

Brian Masse

Member of Parliament
(Windsor West)



HOUSE OF COMMONS
CHAMBRE DES COMMUNES
CANADA

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May 18, 2021

The Honorable Omar Alghabra, P.C., M. P.
Minister of Transport
Transport Canada
330 Sparks Street
Ottawa, ON, K1A 0N5

The Honourable Catherine McKenna, P.C., M. P.
Minister of Infrastructure and Communities
180 Kent Street
Suite 1100
Ottawa, ON, K1P 0B6

Hon. Jonathan Wilkinson, P.C., M. P.
Minister of Environment and Climate Change
House of Commons
Ottawa, ON, K1A 0A6

Dear Ministers Alghabra, McKenna, and Wilkinson,

I am writing to you all again regarding the long-term protection of the environmentally sensitive land referred to as Ojibway Shores. I have spoken to each of you about this issue in the past and provided documentation and correspondence.

Ojibway Shores is a vital 33-acre greenspace and the last remaining, undeveloped natural shoreline in Windsor-Detroit. It is home to hundreds of endangered species that rely on migration through surrounding local parks for survival. This includes Ojibway Park, Spring Garden Natural Area, Black Oak Heritage Park, and the Tallgrass Prairie Park, to name a few. If connected, this area including the Detroit River could become one of North America's treasures. It serves not only as a home and larger ecosystem to these species, but also provides mitigation of flooding due to climate change and natural heritage areas that our community can enjoy, appreciate, and use for healthy living space and ecotourism.

Over the past two years a consensus has developed among residents and local, national, and international environmental organizations for all these publicly owned properties, parks, and preserves be combined into a National Urban Park. All local

municipal, provincial, and federal officials have committed to this and even the Prime Minister has publicly voiced his support in establishing Ojibway National Urban Park.

Ojibway Shores is a federal property currently under the management of the Windsor Port Authority (WPA) which has demanded that local taxpayers pay for this property which is already owned by all Canadians. I have always maintained that this is unacceptable for the federal government to make local residents pay twice for something they already own to preserve the environment. Instead the senior level of government should seize the opportunity to combat climate change, protect endangered species and help municipalities with a simple direct action.

As I have outlined in several letters to the previous Environment Minister, Transport Ministers, and the Prime Minister and to the WPA that the Government of Canada can transfer the management of this property from under the WPA to Environment Canada. All it will take is a change in the *letters patent* of the WPA. Making changes in a port's *letters patent* is a routine procedure as I have illustrated in examples presented to the WPA and to various Ministers.

Unfortunately, as reported in the media, the three years long negotiations between the City of Windsor and the WPA have broken down with the WPA at this late date informing the city that the waterfront land (the Dorion property) the City was attempting to acquire as part of a land swap is unacceptable to them. This has precipitated the American owner to sell the undeveloped waterfront land to a developer which puts the shoreline at further risk. This has led to the conclusion that the WPA has no intent of allowing Ojibway Shores to be protected and your department must now intervene in transferring Ojibway Shores from the WPA to Environment Canada so the process of establishing a National Urban Park can begin. Furthermore, the government should intervene and acquire the Dorion property to ensure the shoreline is protected and eliminate the flood risk to the historic Sandwich town community, which is one of the oldest settlements in Ontario and includes many centuries old buildings including the Duff-Baby House, built in 1798, which is located across the street from the land and is presently a museum as well as designated a National Historic Site of Canada.

As part of the federal government's efforts to assist municipalities adapt to climate change, intervening to transfer the Ojibway Shores from the WPA to Environment Canada would further this goal by allowing the City of Windsor to reallocate the resources that would have been used to pay for the land taxpayers already own to other environmental projects. On February 11, 2020 a federal grant of \$140,530, from the Transportation Assets Risk Assessment program was awarded to the WPA so it can conduct a climate change impact study and determine the extent of the potential crisis on the local port due to high water levels and intense storms. This is a federal acknowledgement of need for amelioration and mitigation that preserving Ojibway Shores would be a part of. Additionally, preserving Ojibway Shores would help to meet the government's commitment to have 25 percent of Canada's land have protected status by 2025. This would also follow the government's plan revealed in both the fall economic statement and the recent federal budget to create more National Urban Parks.

