance Committee – Economic Development & Engineering and provides an overview of the “Operating Budget Committees of Council – Kick-off Meeting” as follows:

- Budget Committees – Structure
- Budget Committees – Mandate/Duties
- Budget Committees – Available Resources
- Budget Committees – Documents
- Budget Process and Important Dates
- Preliminary Budget Issues – Municipal
- Preliminary Budget Issues – Municipal (by Category)
- 2024 Approved Operating Budget – Level of Discretion

- Corporate and Community Services – Level of Discretion
- Economic Development & Engineering – Level of Discretion
- Finance & Human & Health Services – Level of Discretion

6. Delegations

None.

7. Initial Kick-off

Economic Development & Engineering

David Simpson, Commissioner, Infrastructure Services & City Engineer appears before the Finance Committee – Economic Development & Engineering and refers to the level of discretion document and indicates that all of their services support the development community and how quickly they get permits processed. The other big item for Engineering specifically is their GIS system which is essentially a mandatory need and they do have some discretion on the right-of-way. For 2025, they are not looking for any further FTE asks and advises they are not only looking at expenditures but more critically where the possible revenue enhancers to that stream as well.

Councillor Fred Francis poses questions relating to annualizations, contractual agreements, and legislative increases. Ms. Guthrie provides an explanation.

Councillor Gary Kaschak questions if the user fees for permits are in line with what is being charged or, is there an opportunity to increase the fees Mr. Simpson responds that any fees that are not development driven, consideration should be given to a nominal increase. There is potentially more opportunity when it comes to the development review piece, (developers do quite well here) and suggests doing a more exhaustive review in that regard. Councillor Gary Kaschak remarks that with all of the growth in the city and the development projects, he asks if they have seen an influx of revenues from that and questions how that will affect the 2025 budget. Mr. Simpson responds that the staff time that is normally billed to levy can be funded through development revenue. Ms. Guthrie advises that Councillor Jo-Anne Gignac has requested a 3% increase across the board on all user fees and adds they are currently working on that analysis. She notes they are also reviewing comparators across other municipalities, and they are also looking at their ability for cost recovery.

Moved by: Councillor Gary Kaschak

Seconded by: Councillor Fred Francis

That the Finance Committee – Economic Development and Engineering **RECOMMEND** that the sidewalk café fees BE **REINSTATED** for the 2025 fiscal year.

Carried.

10. Motion to move In-Camera

Moved by: Councillor Fred Francis

Seconded by: Councillor Gary Kaschak

That Rule 3.3(c) of the Procedure By-law 98-2011, **BE WAIVED** to allow for the Chair to call a special in-camera meeting without 24 hours' notice.

Carried.

Moved by: Councillor Fred Francis

Seconded by Councillor Gary Kaschak

That the Finance Committee-Economic Development & Engineering move In Camera at 9:45 o'clock a.m. in accordance with the *Municipal Act* s. 239 (d) labour relations or employee negotiations and s. 239 (b) personal matters about an identifiable individual, including municipal or local board employees.

Carried.

Discussion on the items of business.

11. Motion to move back into regular session

Moved by: Councillor Gary Kaschak

Seconded by: Councillor Fred Francis

That the Finance Committee—Economic Development & Engineering move back into public session at 10:00 o'clock a.m.

Carried.

Moved by: Councillor Gary Kaschak

Seconded by: Councillor Fred Francis

That the Clerk **BE DIRECTED** to transmit the recommendation(s) contained in the report(s) discussed at the In Camera meeting.

Carried.

Moved by: Councillor Gary Kaschak

Seconded by: Councillor Fred Francis

That the recommendations contained in the verbal update from the Commissioner Economic Development respecting a labour relations or employee matter and matters about an identifiable individual including municipal or local board employees **BE APPROVED**.

Carried.

The meeting reconvenes at 10:12 o'clock a.m.

Public Works

Mr. Simpson advises that this is their largest staff complement of the Infrastructure team at approximately 224 FTE's. The core services that are delivered by this unit is everything from corridor management to fleet operations, traffic operations, parking, transportation planning along with traffic engineering and the suite of environmental services. He refers to page 161 of the 2024 City of Windsor Approved Operating Budget and the total expense of \$75 M and states when that is offset by associated revenues that is down to a \$34M mark on the tax levy. Comparatively looking at our initial expenses between annualization and contractual pressures as well as inflation, contractually they were hit with a \$4M increase and the most of that was with the change of the collection contract agreement. Furthermore, there was another \$1M of pressure related to the inflationary revenue reduction. Ms. Guthrie advises they do have pressures; however, they do have the additional costs as it relates to organic collection and the change in recycling and garbage collection. She notes that the city will have to pay their 50% so any costs associated with that will be shown in the ABC category because this is a change regionally and how the collection occurs and is quasi discretionary as they have no choice but to fund the 50%.

