



**2025 Operating Budget Review
Finance Committee – Finance & Social Services Agenda
Room 204, 350 City Hall Square West
Tuesday, October 15, 2024
2:00 o'clock p.m.**

Members:

Councillor Fabio Costante (Chair)
Councillor Kieran McKenzie
Councillor Angelo Marignani

Departments:

Employment & Social Services
Housing and Children's Services
Huron Lodge
Asset Planning
Financial Planning
Financial Accounting
Taxation and Financial Projects

CLT assigned resources:

Janice Guthrie, Commissioner of Finance
Andrew Daher, Commissioner of Human and Health Services

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 – Finance & Social Services of its meeting held September 24, 2024. (*attached*)

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

5. Business arising from the minutes

6. New Business (if required)

7. Motion to move in camera (if necessary)

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

9. Date of next meeting (if required)

10. Adjournment

**Finance Committee-Finance & Social Services Minutes
2025 OPERATING BUDGET REVIEW**

Date: Tuesday, September 24, 2024

Time: 4:30 o'clock p.m.

Room 204, 350 City Hall Square West

MEMBERS PRESENT:

COUNCILLORS:

Ward 2 - Councillor Fabio Costante (Chair)

Ward 9 - Councillor Kieran McKenzie

Ward 7 - Councillor Angelo Marignani

ALSO IN ATTENDANCE ARE THE FOLLOWING:

Joe Mancina, Chief Administrative Officer

Janice Guthrie, Commissioner, Finance & City Treasurer

Ray Mensour, Commissioner, Community & Corporate Services

Jelena Payne, Commissioner, Economic Development

Andrew Daher, Commissioner, Human & Health Services

Alina Sirbu, Executive Director Long Term Care Administrator, Huron Lodge

Kirk Whittal, Executive Director, Housing & Children's Services

Natasha Gabbana, Senior Manager of Asset Planning

Tanya Antoniwi, Executive Director Employment & Social, Services

Linda Higgins, Manager of Intergovernmental Funding

Stephen Lynn, Manager, Social Policy & Planning

Matthew Stubbings, Chief of Staff

Kathy Roeder, Financial Planning Administrator

Michael Davis, Financial Planning Administrator

Tony Ardovini, Deputy Treasurer, Financial Planning

Jennifer House, Financial Planning Administrator

Andrea Sayers, Financial Planning Administrator

Lynn Glasier, Financial Planning Administrator

Nancy Jaekel, Financial Planning Administrator

Dave Soave, Manager, Strategic Operational Budget Development & Control

Dan Seguin, Deputy Treasurer, Financial Accounting

Kristen Karam, Financial Planning Administrator

Luigi Congi, Executive Initiatives Coordinator

Doran Anzolin, Executive Initiatives Coordinator

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 4:30 o'clock p.m.

2. Disclosure of Pecuniary Interest

None disclosed.

3. Minutes

None.

4. Opening Remarks by the Chief Financial Officer

Joe Mancina, Chief Administrative Officer appears before the Finance Committee – Finance & Social Services 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 – Finance & Social Services 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

Employment & Social Services

Tanya Antoniw, Executive Director Employment & Social Services appears before the Finance Committee – Finance & Social Services and provides a brief overview of her department as follows:

- The department is responsible for the provision of Ontario Works as guided by the *Ontario Works Act 1997* and related regulations.
- Under the *Act*, the Department is the Consolidated Municipal Service Manager and they currently determine initial and ongoing eligibility for Ontario Works financial assistance, provision of both mandatory and discretionary benefits.
- The Department also supports the issuance of discretionary benefits to ODSP clients as well as low income individuals where eligible.
- There are approximately 165 FTE's that are funded through the Ontario Work Program Delivery Funding which is cost shared between the Ministry of Children Community and Social Services and that remaining contribution is cost shared between the City of Windsor and the County of Essex through an agreed upon assessment.
- The other area in Employment and Social Services is the Windsor Regional Employment Network funded 100% by the Ministry of Labour, Immigration Training and Skills Development (MLITSD)
- In 2023 the City of Windsor became the Service System Manager for the coordination and delivery of the Employment Ontario Employment Services Program for Windsor-Essex, Sarnia, Chatham-Kent and the Lambton area.
- As of 2024, they have service provider contracts with 20 organizations in over 75 locations for job seekers to access employment services.
- The Windsor Regional Employment Network is administered by a team of 14 FTE's that are fully funded by the Ministry of Labour. and Immigration Training and Skills Development.