As stated in the Prime Minister's mandate letters to cabinet ministers, "people expect parliamentarians to work together to deliver these results," I am requesting that you take action to protect Ojibway Shores. It is your choice to take advantage of this opportunity

to achieve several of your government's goals while protecting local taxpayers and preserving the environment.

Thank you in advance for your time and immediate attention to this matter. I look forward to your response.

Yours truly,

A handwritten signature in blue ink that reads "Brian Masse". The signature is written in a cursive style with a large initial "B".

Brian Masse MP
Windsor West
NDP Innovation, Science and Economic Development Critic

Cc: Mayor Dilkens, City of Windsor

APPENDIX A**SUMMARY OF HOTLINE CALLS REFERRED TO MANAGEMENT: OCTOBER 1 - DECEMBER 31, 2020**

Tracking Number	Date Received from PwC	General Description	Responsible Member of Management	Management Action	Close Date
NTS-1-October-2020	October 7, 2020	Complaint related to garbage collection.	Mark Winterton	This complaint has been referred to the City's 311 system for resolution.	October 7, 2020
NTS-2-October-2020	November 3, 2020	Matter unrelated to the City of Windsor.	Onorio Colucci	No action required.	November 3, 2020
NTS-2-November-2020	December 11, 2020	Caller requesting information related to working indoors in close proximity to another person without proper ventilation during the pandemic.	Valerie Critchley	This request for information has been referred to the City's 311 system.	December 11, 2020
NTS-3-November-2020	December 9, 2020	Anonymous allegation that an individual on Ontario Works may not have provided full disclosure with respect to their file and is also involved in illegal activity	Jelena Payne	Eligibility Review Officer reviewed the file and contacted the client for further information and documentation. Investigation complete leading to the cancellation of OW benefits. Allegation of illegal activity forwarded to Windsor Police Services for investigation.	January 19, 2021
NTS-4-November-2020	December 9, 2020	Allegation that an individual is making changes to his house without a permit.	Shelby Askin Hager	A letter was sent to the property owner advising of the allegations and permit requirements. A visit to the property was made and confirmed that there is no visible evidence from the exterior of the home to suggest that work is being performed. Attempts will continue to be made with the property owner in order to confirm any interior evidence of work being performed without a permit.	December 11, 2020
NTS-2-December-2020	January 12, 2021	Complaint related to the amount of garbage evident along the EC Row Expressway	Jan Wilson	This complaint has been referred to the City's 311 system for resolution.	January 12, 2021
NTS-3-December-2020	January 12, 2021	Call from an individual who is expressing their concern related to a decision made on a matter related to a carport tent in a residential area.	Shelby Askin Hager	Matter forwarded to administration for information.	January 12, 2021
NTS-4-December-2020	January 12, 2021	Complaint related to COVID-19 guidelines and restrictions	Valerie Critchley	This complaint has been referred to the City's 311 system for resolution.	January 12, 2021
NTS-6-December-2020	January 12, 2021	Another allegation related to the one received in NTS-4-November-2020	Shelby Askin Hager	Matter forwarded to administration for review. Attempts will continue to be made with the property owner in order to confirm any interior evidence of work being performed without a permit.	January 12, 2021
NTS-7-December-2020	January 12, 2021	Complaint related to a number of different items on one property (extension to the house, house being run down, unsafe conditions, garbage visible on the property)	Valerie Critchley/ Shelby Askin Hager	This complaint has been referred to the City's 311 system for resolution.	January 12, 2021