Councillor Fred Francis refers to page 158 of the 2024 City of Windsor Approved Operating Budget that the budget change is \$1.3M which is an 8.9% increase from last year's budget. Ms. Guthrie responds that this represents the city's share for waste management.

Councillor Fred Francis refers to Page 162 of the 2024 Budget Book and requests that the matter "Increase Annual Equipment Reserve Contributions for Corporate, Parks" come back to the committee with the direction that Administration review the reserve accounts to determine if there are potential savings.

Moved by: Councillor Fred Francis

Seconded by: Councillor Gary Kaschak

That the Finance Committee – Economic Development and Engineering **REQUEST** that administration **REVIEW AND REPORT BACK** on the annual reserve account contributions related to fleet projections/replacements and potential savings.

Carried.

10. Motion to move In-Camera

Moved by: Councillor Fred Francis

Seconded by: Councillor Gary Kaschak,

That Rule 3.3(c) of the Procedure By-law 98-2011, **BE WAIVED** to allow for the Chair to call a special in-camera meeting without 24 hours' notice.

Carried.

Moved by: Councillor Fred Francis

Seconded by Councillor Gary Kaschak

That the Committee move In Camera at 10:49 o'clock a.m. in accordance with the *Municipal Act* s. 239 (d) labour relations or employee negotiations and s. 239 (b) personal matters about an identifiable individual, including municipal or local board employees.
Carried.

Discussion on the item of business.

11. Motion to move back into regular session

Moved by: Councillor Fred Francis

Seconded by: Councillor Gary Kaschak

That the Finance Committee – Economic Development & Engineering move back into public session at 11:11 o'clock a.m.

Carried.

Moved by: Councillor Gary Kaschak

Seconded by: Councillor Fred Francis

That the Clerk **BE DIRECTED** to transmit the recommendation(s) contained in the report(s) discussed at the In Camera meeting.

Carried.

Moved by: Councillor Gary Kaschak

Seconded by: Councillor Fred Francis

That the recommendations contained in the verbal update from the Commissioner Infrastructure Services regarding a labour relations or employee matter and matters about an identifiable individual including municipal or local board employees **BE**

APPROVED.

Carried.

Building Services

John Revell, Chief Building Official appears before the Finance Committee – Economic Development & Engineering and advises that the Building Division is predominantly two operations in one department. The bulk of their operation relates to the administration and enforcement of the Ontario Building Code. That part of their operation is allowed under the Act to collect fees for building permits, so it is self-funded. Those revenues pay for the bulk of their staffing and administrative costs, and if there are surpluses from those revenues, they go into a building reserve which is in the positive. The other part of their operation deals with the by-laws, property standards, building by-law officer program, Rental Licensing Program and is levy funded. On the levy side of their operation, they come up a bit short; they do collect revenues for things that they issue orders on. The rest of that shortfall is made up from the levy.

Councillor Fred Francis remarks that the builder user fee has increased by 2.5%. Mr. Revell indicates that there are fees that he would like to raise that relate firstly to the issuance of conditional permits with an increase to \$5,000 (currently is \$1,135). The next

fee to increase relates to Work without a Permit which is currently 50% of the permit fee to a maximum of \$5,000. He suggests an increase to 2 times the permit fee to a maximum of \$25,000 as some of these are multi-million-dollar projects. The final fee to consider an increase pertains to the Residential Rental Licensing Program (RRL). The RRL Program currently provides \$84.00 per inspection to the Building Department. He suggests raising that fee to \$335.00, and to also include a \$185.00 fee for any repeat inspections. Currently, the RRL is \$466.00 per applicant, and this would raise it to \$717 (in the two wards).

Economic Development & Climate Change

Matthew Johnson, Executive Director, Economic Development appears before the Finance Committee – Economic Development & Engineering and provides the following overview:

- The City of Windsor’s Economic Development Department focuses on local economic development for the City of Windsor’s boundaries as they focus on things like business retention, helping existing businesses access services, incentives, grants that are available for the Planning Department.
- They also lead the Strengthen the Core initiative coordinated with multiple departments and organizations.
- Identify city owned property for repurposing to high density residential
- The Environmental Sustainability and Climate Change team leads and monitors the GHG emission targets along with the Community Energy Plan, and the Environmental Master Plan.
- There are 11 full-time FTE’s in this department.

Planning Department

Neil Robertson, Manager of Urban Design appears before the Finance Committee – Economic Development & Engineering and provides an overview of the staff establishment as follows:

- In terms of the Committee of Adjustment, they have 2 dedicated staff that work with the Administration, i.e. applications.
- Planning Services is responsible for the preparation and implementation of plans regarding land use and development including the Official Plan and 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*.