Councillor Kieran McKenzie asks as the Regional Service Manager, how much of any decision made by the Committee would impact the ability to deliver services across the region as it relates to Ontario Works. Ms. Antoniw responds due to their cost sharing agreement, if there was a reduction in the city's contributions, it would impact their services as their case loads are increasing. She refers to the Windsor Regional

Employment Network and advises that it is fully funded by the MLITSD so there would not be a significant impact as they have an annual business process for that portion.

Councillor Angelo Marignani asks if there are any high-level efficiencies that can be employed in this circumstance where the department still maintains the much needed manpower that are behind these community services. Ms. Antoniw responds that through the Ministry of Community and Family Services (which funds a portion of Ontario Works), they have undergone a modernization initiative which includes document management which has provided some efficiencies. The Ministry is also looking at centralized intake to process applications and adds once that is fully operational, there will be opportunities for additional efficiencies that can be leveraged to fully support the case load.

Councillor Angelo Marignani inquires whether office space can be shared. Ms. Antoniw responds that they currently have two locations for their Ontario Works Office – 400 City Hall Square East and an office in Leamington. There are also Ontario caseworkers at H4 and at their shelters.

Councillor Angelo Marignani inquires as to why is there a Leamington location. Ms. Antoniw responds prior to 1999, the *General Welfare Act* was administered by the County of Essex and the City of Windsor. In 1999, the City of Windsor became the Consolidated Municipal Service Manager and at that time, it was agreed to maintain a location in the County for ease of access to their clients. She adds that they have a current caseload of approximately 9,200 benefit units in Windsor and Essex County and approximately 1,000 of those are in Leamington and the rest in Windsor.

Councillor Kieran McKenzie refers to the Ontario Works discretionary items outlined in the level of Discretion document and requests clarification. Ms. Antoniw responds that there are mandatory benefits in the *Ontario Works Act* that are required and there is also a discretionary component of which a certain amount of funding from the Province is provided. This may include such items as medical transportation, funeral or burial provisions, and assistance with hearing aids.

Councillor Fabio Costante refers to Ontario Works and notes that the breakdown is a cost-sharing model between the Province, City and the County. He requests clarification related to the breakdown between the City and the County. Linda Higgins, Manager of Intergovernmental Funding appears before Finance Committee – Finance & Social Services and indicates that it is approximately 33% for Ontario Works for the County and 67% for the City as it is based on a taxation based weighted assessment that changes every year.

Councillor Fabio Costante requests a comment on the numbers from pre-Covid to the present in terms of Ontario Works recipients. Andrew Daher, Commissioner, Human and Health Services appears before the Finance Committee – Finance & Social Services and responds these levels are the highest and the ability to repurpose their resources for additional supports has helped with the 140 caseloads per case worker.

Councillor Fabio Costante inquires about the cost-sharing model for Ontario Works. Mr. Daher responds that the first \$3M is 100% and anything above that is a capped amount. Mr. Daher adds that they recently received an announcement from the Ministry of Community and Social Services advising there will be an increase to their base budget gross provincially and adds that is where the match will come in. They will have to ensure that the first \$3M they will receive is at 100% with the remaining amount at 50%.

Councillor Angelo Marignani questions if the Province has mandated that two locations are required for Ontario Works and asks if this service can be centralized in Windsor. Ms. Antoniw responds that it is not required by the Province. Mr. Daher responds that there would be significant challenges with this initiative and adds that the County picks up 70% of the cost.