APPENDIX B**SUMMARY OF HOTLINE CALLS REFERRED TO MANAGEMENT: JANUARY 1 - MARCH 31, 2021**

Tracking Number	Date Received from PwC	General Description	Responsible Member of Management	Management Action	Close Date
NTS-1-January-2021	January 12, 2021	Anonymous complaint related to COVID-19 gathering restrictions and the Police department's handling of the situation.	Onorio Colucci	Matter forwarded to Windsor Police Services for information.	January 12, 2021
NTS-2-January-2021 NTS-3-January-2021	January 12, 2021 February 9, 2021	Call from an individual who would like to bring scenarios of American Civil War involving Windsor/Detroit refugees to the attention of the City of Windsor.	Onorio Colucci	Matter forwarded to Windsor Police Services for further review and investigation	January 13, 2021 February 9, 2021
NTS-1-February-2021	February 9, 2021	Anonymous complaint on a matter unrelated to the City of Windsor	Onorio Colucci	No action required	February 9, 2021
NTS-2-February-2021	February 17, 2021	Request to clarify Planning Department content located within the City's external website.	Shelby Askin Hager	This request has been referred to the City's 311 system for resolution.	February 17, 2021
NTS-3-February-2021	February 19, 2021	Service complaint related to residential garbage pick up.	Mark Winterton	This complaint has been referred to the City's 311 system for resolution.	February 19, 2021
NTS-6-February-2021	March 1, 2021	Call from an individual thanking the Mayor for setting up an emergency shelter at the aquatic centre.	Onorio Colucci	Forwarded to administration for information	March 2, 2021
NTS-1-March-2021	March 15, 2021	Complaint on a matter unrelated to the City of Windsor	Onorio Colucci	No action required	March 16, 2021
NTS-3-March-2021	March 26, 2021	Complaint from an individual who claims that an apartment building located in Windsor is dilapidated and falling apart	Shelby Askin Hager	This complaint has been referred to the City's 311 system for resolution.	March 26, 2021
NTS-4-March-2021	April 5, 2021	Anonymous dirty yard complaint	Valerie Critchley	This complaint has been referred to the City's 311 system for resolution.	April 7, 2021

APPENDIX A - City of Windsor Audit Recommendation Tracking Summary - December 31, 2020