- They also oversee Site Plan Review, which is an administrative approval along with rezonings, Official Plan amendments, subdivisions, condominiums, Planning Act applications, and economic development initiatives.
In 2016 across the board, there were 241 applications and in 2021 there were 460 applications.

- As it relates to fees, in looking at Mississauga for example their Official Plan Amendment is \$27,065, Hamilton is \$44,390, London is \$16,020, Windsor is \$8,462. He further provides the fees for a rezoning.

Jelena Payne, Commissioner, Human & Health Services appears before the Finance Committee – Economic Development & Engineering and remarks that the increase in the number of applications is not only the volume but the complexity of the applications that are now coming in.

The Chair asks from a gapping standpoint, is it a full staff complement on the planning side. Mr. Robertson indicates they are at 73%. Ms. Payne indicates they are doing a review of all of their fees and Council has provided one-time money in the 2024 budget. She notes that an RFP has been completed along with the hiring of a consultant who is doing an in-depth review of the fees. She adds they anticipate to find some significant revenue increases in that area.

The Chair suggests that the user fees be fully funded by the people that are applying and not through the general levy.

Councillor Gary Kaschak inquires whether there is cost recovery. Mr. Robertson responds that is part of the methodology.

Councillor Fred Francis concurs with increasing the revenues as currently it is a fraction of what it can be based on comparator municipalities. He also suggests looking at the establishment of a reserve fund for Planning. Ms. Payne advises that they are undertaking a review of the Community Improvement Plans for the entire city and adds that a consultant has been retained.

Moved by: Councillor Fred Francis

Seconded by: Councillor Gary Kaschak

That the Finance Committee – Economic Development and Engineering **NOTE AND FILE** the City Planner is undertaking a user fee/revenue review of all their fees.

Carried.

Moved by: Councillor Gary Kaschak

Seconded by: Councillor Fred Francis

That the Finance Committee – Economic Development and Engineering **RECOMMEND** to Council that one or two members of Council **BE ADDED** to the currently all-citizen member Committee of Adjustment.

Carried.

Transit Windsor

Tyson Cragg, Executive Director Transit Windsor appears before the Finance Committee – Economic Development & Engineering and provides a brief overview of Transit Windsor.

- Provides the status of the buses including the number, age, and maintenance required

- Based on the current estimate, is projecting a savings of \$1.8 M as at August 31, 2024.

Councillor Fred Francis remarks that what is being put forward relating to revenue and expenses, is that their expenses are \$3.3M and their revenue is at \$2.8 M which shows a \$500,000 deficit. If some of those expenses are trimmed, i.e. \$700,000 in Transit Master Plan, they could essentially make that cost neutral. Ms. Guthrie responds that there are pressures linked to Transit and they are looking at sustainability.

Councillor Fred Francis indicates they are looking to trim the budget of \$17.6 M. He asks what areas administration considers that Council should be looking at for potential reductions.

The meeting is recessed at 12:00 o'clock p.m.

The meeting reconvenes at 12:37 o'clock p.m.

10. Motion to move In-Camera

Moved by: Councillor Fred Francis

Seconded by: Councillor Gary Kaschak

That Rule 3.3(c) of the Procedure By-law 98-2011, **BE WAIVED** to allow for the Chair to call a special in-camera meeting without 24 hours' notice.

Carried.

Moved by: Councillor Fred Francis

Seconded by Councillor Gary Kaschak

That the Committee move In Camera at 1:02 o'clock p.m. in accordance with the *Municipal Act* s. 239 (d) labour relations or employee negotiations and s. 239 (b) personal matters about an identifiable individual, including municipal or local board employees and s. 239 (d) labour relations or employee negotiations.

Carried.

Discussion on the item of business.

11. Motion to move back into regular session

Moved by: Councillor Gary Kaschak

Seconded by: Councillor Fred Francis

That the Finance Committee—Economic Development & Engineering move back into public session at 1:32 o'clock p.m.

Carried.

Moved by: Councillor Gary Kaschak

Seconded by: Councillor Fred Francis

That the Clerk **BE DIRECTED** to transmit the recommendation(s) contained in the report(s) discussed at the In Camera meeting.
Carried.

Moved by: Councillor Gary Kaschak
Seconded by: Councillor Fred Francis

That the recommendations contained in the verbal update from the Commissioner Economic Development regarding a labour relations or employee matter and matters about an identifiable individual including municipal or local board employees and labour relations or employee negotiations **BE APPROVED**.
Carried.

8. Business arising from the minutes

None presented.

9. New Business

None presented.

12. Date of Next Meeting

The next meeting will be held at the call of the Chair.

13. Adjournment

Moved by: Councillor Gary Kaschak
Seconded by: Councillor Fred Francis

That the meeting of the Finance Committee – Economic Development & Engineering **BE ADJOURNED** at 2:01 o'clock p.m.
Carried.