10. Motion to move In-Camera

Moved by: Councillor Angelo Marignani

Seconded by: Councillor Kieran McKenzie

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 Kieran McKenzie

Seconded by Councillor Angelo Marignani

That the Finance Committee-Finance and Social Services move In Camera at 5:15 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.

Carried.

Discussion on the items of business.

11. Motion to move back into regular session

Moved by: Councillor Angelo Marignani

Seconded by: Councillor Kieran McKenzie

That the Finance Committee—Finance and Social Services move back into public session at 5:36 o'clock p.m.

Carried.

Moved by: Councillor Angelo Marignani

Seconded by: Councillor Kieran McKenzie

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 Kieran McKenzie

Seconded by: Councillor Angelo Marignani

That the recommendations contained in the verbal update from the Commissioner Human & Health Services 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 5:36 o'clock p.m.

Housing & Children's Services

Kirk Whittal, Executive Director, Housing & Children's Services appears before the Finance Committee – Finance & Social Services and provides a brief overview as follows:

- There are 81.5 employees divided between three different divisions – Children's Services, Homelessness and Housing Support Group, and the Housing Services Team.
- Many of their programs are arbitrated and from a housing perspective are subject to City/County arbitration at a 60/40 split.
- Homelessness is mainly Provincial funding and they receive approximately \$17M through the Housing Prevention Program (HPP) which also funds most of their shelters.
- In terms of Children's Services, they have gone from a program in 2022 (roughly \$30M) to approximately \$130M at this time.
- The \$10.00 day child care system that has been introduced by the Province and the Federal Government and the legacy issue where a municipality must contribute to support the funding on that (\$2.7M)
- On the homelessness side, they are seeing 600-700 individuals on their waiting list, they are receiving calls on encampments, utility and rent assistance programs; and are currently running a deficit.

Stephen Lynn, Manager, Social Policy & Planning appears before the Finance Committee – Finance & Social Services and advises that Pathway to Potential recently renewed its new strategy entitled Strengthening Priority Neighbourhoods which will be launched in 2025. He indicates that this initiative was adopted by both City and County Councils. The City's contribution is \$1.5 M and the County's contribution is \$670,000.

Councillor Kieran McKenzie inquires if there were certain cuts brought forward, what would the ripple effects be and the potential costs that the city might have to absorb if those programs were not in place. Mr. Lynn responds that there are 3 goals in the new strategy, - the second goal is around increasing access for affordable programs for residents who cannot afford the user fees, i.e. transit. Pathway to Potential provides a 49% discount on a 30 day pass. He adds that Ontario Works is no longer subsidizing passes for those clients so they turn to the Pathway for Potential Program in order to function on a day to day basis. Mr. Whittal advises there are three levels of categories of applicants on the centralized wait list:

1. Domestic violence – 200-300 on waiting list for up to a year.
2. P2 priority – homelessness
3. Chronological – Name is on list – one of 8,000

Councillor Kieran McKenzie questions if access to transit is increased, would that be reflected in the budgetary process. Mr. Mancina responds that conceptually, some investments in some services may serve to benefit others but the fact that they have to budget for the expenditure, it makes it difficult to budget for something on an unexpected outcome. Mr. Daher refers to the Rent Supplement Program and proposes if you give an individual a rent supplement to top up what they need in order to get housing and consider the impact that it will not have on the system, they will not lose their housing and will not have to go into shelters. He adds that the justice system, mental health system and everything that comes with experiencing homelessness, there will be a remarkable difference in our community over the long term if dollars are provided to the rent supplement program.

Councillor Fabio Costante requests that Administration provide higher level numbers as it relates to return of investment, i.e. for every dollar invested in housing services and poverty reduction this will save our community \$7.00 on the tail end, then a broad, general recommendation related to whether the City should consider realigning resources to invest more in housing as an example.