Finding #	Recommendation/Topic	CLT Member Responsible	Assigned to	Audit Report/Source	Audit Unit/Firm	Date Issued	Target Date for Implementation	Current Status (as of December 31, 2020)	Additional Comments
51a	Documented strategic plan	WDTC Chief Executive Officer	WDTC Chief Executive Officer	WDTC	PwC	July 27, 2015	2016 Q4	Item retargeted to 2021 Q4	In 2020, WDBL's shifted its primary focus to maintaining the viability of its operations during the ongoing border restrictions and to implementing various initiatives to get through the crisis created by the pandemic
51b	Evidence of Board review and approval	WDTC Chief Executive Officer	WDTC Chief Executive Officer	WDTC	PwC	July 27, 2015	2016 Q4	Item retargeted to 2021 Q4	See description in 51a
101	Evidence of contract review with the County of Essex to consider: a) Outlining oversight responsibilities, contract ownership and expectations regarding Blue Box collection, and b) Flow through of expenses from the City to the Authority and the terms of the other shared finance services provided by the City.	Chief Administrative Officer	Chief Administrative Officer	EWSWA	PwC	January 26, 2016	2016 Q2	Item retargeted to 2021 Q2	
159	Develop a procedure around the use of the VMS in accordance with the Purchasing By-Law 93-2012.	City Solicitor	Purchasing Department	Service Provider and Outsourced Services Governance and Management	PwC	August 8, 2017	2018 Q2	Item retargeted to 2021 Q1	
165	Document a reporting and services agreement between the City & RGCC	GM, Roseland	GM, Roseland	Roseland Golf & Curling Club	PwC	October 23, 2017	2018 Q2	Item retargeted to 2021 Q3	
166	Define and document strategic plan	GM, Roseland	GM, Roseland	Roseland Golf & Curling Club	PwC	October 23, 2017	2018 Q4	Closed	
167	Update policy manual	GM, Roseland	GM, Roseland	Roseland Golf & Curling Club	PwC	October 23, 2017	2018 Q3	Closed	
200	Enhance annual training planning and documentation for monitoring	City Solicitor	Chief Training Officer	Fire Rescue Compliance	PwC	August 27, 2018	2020 Q2	Item retargeted to 2021 Q4	
205	Enhance purchasing policy and document inventory and asset management procedures	CEO - Your Quick Gateway	YQG - Director of Operations	YQG - Managing Inventory, Repairs and Maintenance	PwC	August 27, 2018	2019 Q2	Item retargeted to 2021 Q4	
206	Review and document current inventory/asset management systems and processes	CEO - Your Quick Gateway	YQG - Director of Operations	YQG - Managing Inventory, Repairs and Maintenance	PwC	August 27, 2018	2019 Q1	Item retargeted to 2021 Q4	
207	Enhance key vendor management controls	CEO - Your Quick Gateway	YQG - Director of Finance	YQG - Managing Inventory, Repairs and Maintenance	PwC	August 27, 2018	2018 Q4	Item retargeted to 2021 Q4	
209	Enhance compensating controls to address potential segregation of duties	CEO - Your Quick Gateway	YQG - Director of Finance	YQG - Managing Inventory, Repairs and Maintenance	PwC	August 27, 2018	2018 Q4	Item retargeted to 2021 Q4	
211	Enhance project classification and expectation guidelines	CAO - City of Windsor	Executive Initiatives Coordinator - CAO's Office	Managing Transition of Projects into Operations	PwC	November 5, 2018	2019 Q3	Item retargeted to 2022 Q4	Resource assigned to this recommendation has been seconded to the WFM project.
212	Enhance considerations for project risk assessments	CAO - City of Windsor	Executive Initiatives Coordinator - CAO's Office	Managing Transition of Projects into Operations	PwC	November 5, 2018	2019 Q3	Item retargeted to 2022 Q4	See description in 211
213	Formalize detailed Project Implementation Plan	CAO - City of Windsor	Executive Initiatives Coordinator - CAO's Office	Managing Transition of Projects into Operations	PwC	November 5, 2018	2019 Q3	Item retargeted to 2022 Q4	See description in 211
214	Enhance approach to pre/post go-live feedback collection and aggregation	CAO - City of Windsor	Executive Initiatives Coordinator - CAO's Office	Managing Transition of Projects into Operations	PwC	November 5, 2018	2019 Q3	Item retargeted to 2022 Q4	See description in 211
218a	Define service standards and metrics to evaluate performance	CLT-Parks, Facilities, Recreation & Culture	Senior Manager, Facilities	Facilities Operations	PwC	February 4, 2019	2020 Q2	Item retargeted to 2021 Q2	Unforeseen circumstances and the current pandemic have caused a delay to the timelines and therefore a retarget is required.
218b	Review of priorities assigned to work orders	CLT-Parks, Facilities, Recreation & Culture	Manager, Facility Operations	Facilities Operations	PwC	February 4, 2019	2019 Q4	Item retargeted to 2021 Q2	See description in item 218a.