Moved by: Councillor Kieran McKenzie

Seconded by: Councillor Angelo Marignani

That Administration **BE REQUESTED** to provide higher level numbers as it relates to return of investment, on housing, social services and poverty reduction along with a broad general recommendation regarding if consideration should be given to realign resources to invest additional dollars to housing.

Carried.

The Chair reports that the Pathway for Potential dollars have been stagnant for several years. Stephen Lynn states there has not been an increase since 2017.

Moved by: Councillor Kieran McKenzie

Seconded by: Councillor Angelo Marignani

That the Finance Committee – Finance and Social Services **DIRECT** administration to report back following the administrative review regarding the rent supplement program and the rent assistance program.

Carried.

10. Motion to move In-Camera

Moved by: Councillor Angelo Marignani

Seconded by: Councillor Kieran McKenzie

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 Kieran McKenzie

Seconded by Councillor Angelo Marignani

That the Finance Committee-Finance and Social Services move In Camera at 6:09 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.

Carried.

Discussion on the items of business.

11. Motion to move back into regular session

Moved by: Councillor Angelo Marignani

Seconded by: Councillor Kieran McKenzie

That the Finance Committee—Finance and Social Services move back into public session at 6:38 o'clock p.m.

Carried.

Moved by: Councillor Angelo Marignani

Seconded by: Councillor Kieran McKenzie

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 Kieran McKenzie

Seconded by: Councillor Angelo Marignani

That the recommendation contained in the verbal update from the Commissioner Human & Health Services respecting a labour relations or employee matter and matters about an identifiable individual including municipal or local board employees **BE APPROVED**.

Carried.

Moved by: Councillor Angelo Marignani

Seconded by: Councillor Kieran McKenzie

That the Finance Committee – Finance and Social Services **DIRECT** administration to provide the number for Ontario Works (OW) recipients that should perhaps instead be on Ontario Disability Support Program (ODSP).

Carried.

Moved by: Councillor Kieran Mckenzie

Seconded by: Councillor Angelo Marignani

That the Finance Committee – Finance and Social Services **DIRECT** administration to provide high level numbers for savings and return on investment in housing, social services and poverty reduction and if there's a possibility of a realignment of resources geared towards housing.

Carried.

Moved by: Councillor Kieran Mckenzie

Seconded by: Councillor Angelo Marignani

That the Finance Committee – Finance and Social Services **DIRECT** administration to provide information on the average time recipients have stayed in subsidized housing.

Carried.

The Committee recesses at 6:38 o'clock p.m.

The Committee reconvenes at 7:05 o'clock p.m.

Huron Lodge

Alina Sirbu, Executive Director of Long Term Care/Administrator of Huron Lodge, appears before the Finance Committee – Finance & Social Services and provides a brief overview of the area including:

- Legislated under *Municipal Act*, related to level of care, employees
- Long term care is the 2nd most regulated entity in the Province
- Information related to the New *Long Term Care Act*
- Provincial government increase to funding formula
- Information related to current mandate of care
- Types of employees
- Provides information related to types of Long Term Care homes that exist
- Level of support, acuity level regarding residents is reviewed which has increased steadily over time and significantly since the pandemic

Councillor Fabio Costante inquires about the number of residents. Ms. Sirbu indicates that there are currently 224 residents at Huron Lodge.

Councillor Fabio Costante requests information about funding. Ms. Sirbu indicates that the previous funding formula used to be 2/3 provincial portion, 1/3 municipal portion, and is currently fully funded by the province—The Ministry of Health and Long Term Care. Ms. Sirbu adds that they are securing all new positions with funding from the Province and any additional funding will not be returned to the City as the level of care thresholds have to be reached and maintained. Ms. Sirbu indicates that the current mandate is 4 hours per day of care, based on all assessments and all surrounding municipalities are under the same requirements related to hours of care.

Councillor Marignani inquires about the types of issues related to the increase of care requirements. Ms. Sirbu indicates that they are seeing more serious issues including mental health issues.

Councillor Kieran McKenzie inquires about nursing and personal care and the municipal portion. Ms. Sirbu provides details related to staffing supports, including considering efficiencies. Ms. Sirbu adds that different expertise levels are required and provides details related to RN and RPN designations. Ms. Sirbu indicates there have been difficulties in getting resources as the competition amongst many area hospitals, care homes has seen an increase. Ms. Sirbu provides details related to the funding policy and financial information related to specific areas of the budget.

Councillor Kieran McKenzie inquires about levels of training. Ms. Sirbu indicates that all types of training is set out in the Act for each category.

Councillor Fabio Costante inquires about the number of municipal homes that are legislated by the government. Ms. Sirbu indicates that Windsor has 1 and Toronto may have 10, it depends on the area. Ms. Sirbu provides information related to contracted out services, and other areas that have tried this approach. Ms. Sirbu adds that the risk and liability is great therefore it has to be a well thought out process and methodology. Ms. Sirbu provides details related to the successful contracting out of the maintenance division.

Asset Planning

Natasha Gabbana, Senior Manager Asset Planning, appears before the Finance Committee – Finance & Social Services and provides a brief overview of the area including:

- Staffing complement
- Asset Planning is responsible for the Asset Management Plan and Corporate Coordinator of all the City's assets supporting Financing strategy
- Grant Funding Applications, including special knowledge to navigate the Grant Application System, funding that has been secured
- Capital Budget development/Manage Funds in Capital Budget Accounts
- All required reporting, including review all Council reports related to Capital Budget implications
- Development of Financing Strategies and creative ways to cover funding
- Manage Utility Accounts and Capital Projects
- Corporate Energy Team Management-some energy management component is mandated including details regarding staffing complement/energy audits/lighting/solar panels.

Ms. Guthrie indicates that this department doesn't have subsidies, mostly physical assets, recovering funding through future savings related to capital projects, and provides funding information related to grant funding recovery.

Mr. Mancina provides more details related to historical information regarding the Grant Funding Program and the creation of the area.

Councillor Kieran McKenzie inquires about the Corporate Energy Team and the staffing complement. Ms. Gabbana provides details related to staffing levels and the Asset Management Plan, and the staffing complement has remained relatively unchanged.

Moved by: Councillor Kieran McKenzie

Seconded by: Councillor Angelo Marignani

That the Finance Committee – Finance and Social Services **DIRECT** administration to report back regarding the degree or level of risk, such as a high/moderate/low scale, under the current full-time equivalent staffing complement related to the four Finance Department areas (Financial Planning, Financial Accounting, Taxation and Asset Planning).

Carried.

Financial Accounting

Dan Seguin, Deputy Treasurer Financial Accounting and Corporate Controls appears before the Finance Committee – Finance & Social Services and provides a brief overview of the area including:

- The provision of Corporate services including mandated Government and mandated reporting
- Accounts Receivable Services for the Corporation including Collections
- Accounting Manager for the Windsor Public Library, recovery from the Library
- Audited Financial statements, Provincial Financial Return
- Payroll remittance functions and Bank Reconciliations
- Full HST recovery every year through a consultant service
- WFM payroll function including retro payments, processing payroll process City Wide as well as Government remittances
- Accounts Payable functions, including a corporate review process to determine legitimacy for the corporation including continuous improvement related to oversight and transactions
- The department is always looking for efficiencies in operations/staffing

Councillor Fabio Costante inquires about accounts receivable corporate wide. Mr. Seguin provides details and examples

Councillor Fabio Costante inquires about accounts payable and accounts receivable and is there an opportunity to review terms and is there room for improvement. Mr. Seguin indicates that the Corporation's bad debt is relatively stable.

Ms. Guthrie provides details regarding bad debts and write offs. Ms. Guthrie indicates that there is now a centralized Accounts Payable department in the finance department as apposed to each department paying out themselves. This allows the department to scrutinize vendors, provides greater validity, and allows finance to be the gate keeper, dealing with change in banking information, confirming information and adds that the controls have been beneficial across the corporation.