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218c	Establish goals and targets, and develop metrics to assist in measuring and evaluating progress towards goals.	CLT-Parks, Facilities, Recreation & Culture	Manager, Assets & Projects	Facilities Operations	PwC	February 4, 2019	2020 Q4	Item retargeted to 2021 Q2	See description in item 218a.
218d	Establish service level agreements/statements to define the expectations	CLT-Parks, Facilities, Recreation & Culture	Manager, Assets & Projects and Manager, Facility Operations	Facilities Operations	PwC	February 4, 2019	2020 Q4	Item retargeted to 2021 Q2	See description in item 218a.
219	Enhance Management Discussions	CLT-Parks, Facilities, Recreation & Culture	Manager, Assets & Projects and Manager, Facility Operations	Facilities Operations	PwC	February 4, 2019	2019 Q4	Item retargeted to 2021 Q2	See description in item 218a.
220a	Develop a formal template of criteria for pursuing/not pursuing capital work.	CLT-Parks, Facilities, Recreation & Culture	Manager, Assets & Projects and Manager, Facility Operations	Facilities Operations	PwC	February 4, 2019	2019 Q4	Item retargeted to 2021 Q2	See description in item 218a.
220b	Define clear 'documentation' standard and develop standard forms/templates	CLT-Parks, Facilities, Recreation & Culture	Manager, Assets & Projects and Manager, Facility Operations	Facilities Operations	PwC	February 4, 2019	2021 Q4	On target for 2021 Q4	
220c	Documentation of training and that training material & records are centrally located.	CLT-Parks, Facilities, Recreation & Culture	Manager, Assets & Projects	Facilities Operations	PwC	February 4, 2019	2019 Q2	Item retargeted to 2021 Q2	See description in item 218a.
221	Periodic WO Aging Analysis	CLT-Parks, Facilities, Recreation & Culture	Manager, Assets & Projects and Manager, Facility Operations	Facilities Operations	PwC	February 4, 2019	2019 Q4	Item retargeted to 2021 Q2	See description in item 218a.
222	Design and implement Customer Satisfaction Survey	CLT-Parks, Facilities, Recreation & Culture	Senior Manager, Facilities	Facilities Operations	PwC	February 4, 2019	2019 Q4	Item retargeted to 2021 Q2	See description in item 218a.
223	Track Conditions and Building Condition Assessments (BCA) periodically	CLT-Parks, Facilities, Recreation & Culture	Senior Manager, Facilities	Facilities Operations	PwC	February 4, 2019	2019 Q4	Item retargeted to 2021 Q2	See description in item 218a.
225	Enhance formal oversight controls over SM policies / procedures and governance	City Clerk	Senior Manager Communications & Customer Service	Social Media Strategy Assessment	PwC	February 4, 2019	2020 Q4	Closed	
226	Define and implement strategy evaluation and performance reporting processes	City Clerk	Senior Manager Communications & Customer Service	Social Media Strategy Assessment	PwC	February 4, 2019	2020 Q4	Item retargeted to 2021 Q4	
229	Document key content management procedures/checklists and review/update key account level roles/responsibilities.	City Clerk	Senior Manager Communications & Customer Service	Social Media Strategy Assessment	PwC	February 4, 2019	2019 Q4	Item retargeted to 2021 Q1	
235	Present phase 2 regeneration plan prior to assigning accountabilities for SAMP goals and objectives	WECHC Chief Executive Officer	WECHC - Chief Development and Regeneration Officer	CHC - Asset Management Housing Portfolio	PwC	July 29, 2019	2020 Q4	Closed	
236	Update LTAM Policy with approved FCI target and outline requirements for review/ approval when changes are required to FCI into a procedure/guideline	WECHC Chief Executive Officer	WECHC - Director of Asset Management	CHC - Asset Management Housing Portfolio	PwC	July 29, 2019	2020 Q1	Closed	
239	Formalize Incident Management Plan and Procedures	Chief Financial Officer	Executive Director Information Technology	Cyber Response Strategy Assessment	PwC	September 23, 2019	2020 Q4	Item retargeted to 2021 Q4	
240	Enhance Security Information and Event Management	Chief Financial Officer	Executive Director Information Technology	Cyber Response Strategy Assessment	PwC	September 23, 2019	2020 Q4	Item retargeted to 2022 Q1	
241	Develop Incident Severity Matrix and Methodology for Incident Response Times using Critical Asset Classification.	Chief Financial Officer	Executive Director Information Technology	Cyber Response Strategy Assessment	PwC	September 23, 2019	2021 Q1	In Progress	
242	Formalize Incident Response Tabletop Exercises	Chief Financial Officer	Executive Director Information Technology	Cyber Response Strategy Assessment	PwC	September 23, 2019	2020 Q2	Closed	
243	Develop Working Procedures for Planning and Development Application Processing	City Solicitor	City Planner	Planning and Development	PwC	February 24, 2020	2020 Q3	Item retargeted to 2021 Q4	
244	Review and Prioritize Action Plan Implementation of 2014 Business Process Review Findings	City Solicitor	City Planner	Planning and Development	PwC	February 24, 2020	2020 Q4	Item retargeted to 2021 Q4	