Councillor Angelo Marignani inquires about the 2 Full time Non-union positions. Mr. Seguin provides details related to the roles and responsibilities of that position and how they affect the current processes and responsibilities in place as well as reporting functions.

Financial Planning

Tony Ardovini, Deputy Treasurer Financial Planning appears before the Finance Committee – Finance & Social Services and provides a brief overview of the area including:

- Details related to Financial Planning Administrators (FPA's) finance people in the field, and each oversees a CLT area.
- Human and Health Services FPA, majority cost recovery from Provincial/Federal Government funding
- Assist other areas with Grant Funding applications including DMAF in addition to monitoring
- Monitor Capital Projects for Variances
- Very detailed Economic Development financial projections/allocations over a number of yearly terms
- Community Improvement Plan (CIP) Tracking and ranking
- Variance reporting for Operating budgets, continuous monitoring of all departments across the corporation related to Budgeting variances
- Development Charges review
- Storm Water Management programs

Mr. Ardovini adds that Financial Planning is always a part of the financial component of each item.

Mr. Mancina provides historical information related to the Financial Planning Department and previous corporate reporting. Mr. Mancina adds that the Financial Planning Analysts (FPA's) are involved in the financial implications of all projects and departments across the City.

Taxation and Financial Projects

Lorie Gregg, Deputy Treasurer Taxation, Treasury and Financial Projects appears before the Finance Committee – Finance & Social Services and provides a brief overview of the area including:

- Staffing complement details
- Manage over \$600 million in cash and investments, ensuring available funds for paying for Capital projects
- Liens/Tax Sales which requires a substantial amount of time and due diligence in accordance with the *Municipal Act*
- Investments
- Property Assessment/Mortgage and Ownership changes/Tax Letters/Property Tax Grants-Community Improvement grants including tracking and accounting of these accounts
- Managing/Recovery of Municipal Accommodation Tax related to various hotels currently the rate is 4% considering perhaps an increase
- PCI—Compliance with Data Security Standards –Credit card transactions
- Working closely with the Municipal Property Assessment Corporation (MPAC)
- User fees/recovery fees

Councillor Fabio Costante inquires about the 6000 property tax accounts requiring collection. Ms. Gregg indicates that the area is looking to address the issue, requesting additional staffing complement to get people back on track and catch up. Ms. Guthrie provides legislative requirements for the tax sale process and information related to interest levels.

Councillor Fabio Costante inquires about assessments through MPAC related to new properties. Ms. Gregg indicates that MPAC is assessing new properties and properties that are undergoing renovation. Ms. Gregg adds that the taxation team ensures it gets these listed as soon as possible for tax collection purposes. Ms. Gregg clarifies that stormwater billing comes from the same database; identify the properties and ensure that appropriate billing is being undertaken.

Councillor Fabio Costante inquires about the Community Improvement Plans (CIP's) in terms of historical information, market changes, and whether an analysis been undertaken whether the same incentives want to be provided. Ms. Guthrie indicates that there is a study being undertaken due to Council sometime in the spring of next year related to CIP's City wide. Ms. Gregg provides details related to CIP's in terms of agreements and payments.

Information related to short term rentals and hotels related to the Municipal Accommodation tax is provided. Administration indicates that user fees will be reviewed/discussed at a later date.

Moved by: Councillor Kieran McKenzie

Seconded by: Councillor Angelo Marignani

That the Finance Committee – Finance and Social Services **DIRECT** administration to report back regarding the degree or level of risk, such as a high/moderate/low scale, under the current full-time equivalent staffing complement related to the four Finance Department areas (Financial Planning, Financial Accounting, Taxation and Asset Planning).

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, possibly Tuesday, October 15.

13. Adjournment

Moved by: Councillor Kieran McKenzie

Seconded by: Councillor Angelo Marignani

That the meeting of the Finance Committee – Finance & Social Services **BE ADJOURNED** at 8:42 o'clock p.m.

Carried.