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245	Consideration to make disclosure to citizens clear and concise.	City Engineer	Coordinator, Right of Way & Field Services	Hotline Investigation Report - NTS-003-SEP-2019	PwC	February 24, 2020	2020 Q4	Closed	
246	Document formal agreement for restoration arrangement with CHAA	CLT-Parks, Facilities, Recreation & Culture	Executive Director of Recreation and Culture	Complaint Investigation Report - Lancaster Plane	Auditor General	February 24, 2020	2020 Q4	Closed	
247	Ensure contract compliance by retention of relevant documentation	CLT-Parks, Facilities, Recreation & Culture	Director of Finance, YQG	Complaint Investigation Report - Lancaster Plane	Auditor General	February 24, 2020	2020 Q4	Item retargeted to 2021 Q4	
248	Establish control to independently review the payment certificate calculation template	City Engineer	Contract Co-ordinator	VFM Purchased Services Winter Road Clearing	PwC	May 25, 2020	2020 Q4	Closed	
249	Leverage existing real time GPS records to improve vendor performance monitoring	City Engineer	Maintenance Co-ordinator	VFM Purchased Services Winter Road Clearing	PwC	May 25, 2020	2020 Q4	Closed	
250	Formally amend contract terms to minimize risk of potential contract dispute	City Engineer	Contract Co-ordinator	VFM Purchased Services Winter Road Clearing	PwC	May 25, 2020	2020 Q4	Closed	
251	Establish protocols for joint ownership of security policies and monitoring controls	Commissioner - Parks, Recreation, Culture & Corporate Facilities	Senior Manager, Facilities	Security Incident Prevention and Mitigation	PwC	May 25, 2020	2021 Q4	Management action plan dependent on City Council direction related to the Corporate Security Plan and Risk Assessment.	
252	Define responsibilities to monitor contractual requirements	Commissioner - Parks, Recreation, Culture & Corporate Facilities	Senior Manager, Facilities	Security Incident Prevention and Mitigation	PwC	May 25, 2020	2022 Q4	Refer to description in #251	
253	Confidential action plan	Commissioner - Parks, Recreation, Culture & Corporate Facilities	Senior Manager, Facilities	Security Incident Prevention and Mitigation	PwC	May 25, 2020	2021 Q4	Refer to description in #251	
254	Enhance protocols for managing and documenting dynamic security plans	Commissioner - Parks, Recreation, Culture & Corporate Facilities	Senior Manager, Facilities	Security Incident Prevention and Mitigation	PwC	May 25, 2020	2021 Q4	Refer to description in #251	
255	Formalize evidence of ongoing flexible/alternative work arrangements	City Clerk	Executive Director, Human Resources	Hotline investigation report - NTS 005 - FEB - 2020	PwC	May 25, 2020	2021 Q1	Item retargeted to 2021 Q2	
256	Formalize central insight into all flexible/alternative agreements in effect	City Clerk	Executive Director, Human Resources	Hotline investigation report - NTS 005 - FEB - 2020	PwC	May 25, 2020	2021 Q1	Item retargeted to 2021 Q2	
257	Conduct independent spot checks of positive pay exceptions to ensure the preventative controls operate as intended given the nature of access privileges and approval evidence.	Chief Financial Officer	Deputy Treasurer - Financial Accounting	Fraud Risk Mitigation Review	PwC	December 7, 2020	2020 Q4	Closed	
258	Explore automating repeatable task elements (RPA - robotic process automation) related to AP query and payment release activities to improve efficiency.	Chief Financial Officer	Deputy Treasurer - Financial Accounting	Fraud Risk Mitigation Review	PwC	December 7, 2020	2020 Q4	Closed	
259	Enhance fraud investigation minimum guidelines and summary adherence therewith for individual investigation efforts.	Chief Financial Officer	Deputy Treasurer - Financial Accounting	Fraud Risk Mitigation Review	PwC	December 7, 2020	2020 Q4	Closed	
260	Ensure alignment of unique record identifier for vendor change records and implement a detective/monitoring control over the process	Chief Financial Officer	Deputy Treasurer - Financial Accounting	Fraud Risk Mitigation Review	PwC	December 7, 2020	2021 Q1	In Progress	
261	Document categorization of opening protocols between required/desired and risk accepted alternatives for future plans	City Clerk	Executive Director, Human Resources	Covid-19 Health & Safety - Reopening of Workplace and Facilities	PwC	December 7, 2020	2021 Q1	In Progress	

PwC VERIFIED COMPLETION
OPEN AND DELAYED